Cherokee County Board of Commissioners



Fiscal Year 2011 Adopted Budget

Canton, Georgia

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Cherokee County
GEORGIA

January 18, 2011

Chairman and Members of the Board of Commissioners:

I present to you the Annual Budget for 2011, which totals $179.3 million - a decrease of $16.8 million, or 8.6%, from the 2010 budget. The General, Fire District, and other major operating funds declined approximately $3.1 million, while major capital funds - SPLOST, Park Bond and Impact Fees, declined by $11.5 million, and other funds declined by $2.5 million.

The county is facing the toughest fiscal challenges in recent history and yet the 2011 budget adheres to our tradition of frugality that has required county agencies and departments to run efficiently. While cuts have been proposed for the 2011 budget, the recession we are experiencing, falling property values, and declines in other revenue sources require that additional cuts and actions to streamline county government must continue to be pursued where possible in preparation for 2012.

As difficult as the budget reductions needed to balance 2011 was to achieve, one-time revenue sources and spending cuts allowed us to avoid reductions in services and employee furloughs. These one-time sources of revenue and cuts in expenditures will be unavailable in 2012, however.

The loss of one-time revenue and use of defined benefit retirement plan credits will result in a $4.3 million shortfall in the General Fund impacting the 2012 budget. In addition, property tax revenue is estimated to decline $1.5 million in the General Fund and $850,000 in the Fire District Fund due a decline in property values. The total estimated shortfall for both the General and Fire District Funds is estimated to reach nearly $7 million impacting the 2012 budget, which is equivalent to over 30 furlough days.

The Fiscal Challenges and Opportunities

There has been a significant downturn in the economy since 2008, which has impacted revenue at both the state and county levels - leading to a decline in revenue based on property taxes, sales tax collections, sharply lower interest earnings, and sluggish fee revenue. The impact on development fees has already led to reductions-in-force in Building Inspections and Engineering. Since 2008, the Building Inspections Department budget has declined from $874,351 to $500,452 - a 42.8% decrease, including a reduction in force from 14 to 8. The Engineering Department budget during this same period has declined from $716,575 to $535,638 - representing a 25.2% decrease, including a reduction in force from 12 to 4.5.

Since the recession began in 2008, net property values have declined from 8,647,647,873 to 7,657,673,935 - a reduction of nearly 1 billion or 11.4%. Although it is estimated that there will be fewer foreclosures and bank sales in 2010 compared to 2009, property values will likely decline as much as 5% primarily due to declines in commercial and rural area values impacting the 2012 budget, according to the Tax Assessors Office.

Highlights:

- Ad Valorem Tax Rate for the General Fund remains at 4.720 and Fire District rate remains at 2.950.
- Tax collection rate increased to 99%.
- Budget reduction totaling $16.8 million, or 8.6%.
- Use of $0.8 million of General Fund reserves for operations.
- Utilize $2 million of $3.4 million "overfunding credit" available in defined benefit plan.
- General Fund sale of property for parks and greenspace totaling $1.5 million.
- No employee raises have been budgeted.
- Elimination of 51 FT and 13 PT frozen positions.
- Perfect Attendance incentive not budgeted, but program will still be offered if departments believe they can cover costs.
- Insurance & Benefits Fund increased $2 million due to rising health care costs.
- General Administration Fund increased nearly $300,000, primarily driven by increases in worker's compensation costs.
- Energy conservation projects will be completed in 2011, which will conserve energy with goal of reducing future energy costs.
- GF Cash reached low of $1.8 million in November 2010, and could reach near $0 in November 2011.

2006: 537 foreclosures and 8,093 qualified sales;
2007: 745 foreclosures and 6,065 qualified sales;
2008: 2243 foreclosures and 3,174 qualified sales;
2009: 2322 foreclosures and 2,116 qualified sales;
2010: 1730 foreclosures and 1,420 qualified sales[1]

Also, through mid September of 2010 there have been 718 bank sales to individuals, 614 of which the sales price was below the current appraised value (per the new law the Tax Assessors Office must use the lower value on those). Until October through December sales are recorded, the final impact will not be known.

While the economy and real estate market have driven current fiscal challenges, actions initiated by the Georgia Legislature over the years to cap property assessments and shift costs to local governments have made our responsibility to provide local services more difficult. Nevertheless, I remain optimistic that the challenges will bring forth new opportunities for the state and counties to work together.

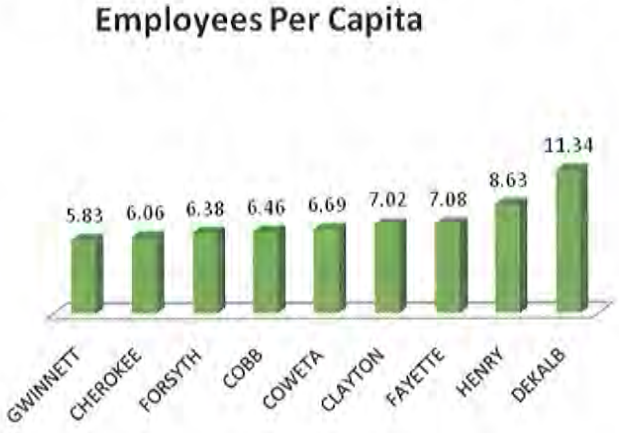
Unfunded State Mandates. The lack of funding provided by the State to fully fund mandated services cost the taxpayers of Cherokee County nearly $12 million annually - services ranging from stormwater management, environmental health, DFACS, superior court, to housing state inmates.

The State is faced with a $2 Billion shortfall and will depend on local governments and communities to fill in the gap. I am hopeful the State will not shift the tax burden to county governments, but rather work with county governments to streamline or eliminate mandates and burdensome regulations.

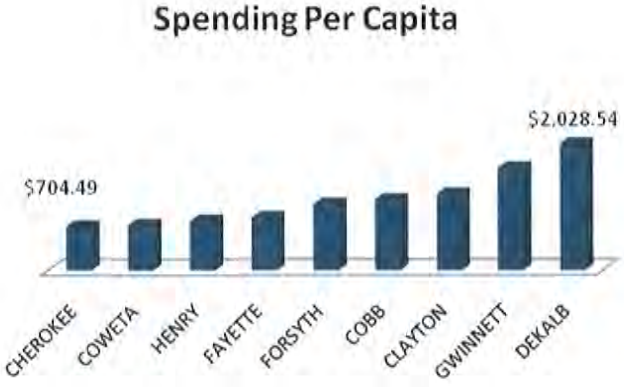
Efficiencies. Once again, we challenged agencies and departments to identify "efficiencies" within the budget – reductions with no measurable impact on service delivery. Contract negotiations have resulted in nearly $250,000 annual savings, including landscape services, office supplies, and other supplies.

To facilitate the process of cost reductions, fifty-one (51) full-time vacant positions and thirteen (13) part-time vacant positions valued at $2.4 million were eliminated from the organization and will not be filled in 2011. A total of ninety-five (95) positions have been eliminated since 2008 – representing a 7% reduction in the county government workforce. County employees have been asked to do more with less and they have delivered.

Cherokee County government has the second lowest number of employees per capita in Metro-Atlanta counties according to figures included in each jurisdictions 2009 Comprehensive Annual Financial Reports (CAFR) report.



In addition, Cherokee spent less in 2009 per capita than any other county in the Metro-Atlanta region and did so without sacrificing service levels. The County spent $704.49 per person compared to $2,028.54 per person in DeKalb County.



While Cherokee County spends less per person than any other county in Metro-Atlanta, agencies and departments continue to provide exceptional service.

[1] Reported through September, 2010

♦ The Sheriff's Office is nationally accredited and plays a critical role to ensure that the county maintains one of the lowest crime rates in the region, state and nation.

♦ The Cherokee County Marshal's Office is 1 of 2 out of 36 Marshals Offices in the State of Georgia that hold "State Certification".

♦ The Cherokee County E-911 Center is in the "self-assessment" phase of accreditation and when accredited will become 1 of only 66 nationally accredited emergency communications centers in the country, and 1 of 5 in the State of Georgia. The Center is also self-sufficient using no property tax dollars to operate.

♦ The Community Development Agency has streamlined operations and processes – reducing development plan approval time from 6 months to less than 30 days on average.

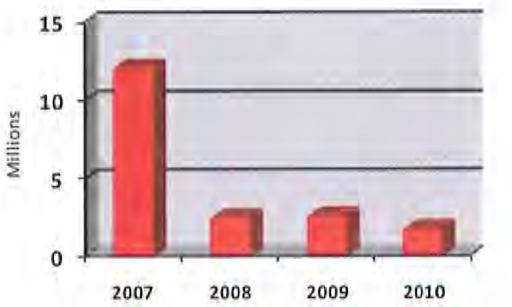
♦ The Clerk of Courts Office has streamlined operations and processes through the use of technology, and has reduced time to record a deed from 4 to 6 months to 30 minutes.

♦ The Cherokee County Emergency Medical Services (EMS) Operation was ranked #1 in the State of Georgia in 2009.

♦ The Cherokee County Regional Airport $34 million expansion project will be completed in 2011, but requires an annual operating supplement of only $40,000.

Cash Flow. The significant downturn in the economy has resulted in a decline of nearly 1 billion in property values, cuts totaling $7.4 million in general fund operations, or 11.4%, and a decline in operating fund cash from a low-point of $18.8 million in 2007 to $8.5 million in 2010. The General Fund cash low-point declined from $12.0 million in 2007 to $1.8 million in November 2010.





Unfortunately, 2011 does not bring relief. The General Fund cash available in November 2011 is projected to fall below $1 million - bringing the General Fund low cash position below a minimum desirable level equal to $5.7 million, or 10% of General Fund operations. It is preferred that the General Fund low cash balance equal or exceed $10 million to ensure sufficient cash is available to operate during a recessionary economy, as well as provide funding for emergencies (i.e., natural disasters, etc.).

In the event that General Fund cash falls below $0, the Impact Fee Fund includes $3.6 million that can be made available to loan to the General Fund. The funds borrowed must be paid back at the prevailing interest, however.

The Budget Process

In my role as your designated budget officer, I am required to present to you a balanced budget. The Budget is a working document intended as a starting point for public scrutiny and further refinement by the Board of Commissioners, but reflecting my best understanding of your priorities. Clearly any anticipated reduction in revenues must be addressed through offsetting actions to keep the budget for 2011 in balance.

A Zero-Base Budget Process. We continue to use a zero base budget process that requires departments to build their budgets from the ground up requiring that all expenditures be justified annually.

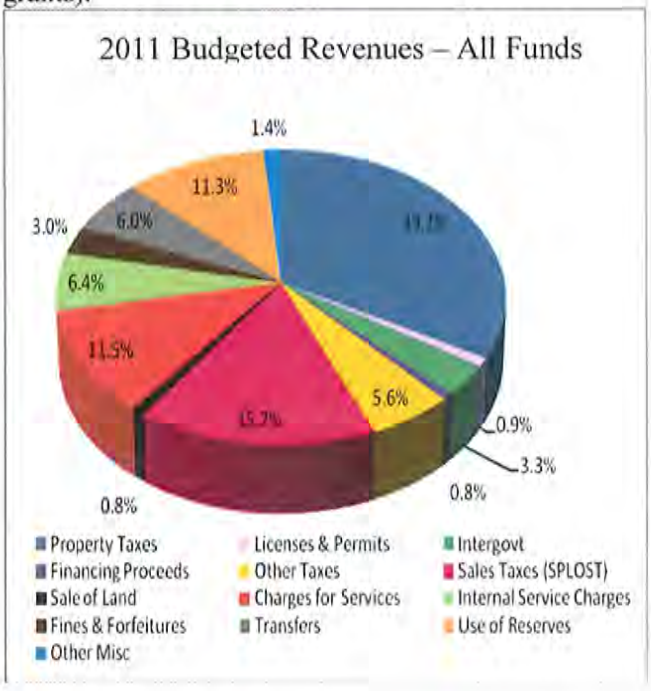
The Review Process for Considering the Recommended Budget

Through a series of budget workshops with departments and agencies, meetings and correspondence with Commissioners, and a public hearing, the draft budget will be refined to meet Commission priorities and to allow the public an opportunity to address their concerns and priorities before final decisions are made.

The public hearing will be scheduled on January 18, 2011 at 6 PM to be held in Cherokee Hall, Cherokee County Administrative Offices, to allow public input *prior* to any decision by the Commission anticipated to occur on or after February 1. The draft 2011 Budget Summary has been made available on the County website at www.cherokeega.com.

Key Revenue Assumptions

Cherokee County continues to rely on a variety of revenues and other funding sources. The largest sources include taxes (e.g., property, franchise, insurance premium), other locally approved taxes (e.g., special purpose local option sales taxes), charges for services (user fees, reimbursements), and intergovernmental revenue (largely state and federal grants).



♦ **Property Taxes** account for 33.2 percent, or $59.6 million, of all County funding sources in 2011. The decrease in taxable values that serves as the basis for the 2011 budget has declined nearly 1 billion since 2008, resulting in a reduction of $3 million in property tax revenue. From 1997 to 2008, the taxable values increased an average of 14 percent annually, but declined by over 11% since. It is anticipated that property values will continue to decline impacting the 2012 budget, but rebound slowly beginning in 2013.

♦ **Other Taxes** – account for 5.6 percent, or nearly $10 million, of all County funding sources in 2011. Other taxes include franchise taxes, real estate transfer taxes, intangible taxes, penalties and interest, alcohol beverage taxes, hotel-motel taxes, and insurance premium taxes. In 2008, other taxes totaled $10.7 million but declined 7% primarily due to a decline in real estate transfer and intangible taxes.

♦ **Sales Taxes** account for 15.7 percent, or $28.2 million, of all County funding sources in 2011. In 2007, sales tax collections totaled $31.7 million but declined to $28 million in 2010 – the lowest collection since 2005. We estimate that sales tax collections will rebound slightly to $28.2 million in 2011, representing an increase of $167,979 or ½% above 2010 collections.

♦ **Charges for Services** account for 11.5 percent, or nearly $20.7 million, of all County funding sources in 2011. Charges for Services include park program user fees, landfill usage fees, EMS charges, and other miscellaneous charges. Revenue in 2011 is estimated to decrease $2.1 million from 2008, or 9.3%, and has decreased from a high of 25% of the total budget in 2003 when the county received fees for housing other jurisdictions inmates in the County Jail. Due to the demand for bed space to house in-county and state inmates, fewer beds are available to accommodate other jurisdictions.

♦ **Internal Charges** account for 6.4 percent, or $11.5 million, of all County funding sources in 2011 – representing an increase of $2.0 million due primarily to health insurance costs. Internal charges also include Fleet Maintenance, which was brought in-house in 2003. In 2004, Fleet Maintenance cost totaled $1,311,407, compared to $1,421,527 proposed for

2011 - an increase of $110,120, representing an increase of only 8.4% in eleven (11) years. The proposed 2011 budget is approximately $60,000 less than the 2010 budget level.

♦ **Use of Reserves & Other Financing Sources** account for $33.9 million, or 18.9% of all County funding sources. Use of reserves total $20.7 million of the total, and includes the following use of reserves by fund:

Fund	Cash Available	Use of Reserves
General	1,763,652	827,409
E911	1,219,907	167,843
Senior Services	84,688	53,302
Animal Services	120,667	40,000
DA Condemnation	74,690	25,000
Victim Witness	19,661	19,118
DUI Court	93,185	81,840
Fire District	2,273,602	59,404
Jail Fund	2,080,299	471,574
Impact Fees	3,613,204	266,000
Debt Service	2,324,113	61,991
Conference Center	117,942	41,150
Parks Bond	17,239,732	17,239,732
SPLOST IV	1,302,953	1,302,897
TOTAL	**32,328,295**	**20,657,258**

Other financing sources include the sale of property, transfers to and from funds and financing proceeds.

♦ **Fines & Forfeitures** account for $5.4 million, or 3% of all County funding sources. Historically, fines and forfeitures (court fines) increased 33% during the period from 2001 through 2005, but since has declined by over $750,000 primarily due to a significant drop in State Court fine revenue of nearly $600,000 - from $3 million in 2008 to an estimated $2.4 million projected in 2011 (20% decline).

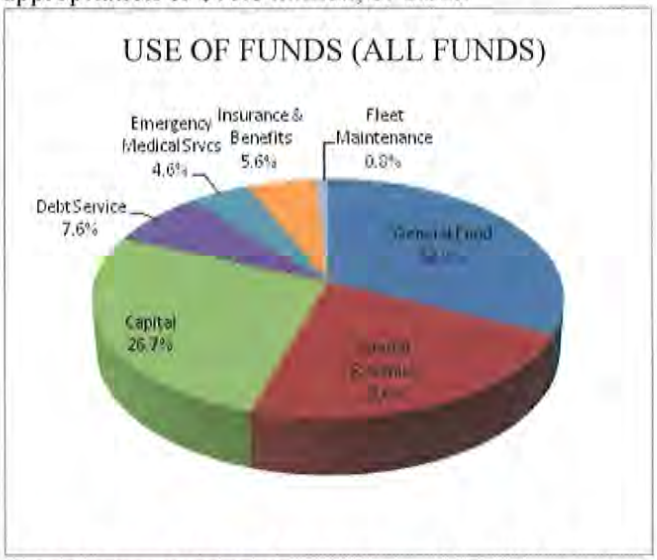
♦ **Licenses & Permits** account for less than 1%, or $1.65 million, of all County funding sources in 2011 – representing an increase of $133,630 from the 2010 Budget, and a decrease of 19.5% since 2008. Building permit revenue has declined nearly $1 million, or 69%, from 2006 to 2011 due to the housing market crisis – from $1.38 million to $425,000. During this same period, Building Inspection Department expenses have been cut from $874,351 to $500,452. Although 2011 expenses are approximately $75,000 more than estimated revenue, the department will continue to make efforts to become self sufficient in future years.

♦ **Miscellaneous Sources** account for $2.4 million, or 21.4% of all County funding sources. Miscellaneous sources of revenue include $1.2 million from the Resource Recovery Authority, rents and royalties, and other miscellaneous revenue.

♦ **One-Time Revenue Sources** – In an effort to balance the budget and reduce the impact on service levels and avoid furloughs, the 2011 proposed budget includes the sale of property for parks and greenspace to be paid to the General Fund from the Park Bond Program ($300,000) and SPLOST ($1.2 million) in the amount of $1.5 million. This one-time revenue source is classified as "Other Financing Sources" and will not be available in 2012.

Expenditure Overview

In preparation for the 2011 budget, all agencies and departments were requested to reduce budgets 8% compared to 2010 budget. On average, departments under the direction of the Board of Commissioners achieved 9% reductions in comparison to the 2010 budget. Countywide, operations reflect a decrease in appropriation of $16.8 million, or 8.6%.



♦ **Employee Health Insurance** – The 2011 Budget includes an increase of $2,090,688, or 26%, primarily due to increases in health care costs, including an increase of $1.2 million in employee contributions. Plans to renovate the fitness-health/wellness center (former City Club) are underway and construction should be completed by mid-2011. The facility will not only include a fitness facility but also a health-wellness center (health clinic) that will be instrumental in developing the culture of wellness to reduce health care costs in the future. Experts predict the health-wellness center will reduce healthcare costs by as much as $800,000 in the first full year of operation. During his inaugural address, Governor Deal said "the primary responsibility for good health rests with individuals and families", and while the county can help develop a culture of wellness by offering programs and activities in the fitness-health/wellness center, employees and families must make healthy lifestyle choices if we hope to reduce costs.

♦ **Defined Benefit Plan** – As our revenues continued to decrease and our expenses very lean, we needed to look at all options to fund 2011 operations.

The proposed 2011 budget includes the use of $2 million of a total $3.4 million in "credits" we have accumulated in the Defined Benefit Pension Fund. These credits exist because in prior years Cherokee County has contributed MORE than was required.

The decision is a legitimate option allowed by ACCG/GEBCorp management, who has a fiduciary responsibility for managing our pension fund.

In addition, other facts regarding this proposal:

- Of 95 counties participating in the ACCG Defined Benefit Plan, only 2 have credits (fortunately we saved in prosperous years!)
- Over the long-term, the County will still be required to fund the plan appropriately
- There is NO change to employee benefits
- This option is available for 2011 only
- This option allows the County to avoid furlough days in 2011
- Without utilizing this credit, all county employees would have been required to take 15-20 furlough days

♦ **Staffing** – The recommended budget includes the elimination of 51 full-time vacant positions and 13 part-time vacant positions with a value of $2.4 million. Since 2008, the county government workforce has declined from 1,385 positions to 1,290 - a reduction of 7%. In addition, 2 full-time building inspector positions will be eliminated and individuals in the positions will be moved to part-time status. Even with changes proposed, estimated building inspection fees collected in 2011 will be insufficient to pay for the building inspections operations by approximately $75,000.

♦ **Economic Development** – The budget provides $309,000 for the Development Authority to assist in handling the responsibility for retention, expansion and attracting industry. The 2010 Budget includes funds in the amount of $448,434 to pay the debt for acquisition of over 50 acres located on Highway 92 to attract businesses and jobs.

Southwest Cherokee County was designated as an Opportunity Zone in 2010 by the State of Georgia, which allows companies moving into the area to

qualify for a $3,500 state job tax credits for each job created above one (1). Federal job tax credits may also be available for those who qualify.

♦ **Recreation & Parks** – The proposed budget includes a major reorganization and streamlining of the Cherokee Recreation & Parks Agency (CRPA), resulting in a reduction from $2.83 million in 2010 to $2.47 million in 2011. As new parks are brought on-line in the future, including the aquatics center, Patriots Park, Cherokee Veterans Park and other parks, appropriations can be restored to the 2010 funding levels.

The 2011 Park Bond Program includes $17.2 million for park projects, including phased construction budgets for Patriots Park, Etowah River Park, East Park (SR 20), Sequoyah and Hobgood Park renovations, aquatics center, and the greenway trail projects.

♦ **General Administration Fund** – When developing the 2011 budget, the original intention was to reflect all "non-departmental" costs within each department budget, including utilities (electricity, water, sewer, and gas), worker's compensation, property insurance, janitorial, and garbage disposal. The purpose was to accurately reflect the true costs of department operations, but elected officials and others raised concerns that in many cases the costs were out of their control and should be appropriated differently. The costs were then reflected in the General Administration Fund to be funded by revenues generated within the General Fund totaling $2.7 million, as well as transfers from other funds or reductions in transfers from the General Fund to other funds totaling $1.86 million. Transfers from other funds to the General Administration Fund unnecessarily increased the 2011 budget and as a result the costs have been moved back to the various funds. The final amount budgeted in this fund for 2011 is $2,088,479 and represents utilities, janitorial, property insurance, disposal, and workers' compensation costs for organizations within the General Fund. This is an increase of $295,084 as compared to the 2010 Budget, which is primarily driven by the increase in workers' compensation costs.

Issues for Consideration Following Adoption of the 2011 Budget

1. Property taxes provide the majority of operating revenue for both the General Fund and Fire District Fund – providing 66.0% and 91.8% respectfully, or $59.6 million.

   It is anticipated that if a Local Option Sales Tax (LOST) was placed on the ballot and approved by voters, general property taxes in Cherokee County could be reduced as much as 2.5 mills – from 4.720 to 2.220. As you are aware, Cherokee County, along with Cobb and Gwinnett, are the only counties in Metro-Atlanta that do not impose a LOST or sales tax to roll back property taxes.

2. The 2011 budget includes $1.5 million in one-time revenue, use of $830,000 in General Fund reserves, and one-time cuts in pension contributions totaling $2 million – representing a total of $4.3 million that will not be available in 2012. Coupled with an estimated loss of $1.5 million in property tax revenue due to a 5% decline in property values, service levels will be severely impacted. To cover the shortfall of nearly $6 million in the General Fund, drastic cuts will be necessary impacting public safety and other essential services. But before I can recommend deep cuts in service levels, it will be necessary for me to continue streamlining less essential county operations where possible, cut funding to state offices, research and identify potential alternative revenue sources (i.e., LOST, fees, etc.), and renegotiate contracts.

3. Due to the uncertainty of actions by the State in addition to the economy, the budget includes a net reduction in personnel and no increase in pay for employees. As previously mentioned, the county government workforce has declined 7% since 2008. In addition to a smaller workforce, employees have not received across-the-board pay increases since 2008, and now bear a larger share of health care costs. County employees have been asked to do more with less and they have delivered.

   We must consider alternative revenue sources and additional cuts in order to provide pay increases for employees. I understand that doing so will be extremely difficult unless the economy improves, however.

Conclusion

The 2011 budget development process has been the most difficult and challenging process in Cherokee County for at least the past 10 years. Not surprisingly, staff has risen to the occasion and performed admirably – including several employees who are new to the process and served as budget liaisons. We sincerely appreciate the relationship and collaboration that takes place daily in all corners of the organization, and are thankful for the opportunity to work with such tremendously dedicated and talented individuals.

This budget reflects Commission direction on priorities, funding strategies, cost containment, and low taxes. The budget continues to reflect cost savings and cost avoidance identified during the past few years, including reorganization of community development functions and parks and recreation, elimination of positions through attrition, elimination of vacant full-time and part-time positions, and low property loss ratios resulting in property and liability insurance savings. Although property tax values declined, one-time revenue and expenditure avoidance allowed me to present to you a balanced budget.

We continue to pursue a fiscally conservative reserve policy, but we have not expanded those reserves at the expense of taxpayer relief and in fact have reduced reserves to a less than desirable level in an effort to keep taxes low and maintain service levels in 2011. Year 2012 promises to be extremely challenging with an anticipated shortfall approaching $6 million in the General Fund and an additional $1 million in the Fire District Fund.

Respectfully Submitted,

Jerry W. Cooper
County Manager

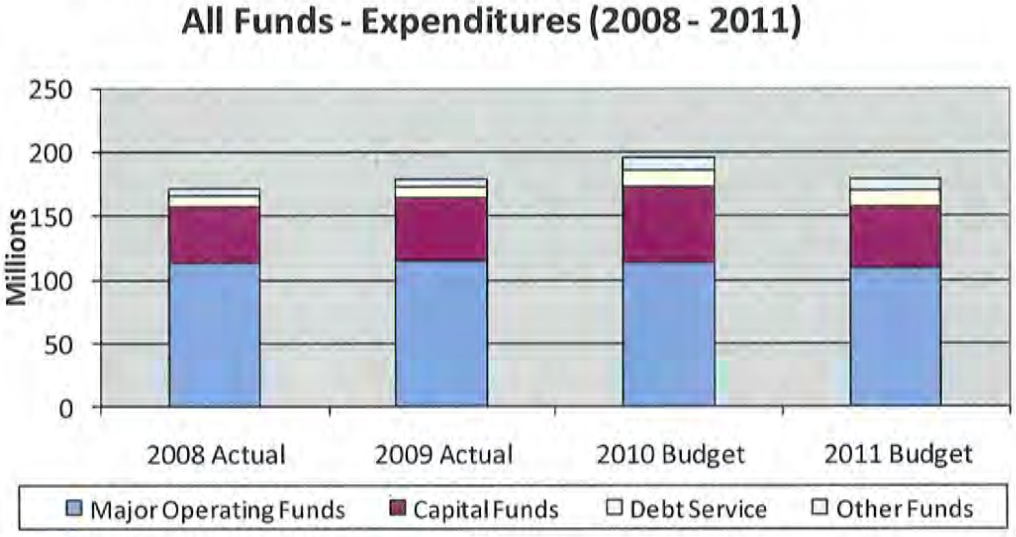
The 2011 Budget in Summary

This section provides a summary of the 2011 budget by fund and department. Included is information about revenue and expenditure budgets, together with comparative statistics and narrative explanations. This section will show the relationship between department expenditures, including personnel, operations, and changes by fund and department. Because of its size and diverse nature, the general fund is the primary focus of this summary.

The 2011 proposed budget includes appropriations of $179.3 million - a decrease of $16.8 million, or 8.6%, under the 2010 final budget. The General, Fire District, and other major operating funds declined approximately $3.1 million, while major capital funds - SPLOST, Park Bond and Impact Fees, declined by $11.5 million, and other funds declined by $2.5 million. Excluding the Park Bond approved by voters in 2008, which includes a proposed 2011 budget totaling $17.2 million, spending levels are below 2008 actual expenditures by $8.9 million, or 5.2%. The schedule on the following page lists appropriations by fund.

Since the recession that began in 2008, the County has proactively managed its resources in order to live within its means and ensure that impacts to citizens are minimized.

- The County government workforce has been reduced from 1385 positions to 1290 positions proposed in 2011, representing a reduction of 7%.
- 51 vacant full-time and 13 vacant part-time positions were eliminated in 2011 representing a value of $2.4 million.
- The County government property tax millage rate of 8.298 is one of lowest in the Metro-Atlanta region.
- Operating fund cash declined from a low-point of $18.8 million in 2007 to $8.5 million in 2010. The General Fund cash low-point declined from $12.0 million in 2007 to $1.8 million in November 2010.



Fund	2008 Actual	2009 Actual	2010 Budget	2011 Budget	Change	% Change
MAJOR OPERATING FUNDS						
General	63,457,793	59,083,107	56,087,023	52,885,273	(3,201,751)	-5.7%
General Administration	0	0	1,793,395	2,088,479[2]	295,084	16.5%
Economic Development	1,267,890	2,726,032	2,740,452	2,374,647	(365,805)	-13.3%
Total General	**64,725,683**	**61,809,139**	**60,620,870**	**57,348,399**	**(3,272,471)**	**-5.4%**
Fire District	18,527,480	19,931,041	19,417,919	18,281,853	(1,136,066)	-5.9%
EMS	6,109,851	7,217,642	6,948,068	7,973,151[3]	1,025,084	14.8%
E-911	3,892,617	4,092,268	4,461,406	4,270,843	(190,563)	-4.3%
Insurance Premium	5,855,167	6,254,134	7,025,216	5,902,170	(1,123,046)	-16.0%
Parks & Recreation	3,650,331	2,949,384	2,825,087	2,472,007	(353,080)	-12.5%
Insurance & Benefits	7,567,350	9,561,316	7,978,395	10,069,083[4]	2,090,688	26.2%
Senior Services	1,247,947	1,073,906	1,247,149	1,221,943	(25,206)	-2.0%
Animal Shelter	1,016,774	959,225	941,450	909,859	(31,591)	-3.4%
Fleet Maintenance	1,187,908	1,339,580	1,481,260	1,421,527	(59,733)	-4.0%
Total Major Operating Funds	**113,781,108**	**115,187,635**	**112,946,821**	**109,870,834**	**(3,075,987)**	**-2.7%**
CAPITAL FUNDS						
Impact Fees	4,258,461	1,008,152	2,146,000	400,000	(1,746,000)	-81.4%
Sales Tax (IV and V)	39,226,142	30,396,789	29,997,978	30,624,275[5]	626,297	2.1%
Parks Capital (Bond)	391,382	17,404,760	27,635,764	17,247,232	(10,388,532)	-37.6%
Total Capital Funds	**43,875,985**	**48,809,701**	**59,779,742**	**48,271,507**	**(11,508,234)**	**-19.3%**
Debt Service	**7,636,809**	**8,742,513**	**12,263,648**	**12,490,285**	**226,637**	**1.8%**
OTHER FUNDS						
Multiple Grant	957,860	925,014	3,291,852	1,392,925	(1,898,927)	-57.7%
DUI Court	404,093	346,714	431,038	391,470	(39,568)	-9.2%
Jail	295,591	753,989	648,029	876,574	228,545	35.3%
Law Library	320,488	178,142	320,000	152,000	(168,000)	-52.5%
Victim Assistance	261,679	260,670	209,936	192,618	(17,318)	-8.2%
D.A.T.E.	70,379	87,451	155,000	152,500	(2,500)	-1.6%
Hotel-Motel Tax	105,038	82,876	80,000	80,000	0	0.0%
DA Condemnation	9,442	35,990	15,000	40,000	25,000	167%
Transportation	1,674,912	1,351,622	2,170,103	1,641,749	(528,354)	-24.3%
CDBG	540	247,657	1,796,796	1,791,913	(4,883)	-0.02%
Resource Recovery	684,316	926,143	1,216,143	1,219,323	3,180	-.0.03%
Conference Center	1,327	162,268	227,500	322,701	95,201	41.8%
Confiscated Assets	272,885	233,581	275,000	100,000	(175,000)	-63.6%
Sheriff Commissary	297,597	308,806	300,000	300,000	0	0.0%
Total Other Funds	**5,456,147**	**5,900,923**	**11,136,397**	**8,653,773**	**(2,482,624)**	**-22.3%**
TOTAL ALL FUNDS	**170,650,049**	**178,640,772**	**196,126,607**	**179,286,400**	**(16,840,208)**	**-8.6%**

[2] Increase of primarily due to projected Worker's Compensation costs

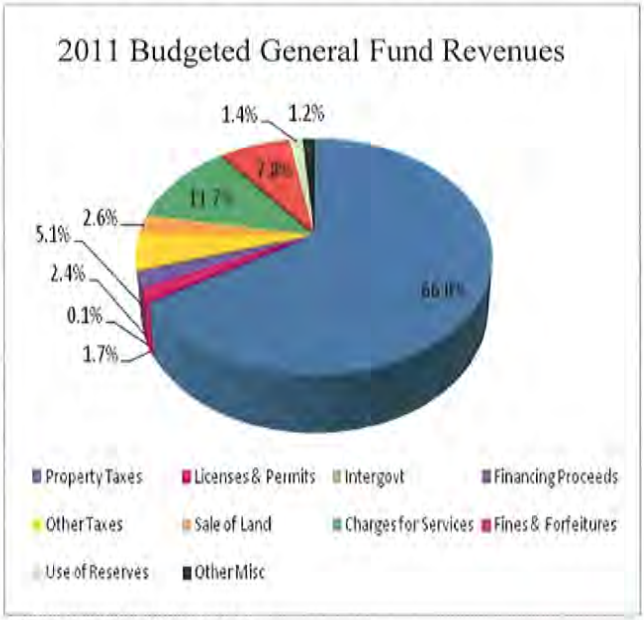
[3] Five (5) vacant positions budgeted

[4] Increase due to rising health care costs. Employee contributions increased $1.2 million.

[5] Includes $1.3 million SPLOST IV greenspace and parks funds

General Fund

The general fund is the largest of Cherokee County operating funds, and includes two sub-funds -- General Administration and Economic Development. It finances most general governmental services including the Legislative, Executive and Judicial branches of county government. It also finances law enforcement, tax collection, and property assessment. The 2011 budget contains $57.3 million in revenues and $57.3 million in expenditures, and represents a decline of $3.3 million, or 5.4%, from 2010 appropriations.



Changes in Revenue:

Current Year Property Taxes	(1,284,129)
Prior Year Property Taxes	(504,306)
Other Taxes	(160,000)
Licenses & Permits	100,000
Intergovernmental	500
Charges for Services	(1,001,500)
Fines & Forfeitures	(301,000)
Investment Income	(125,000)
Contributions	0
Sale of Assets	337,535
TAN Financing for Land	(44,865)
Use of Reserves	738,964
Miscellaneous	(1,028,669)
	(3,272,471)

Changes in Expenditures:

General Fund	
Personal Services	(1,077,430)
Operating Services	(1,977,384)
Capital Projects	(226,014)
Other Financing Uses	79,921
	(3,200,907)
Economic Development	
Operating Services	(5,808)
Debt Services	(359,997)
	(365,805)
General Administration	
Personal Services	393,561
Operating Services	(98,477)
	295,084
Total General Fund	(3,272,471)

General Fund Revenue Sources

Property/Other Taxes account for 66%, or $37.8 million, of all General Fund funding sources in 2011. Other taxes account for $2.9 million, or 5%, or all General Fund funding sources. In 2011, tax revenues are projected to decrease $1.9 million, or 4.6% - from $42.7 million to $40.8 million, compared to final 2010 budget. However compared to 2010 forecast, tax revenue is projected to increase $1.2 million – from $39.6 million to $40.8, but remains $1.7 million below 2009 actual collections.

Since the recession began in 2008, net property values have declined from 8,647,647,873 to 7,657,673,935 - a reduction of nearly 1 billion or 11.4%. According to the Tax Assessors Office, property values are likely to decline an additional 5% primarily due to falling commercial and rural area values impacting the 2012 budget.

Charges for Services account for 11.7%, or $6.7 million, or all General Fund funding sources. 2011 Charges for service revenues are projected to decrease $1 million, due to a decline in tax collection fees and landfill use fees. Since 2008, charges for services revenues have declined 21%, or $1.7 million - from $8.4 million to $6.7 million, primarily due to a decline in landfill use fees totaling $800,000, and $300,000 in tax collection fees.

Fines & Forfeitures account for 7.8%, or $4.4 million, of all General Fund funding sources. In 2011, court fine revenue is projected to decrease $301,000, or 6%, – from $4.7 million to $4.4 million. Since 2008, court fine revenue has declined 15%, or $750,000 - from $5.2 million to $4.4 million. The decline is primarily due to state and superior court fine revenue.

Total criminal and civil case counts in Superior Court declined 8.7% from 2008 to 2009, while State Court case counts declined 4.9% during this same period. Figures for 2010 will be available during the first quarter 2011.

In Magistrate Court, revenue is projected to increase from $423,000 to $525,000 due to aggressive enforcement of code violations and fines imposed by Magistrate Court. Since 2008, Magistrate court fine revenue increased from $430,000 to a projected $525,000 in 2011 – an increase of nearly $95,000, or 22%.

CASE COUNTS FOR CHEROKEE COUNTY

SUPERIOR		CIVIL	CRIMINAL
	2007	3,874	2,750
	2008	4,551	2,955
	2009	4,204	2,391

STATE		CIVIL	CRIMINAL
	2007	3,440	13,875
	2008	3,545	14,769
	2009	3,644	13,395

MAGISTRATE	2007	2008	2009
Felony arrests	2,722	2,860	2,561
Misd. Arrests	3,167	3,784	3,575
Search Warrants	544	462	622
Warrant app hearing	212	291	312
1st appear. Hearing	6,189	6,130	3,324
Commit. Hearings	177	150	181
Ord. violations	628	651	876
Civil cases	6,452	6,925	6,282

Based on records provided by the court system, there is a total of $1.2 million due in court fines dating from 2001 through 2008, and it is estimated that $250,000 is due for years 2009 and 2010 – for a total estimated due in delinquent fines of $1.5 million.

Bench Warrants (fines due)

2001	$ 102,520.00
2002	$ 174,382.00
2003	$ 122,715.00
2004	$ 148,910.00
2005	$ 190,214.00
2006	$ 235,800.00
2007	$ 182,710.00
2008	$ 107,730.00
	$ 1,264,981.00

Licenses & Permits

Licenses & Permit revenue includes business licenses and alcohol beverage licenses and is projected to increase $100,000, or 12% - from $895,000 to $995,000. Since 2001, business license revenue has increased from $338,898 to an estimated $785,000 in 2011 – an increase of $446,102, or 132%. Since the recession began in 2008, business license revenue has declined slightly, from $795,000 to a projected $785,000.

Sales Tax Funds

The Sales Tax Fund is the largest capital fund. It finances construction of roads, sidewalks, fire stations and other public safety facilities, as well as parks, and library construction. The 2011 budget includes $30.6 million in ongoing sales tax revenue, State GDOT grants, investment income, and $1.3 million from SPLOST IV.

Since the recession began in 2008, sales tax receipts have decreased from $31.75 million to a projected $28.2 million, which represents a decrease of $3.55 million, or 11%. Compared to 2010 actual receipts, the 2011 budget includes an increase of $168,000, or approximately ½ %.

The 2011 budget provides funding for various projects, including:

2011 Sales Tax Projects:

Distribution to Cities	$ 6,341,350
Parks/Greenspace (SPLOST IV)	$ 1,302,897
Court Improvements/Admin. Bldg.	$ 700,000
Senior Center Expansion	$ 750,000
Road Resurfacing/Overlay (in-house)	$ 1,969,235
Road/Bridge Construction	$ 5,098,615
Fire Protection	$ 1,431,419
E-911 Communication Systems	$ 941,509
Airport Expansion	$ 1,009,075
Cherokee County Libraries	$ 500,000
Recreation	$ 1,100,000
Debt Service	$ 7,822,796
Sheriff Training Facility	$ 900,000
Sheriff Vehicles	$ 400,000
Roads Admin./Engineering	$ 357,379
Total SPLOST Projects	$30,624,275

In November 2010, voters approved a six (6) year extension of the 1% sales tax that will be effective September 1, 2012. The extended sales tax will primarily finance roads, fire and public safety facilities and equipment, animal shelter facilities, libraries, economic development, and continued expansion of the Cherokee County Regional Airport.

Impact Fee Fund

The Impact Fee Fund is the second largest capital fund. It finances parks, libraries, fire equipment and facilities, jail expansion, roads and sheriff precincts. While the fund has $3.6 million cash available, projects budgeted total $400,000 for law enforcement facilities. The remaining $3.2 million cash will be available to the General Fund in the event cash falls below $0.

Park Bond Construction Fund

In November, 2008 voters approved a $90 million park bond program. Approximately $55.7 million in bonds has been issued and over $25 million spent for land acquisition. The 2011 budget includes $17.2 million for park design and construction projects, including: East Park (SR 20), Patriots Parks (Kellogg Creek Road), Blankets Creek facilities expansion (Sixes Road), Etowah River Park (Canton), Greenprint trails (Woodstock and Cherokee County), Priest Road park (SR92), Aquatics Center (Sixes Road), renovations to Hobgood and Sequoyah parks, as well as renovations to the recreation center in Woodstock.

Economic Development Fund

The Economic Development Fund was established in 2004 for the purpose of tracking economic development activities. It finances the Cherokee County Development Authority, airport expansion, and industrial bond payments. The 2011 budget contains no revenue and $2.37 million in expenditures.

Expenditures:

Airport Expansion	$ 151,374
Development Authority	$ 319,000
Bond Principal /Interest	$1,874,081
Miscellaneous	$ 30,192
Total Expenditures	**$2,374,647**

Fire District Fund

The Fire District Fund is the second largest operating fund. It finances fire services including administration, firefighting, inspections, training, and fire prevention. The 2011 budget contains $18.3 million in revenues and $18.3 million in expenditures, which represents a decline of $1.1 million, or 5.9%, from the final 2010 budget and is $100,000 below 2008 spending levels.

Changes in Revenue:

Property Taxes	-$929,367
Other Taxes	-$164,000
Licenses and Permits	-$20,000
Charges for Services	$66,000
Investment Income	-$80,000
Miscellaneous Sources	-$8,701
	-$1,136,068

Changes in Expenditures:

Personal Services	-$565,640
Operating Services	-$570,428
	-$1,136,068

Emergency Telephone Fund (E9-1-1)

The Emergency Telephone Fund accounts for the activities of the County's E9-1-1 system. Financing is provided by program charges. In 2011, the budget decreased 4.3%, or $190,563. Revenues and expenditures are budgeted at $4,207,843.

Changes in Revenue:

Charges for Services	-$201,406
Investment Income	$3,000
Miscellaneous Sources	$7,843
	-$190,563

Changes in Expenditures:

Personal Services	$47,996
Operating Services	-$216,613
Capital	-$21,946
	-$190,563

The Cherokee County E-911 Center is in the "self-assessment" phase of accreditation and when accredited will become 1 of only 66 nationally accredited emergency communications centers in the country, and 1 of 5 in the State of Georgia. The Center is also self-sufficient using no property tax dollars to operate.

Insurance Premium Tax Fund

The Insurance Premium Tax Fund accounts for the activities of departments that provide services primarily for the benefit of unincorporated residents, including: Roads & Bridges Maintenance, Engineering, Planning & Zoning, Stormwater Management, Building Inspections, Development Services Center, and Marshal Office Code Enforcement. Financing is provided by insurance premium taxes charged unincorporated residents via insurance providers, as well as other fees and charges. Revenues and expenditures are budgeted at $5,902,170 – a decline of over $1.1 million, or 16%, from the final 2010 budget.

Changes in Revenue:

Other Taxes	-$300,000
Licenses & Permits	$75,000
Charges for Services	-$44,750
Investment Income	$500
Miscellaneous	-$853,796
	-$1,123,046

Changes in Expenditures:

Personal Services	-$397,471
Operating Services	-$170,417
Capital	$0
Other Financing Uses	-$555,158
	-$1,123,046

2011 Budgeted Expenditures by Department

Engineering	$ 535,638
Engineering – Development Review	$ 308,543
Development Services Center	$ 214,089
Engineering – Stormwater	$ 253,853
Roads & Bridges Maintenance	$2,336,887
Building Inspections	$ 500,452
Planning & Zoning	$ 732,247
Marshal – Code Enforcement	$ 593,313
Conservation Administration	$ 62,148
Forest Resources Conservation	$ 15,000
Transfers to EMS Fund	$ 350,000
TOTAL	**$5,902,170**

Parks & Recreation Fund

The Parks & Recreation Fund was established in 2007 when the General Assembly abolished the Recreation & Parks Authority. 2011 Revenue and expenditures total $2,472,007, and represent a decrease of 12.5%, or $353,080, from the final 2010 budget.

Changes in Revenue:

Other Taxes	-$14,800
Charges for Services	-$13,682
Other Financing Sources	-$324,598
	-$353,080

Changes in Expenditures:

Personal Services	-$20,000
Operating Services	-$333,080
	-$353,080

The proposed budget includes a major reorganization and streamlining of the Cherokee Recreation & Parks Agency (CRPA), resulting in a reduction from $2.83 million in 2010 to $2.47 million in 2011. As new parks are brought on-line in the future, including the aquatics center, Patriots Park, Cherokee Veterans Park and other parks, appropriations will need to be restored to the 2010 funding levels or increased to cover costs.

Animal Services Fund

The Animal Services Fund totals $909,859, representing a decline of $31,591, or 3.4%, from the final 2010 budget.

Changes in Revenue:

Charges for Services	-$18,500
Contributions	-$4,500
Miscellaneous	$39,500
Other Financing Sources	-$48,091
	-$31,591

Changes in Expenditures:

Personal Services	-$26,666
Operating Services	-$4,925
	-$31,591

Senior Services Fund

The Senior Services Fund totals $1,221,943, representing a decline of $25,206, or 2%, from the final 2010 budget.

Changes in Revenue:

Intergovernmental	-$46,934
Charges for Services	-$16,090
Contributions	$24,000
Miscellaneous Sources	$3,302
Other Financing Sources	$10,516
	-$25,206

Changes in Expenditures:

Personal Services	-$151,361
Operating Services	$126,155
	-$25,206

EMS Fund

The EMS Fund totals $7.97 million, representing an increase of $1 million, or 14.8%, from the final 2010 budget. Although budgeted, five (5) positions were left vacant throughout 2010 but will be filled in 2011. As a result of the vacancies in 2010, the fund is expected to only require $350,000 of tax dollars (from the Insurance Premium Fund) to supplement operations.

Changes in Revenue:

Charges for Services	$510,650
Miscellaneous Sources	-$777
Other Financing Sources	$515,210
	$1,025,083

Changes in Expenses:

Personal Services	$34,282
Capital	-$20,000
Operating Services	$1,010,801
	$1,025,083

Insurance-Benefits Fund

The Insurance-Benefits Fund totals $10.07 million, representing an increase of $2.09 million, or 26.2%, from the final 2010 budget. The increase is due to increased health care costs, which was covered by increases to employee contributions.

Changes in Revenue:

Internal Service Charges	$2,432,703
Miscellaneous Sources	-$342,015
	$2,090,688

Changes in Expenses:

Personal Services	$2,006,005
Operating Services	$84,683
	$2,090,688

Plans to renovate the fitness-health/wellness center (former City Club) are underway and construction should be completed by mid-2011. The facility will not only include a fitness facility but also a health-wellness center (health clinic) that will be instrumental in developing the culture of wellness to reduce health care costs in the future.

DEPARTMENT SUMMARY

GENERAL FUND REVENUE DETAIL

			2008 Actual	2009 Actual	2010 Actual as of 11/30/10	2010 Projected	2010 Revised Budget	2011 Proposed Budget	
TAXES									
10090	311100	Current Taxes	31,193,562	31,747,141	2,823,882	32,826,056	33,565,252	32,595,867	-2.89%
10090	311120	Timber Taxes	1,190	2,163	4,138	4,639	1,000	3,030	203.00%
10090	311200	Prior Year Taxes	2,391,856	4,532,776	2,683,269	2,818,088	3,000,000	2,495,694	-16.81%
10090	311310	Motor Vehicle Tax	3,280,713	2,928,978	2,553,391	2,878,372	3,000,000	2,701,997	-9.93%
10090	311320	Mobile Home Tax	89,882	79,704	75,831	76,831	85,000	66,229	-22.08%
10090	311340	Intangible Tax	1,027,005	913,103	582,837	698,837	950,000	650,000	-31.58%
10090	311350	Rail Road Tax	6,990	14,362	-	7,000	7,000	7,000	0.00%
10090	311600	Real Estate Transfer Tax	183,985	129,637	90,255	107,195	100,000	100,000	0.00%
10090	311750	Cable Franchise Tax	1,239,877	1,296,256	999,713	1,329,712	1,200,000	1,300,000	8.33%
10090	311790	Bank Franchise Tax	8,921	205,065	130,269	280,269	150,000	200,000	33.33%
10090	314200	Alcohol Beverage Tax	3,097	-	-	-	-	-	0.00%
10090	314250	By the Glass Tax	-	-	-	-	-	-	0.00%
10090	319110	Penalties & Interest Real	-	15,512	-	-	-	-	0.00%
10090	319120	Penalties & Interest Personal	643,390	642,565	549,481	624,481	650,000	640,000	-1.54%
	TOTAL TAXES		**40,070,468**	**42,507,262**	**10,493,066**	**41,651,480**	**42,708,252**	**40,759,817**	**-4.56%**
LICENSES AND PERMITS									
10010	321110	Beer Permit	68,050	187,131	470,419	279,819	85,000	200,000	135.29%
10010	321120	Wine Permit	-	-	200	-	-	-	0.00%
10010	321130	Liquor Permit	-	-	-	-	-	-	0.00%
10010	321210	Business License Permit	709,283	(789)	737	737	700,000	-	-100.00%
10010	321240	Miscellaneous Business Lic	86,016	581,665	779,750	783,411	80,000	785,000	881.25%
10010	321900	Other Fees	43,552	27,900	8,185	10,685	30,000	10,000	-66.67%
10010	323120	Building Inspections	721,712	366,989	-	-	-	-	0.00%
10010	323121	After Hours Inspections	7,459	934	-	-	-	-	0.00%
	TOTAL LICENSES AND PERMITS		**1,636,072**	**1,163,830**	**1,259,292**	**1,074,652**	**895,000**	**995,000**	**11.17%**
INTERGOVERNMENTAL REVENUES									
10030	336215	City of Canton	-	-	-		-	-	0.00%
10090	338000	Pilot Program	40,364	41,319	42,261	42,261	41,500	42,000	1.20%
	TOTAL INTERGOVERNMENTAL REVENU		**40,364**	**41,319**	**42,261**	**42,261**	**41,500**	**42,000**	**1.20%**

GENERAL FUND REVENUE DETAIL

CHARGES FOR SERVICES									
10010	341100		Court Fees	355,877	134,698	-	28,948	175,000	-	-100.00%
10010	341300		Plan Review Fee	-	2	-	-	-	-	0.00%
10010	341391		Engineering Fee	-	-	-	-	-	-	0.00%
10010	341394		Certificate of Occupancy	24,570	250	-	-	1,000	-	-100.00%
10010	341400		Copy Fees	1,939	3,117	1,295	2,000	2,500	3,000	20.00%
10010	341400	DAPRT	DA Copy Fees	-	-	-		-	-	0.00%
10010	341400	IKON	Copy Center Fees	162	15,293	20,270	23,000	15,000	17,000	13.33%
10010	341500		Vendor Compensation	4,871	4,830	4,522	5,422	5,000	5,000	0.00%
10010	341910		Election Qualification Fee	23,114	-	14,159	14,159	5,000	-	-100.00%
10010	341930		Map Fees	1,377	-	-		-	-	0.00%
10010	341940		Tax Collection Fees	-	-	-		-	-	0.00%
10010	341951		Other Revenue	29	-	-		-	-	0.00%
10010	341951	TREES	Tree Conservation Revenue	56,610	-	-		-	-	0.00%
10010	344110		Refuse Fee	45,493	57,895	39,082	41,659	55,000	42,000	-23.64%
10010	344130		Recycling Fees	154,494	-	-		-	-	0.00%
10010	344150		Landfill Use Fee	3,102,964	3,079,600	1,247,668	2,457,668	2,700,000	2,300,000	-14.81%
10010	344160		Solid Waste Fee	5,149	-	-		-	-	0.00%
10010	344190		Other Recycling Fee	49	106	-		-	-	0.00%
10020	341120		Probation Fees	232,087	84,270	149,836	170,497	135,000	125,000	-7.41%
10020	341121		Diversion Fees	22,256	2,965	-		3,000	-	-100.00%
10020	341400		Copy Fees	50,522	33,998	40,026	41,681	35,000	40,000	14.29%
10030	342330		Prisoner Housing Fee	23,894	222,568	-	-	-	-	0.00%
10030	342331		SCAAP Grant Reimbursement	115,735	147,303	110,190	110,190	120,000	110,000	-8.33%
10030	342332		Other Agency Prisoner Hous	133,332	279,153	357,157	374,836	330,000	360,000	9.09%
10090	341940		Tax Collection Fees	3,928,480	3,658,521	798,498	3,698,498	4,000,000	3,600,000	-10.00%
10090	341950		Emmissions Fee	117,426	58,548	90,506	90,506	120,000	100,000	-16.67%
10090	349300		Check Return Fee	6,705	13,430	10,354	11,179	12,000	10,000	-16.67%
	TOTAL CHARGES FOR SERVICES			**8,407,134**	**7,796,546**	**2,883,563**	**7,070,243.00**	**7,713,500**	**6,712,000**	**-12.98%**
FINES AND FORFEITURES										
10020	351110		Superior Court Fines	1,364,540	1,559,001	1,168,599	1,440,815	1,600,000	1,400,000	-12.50%
10020	351120		State Court Fines	2,993,397	2,279,997	1,730,166	2,076,374	2,265,000	2,050,000	-9.49%
10020	351120	STCTE	State Court Technology Fee	2,427	327	171	-	-	-	0.00%
10020	351130		Magistrate Court Fines	430,823	435,161	496,021	591,021	423,000	525,000	24.11%
10020	351150		Probate Court Fines	172,718	222,853	188,541	224,541	215,000	200,000	-6.98%
10020	351160		Juvenile Court Fines	25,160	20,221	17,896	21,395	18,000	20,000	11.11%
10020	351160	JUVPR	Juvenile Court Technology Fee	111,327	-	-	-	-	-	0.00%
10030	351400		Additional Penalty Assessment	96,127	251,811	238,889	280,724	225,000	250,000	11.11%
	TOTAL FINES AND FORFEITURES			**5,196,518**	**4,769,372**	**3,840,282**	**4,634,870**	**4,746,000**	**4,445,000**	**-6.34%**

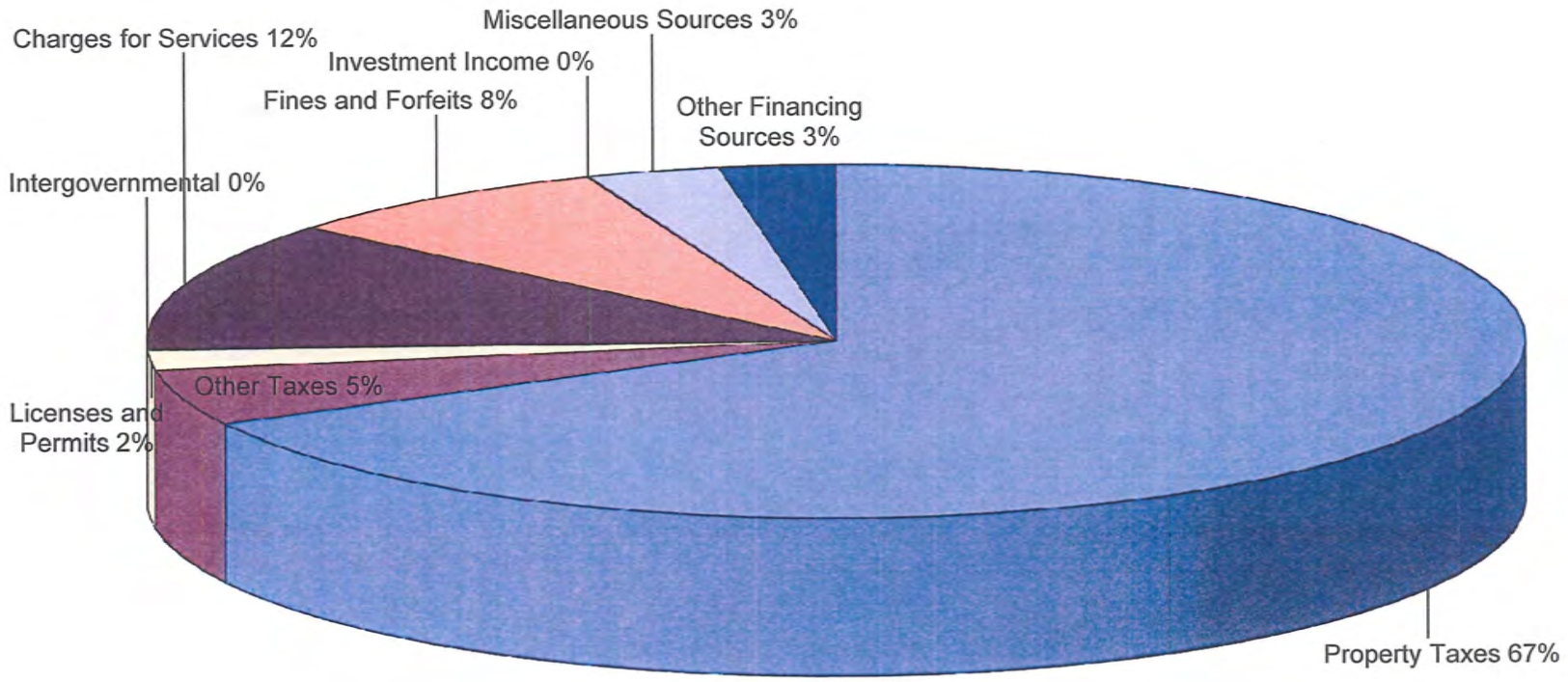
GENERAL FUND REVENUE DETAIL

INVESTMENT INCOME									
10010	361000		Interest	217	21	-	-	-	-	0.00%
10090	361000		Interest	539,673	114,245	47,253	47,728	150,000	25,000	-83.33%
10090	363000		Investment Income	2,120	600	-	-	-	-	0.00%
TOTAL INVESTMENT INCOME				**542,009**	**114,866**	**47,253**	**47,728**	**150,000**	**25,000**	**-83.33%**
MISCELLANEOUS INCOME										
10010	380010		Web Convenience Fee	-	-	-	-	-	-	0.00%
10010	381000		Rental Income	86,828	85,822	18,312	18,312	133,412	35,000	-73.77%
10010	381000	COMCT	Rental Income	755	1,504	2,360	2,660	-	-	0.00%
10010	381001		Rent - Tax Commissioner	-	-	-	-	-	24,173	0.00%
10010	383010		Miscellaneous Reimbursement	101,417	108,334	232,985	235,917	35,000	100,000	185.71%
10010	383030		Misc Reimb - Hazardous Wast	-	-	-	-	-	-	0.00%
10020	383010		Miscellaneous Reimbursement	156,551	94,452	98,657	127,146	120,000	125,000	4.17%
10020	383040		Indigent Defense Reimbursem	143,647	436,693	165,409	210,743	225,000	215,000	-4.44%
10090	380000		Miscellaneous Revenue	-	320	-	-	-	-	0.00%
10090	383000		Insurance Recovery Revenue	73,279	151,411	21,413	21,413	25,955	-	-100.00%
10090	383010		Miscellaneous Revenue	133,685	210,630	221,354	221,354	180,317	150,000	-16.81%
10090	389000		Use of Reserves	-	-	-	-	-	827,410	0.00%
TOTAL MISCELLANEOUS INCOME				**696,161**	**1,089,165**	**760,491**	**837,545.00**	**719,684**	**1,476,583**	**105.17%**
OTHER FINANCING SOURCES										
10090	391202		Law Library Transfer	220,000	-	-	-	-	-	0.00%
10090	391205	HOME	Grant Fund Transfer	1,145	-	-	-	-	-	0.00%
10090	391208		Fire Fund Transfer	-	124,800	-	-	-	-	0.00%
10090	391209		Jail Fund Transfer	275,000	275,000	252,083	275,000	275,000	-	-100.00%
10090	391211		Impact Fee Fund Transfer	-	-	-	-	150,000	-	-100.00%
10090	391219		Economic Development Transf	-	-	-	-	-	-	0.00%
10090	391222		Insurance Premium Transfer	-	739,003	527,228	575,158	555,158	-	-100.00%
10090	391254		DA Confiscation Transfer	-	34,922	-	-	-	30,000	0.00%
10090	392100		Sale of Assets	98,751	118,096	22,162	22,162	362,465	1,500,000	313.83%
TOTAL OTHER FINANCING SOURCES				**594,896**	**1,291,821**	**801,473**	**872,320**	**1,342,623**	**1,530,000**	**13.96%**
TOTAL GENERAL FUND REVENUES				**57,183,623**	**58,774,179**	**20,127,681**	**56,231,099.00**	**58,316,559.00**	**55,985,400**	**-4.00%**

GENERAL FUND REVENUE DETAIL

ECONOMIC DEVELOPMENT									
12090	383010	Miscellaneous Reimbursement	25,000	-	-	-	-	-	0.00%
12090	391210	Hotel/Motel Transfer	105,038	-	-	-	-	-	0.00%
12090	392100	Sale of Assets	-	-	688,117	688,117	800,000	-	-100.00%
12090	393500	Proceeds from Capital	-	-	1,405,900	2,811,765	1,405,865	1,361,000	-3.19%
	TOTAL ECONOMIC DEVELOPMENT		**130,038**	**-**	**2,094,017**	**3,499,882**	**2,205,865**	**1,361,000**	**-38.30%**
FLEX BENEFITS									
13090	383050	Forfeitures	8,304	4,536	2,117	2,117	10,000	2,000	-80.00%
	TOTAL FLEX BENEFITS		**8,304**	**4,536**	**2,117**	**2,117**	**10,000**	**2,000**	**-80.00%**
GENERAL FUND GRAND TOTAL			**57,321,965**	**58,778,715**	**22,223,815**	**59,733,098**	**60,532,424**	**57,348,400**	**-5.26%**

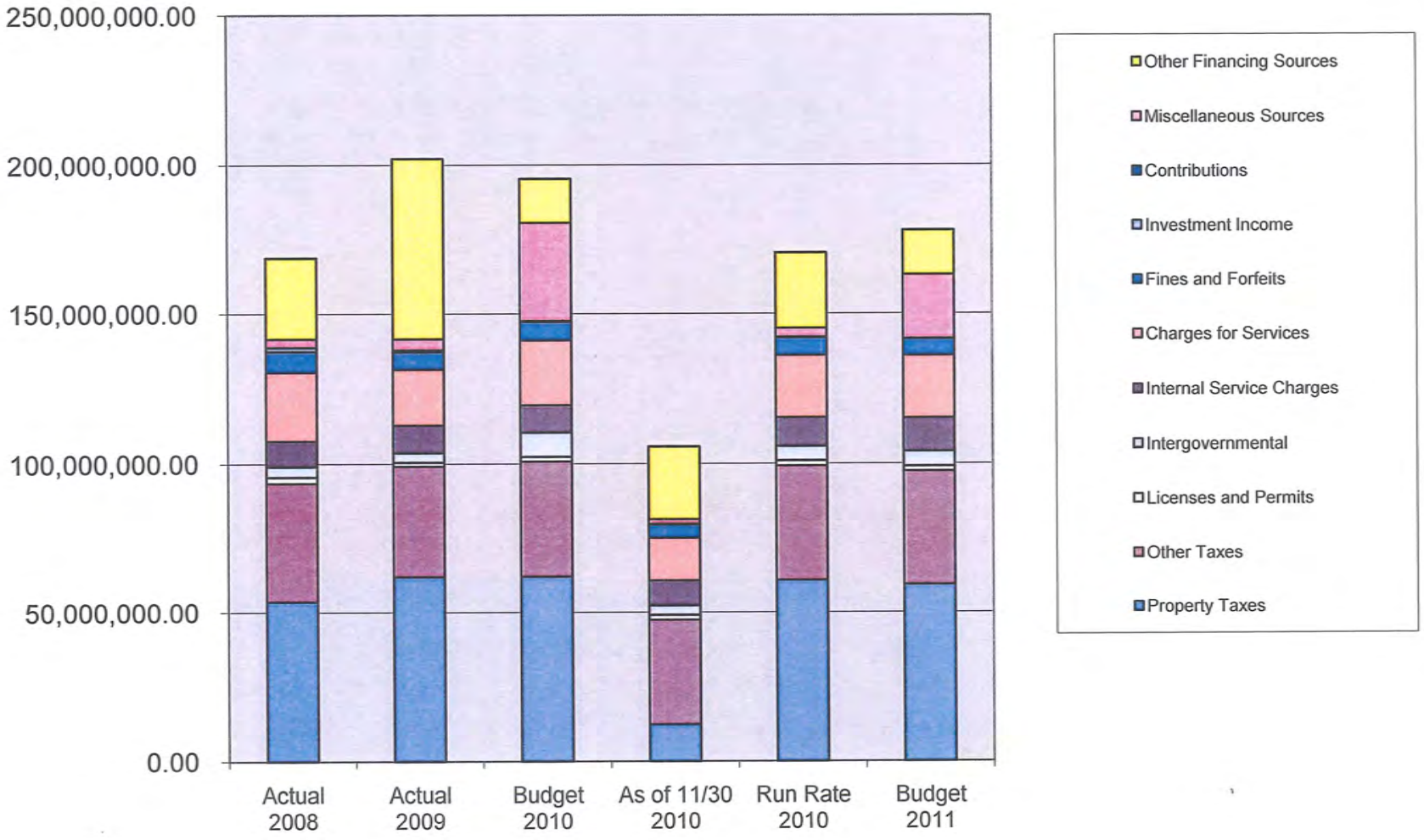
2011 BUDGETED REVENUES - GENERAL FUND



FIRE FUND REVENUE DETAIL

			2007 Actual	2008 Actual	2009 Actual	2010 Actual as of 11/30/10	2010 Projected	2010 Revised Budget	2011 Proposed Budget	
TAXES										
27090	311100	Current Taxes	14,059,567	14,321,544	14,598,869	1,311,025	15,199,986	15,425,816	15,089,663	-2%
27090	311120	Timber Taxes	3,688	6,659	1,344	2,760	3,074	6,000	1,933	-68%
27090	311200	Prior Year Taxes	1,582,223	785,970	2,595,862	843,585	943,585	785,000	421,710	-46%
27090	311310	Motor Vehicle Tax	1,185,973	1,467,278	1,274,858	1,115,798	1,220,602	1,450,000	1,233,117	-15%
27090	311320	Mobile Home Tax	44,898	46,801	39,808	39,028	39,228	50,000	41,026	-18%
27090	311340	Intangible Tax	737,841	505,975	514,099	251,024	296,225	450,000	275,000	-39%
27090	311600	Real Estate Transfer Tax	228,127	114,991	74,482	56,489	67,090	74,000	65,000	-12%
27090	319110	Penalties & Interest Real	24,911	50,630	75,286	43,206	73,207	50,000	70,000	40%
27090	319120	Penalties & Interest Personal	52,243	-	26,424	-		-	-	0%
TOTAL TAXES			**17,919,471**	**17,299,847**	**19,201,033**	**3,662,916**	**17,842,997**	**18,290,816**	**17,197,449**	-6%
LICENSES AND PERMITS										
27030	323910	Fire Permit Fee	90,556	111,342	37,176	33,904	36,505	50,000	30,000	-40%
TOTAL LICENSES AND PERMITS			**90,556**	**111,342**	**37,176**	**33,904**	**36,505**	**50,000**	**30,000**	-40%
CHARGES FOR SERVICES										
27030	342220	Services for Cities	565,203	783,094	831,319	993,408	993,408	909,000	975,000	7%
TOTAL CHARGES FOR SERVICES			**565,203**	**783,094**	**831,319**	**993,408**	**993,408**	**909,000**	**975,000**	7%
INVESTMENT INCOME										
27090	361000	Interest	265,645	224,138	79,936	28,649	29,149	100,000	20,000	-80%
TOTAL INVESTMENT INCOME			**265,645**	**224,138**	**79,936**	**28,649**	**29,149**	**100,000**	**20,000**	-80%
MISCELLANEOUS INCOME										
27090	383000	Insuance Recovery Revenue	1,996	-	20,507	1,266	1,266	2,532	-	-100%
27090	383010	Miscellaneous Revenue	3,277	5,352	111,066	-	-	-	-	0%
27090	389000	Use of Reserves	-	-	-	-	-	-	59,404	0%
TOTAL MISCELLANEOUS INCOME			**5,273**	**5,352**	**131,573**	**1,266**	**1,266**	**2,532**	**59,404**	2246%
OTHER FINANCING SOURCES										
27090	391222	Insurance Premium Transfer	750,000	-	-	-	-	-	-	0%
TOTAL OTHER FINANCING SOURCES			**750,000**	-	-	-	-	-	-	0%
TOTAL FIRE FUND REVENUES			**19,596,148**	**18,423,774**	**20,281,037**	**4,720,144**	**18,903,325**	**19,352,348**	**18,281,853**	-6%

REVENUES 2008-2011 - ALL FUNDS



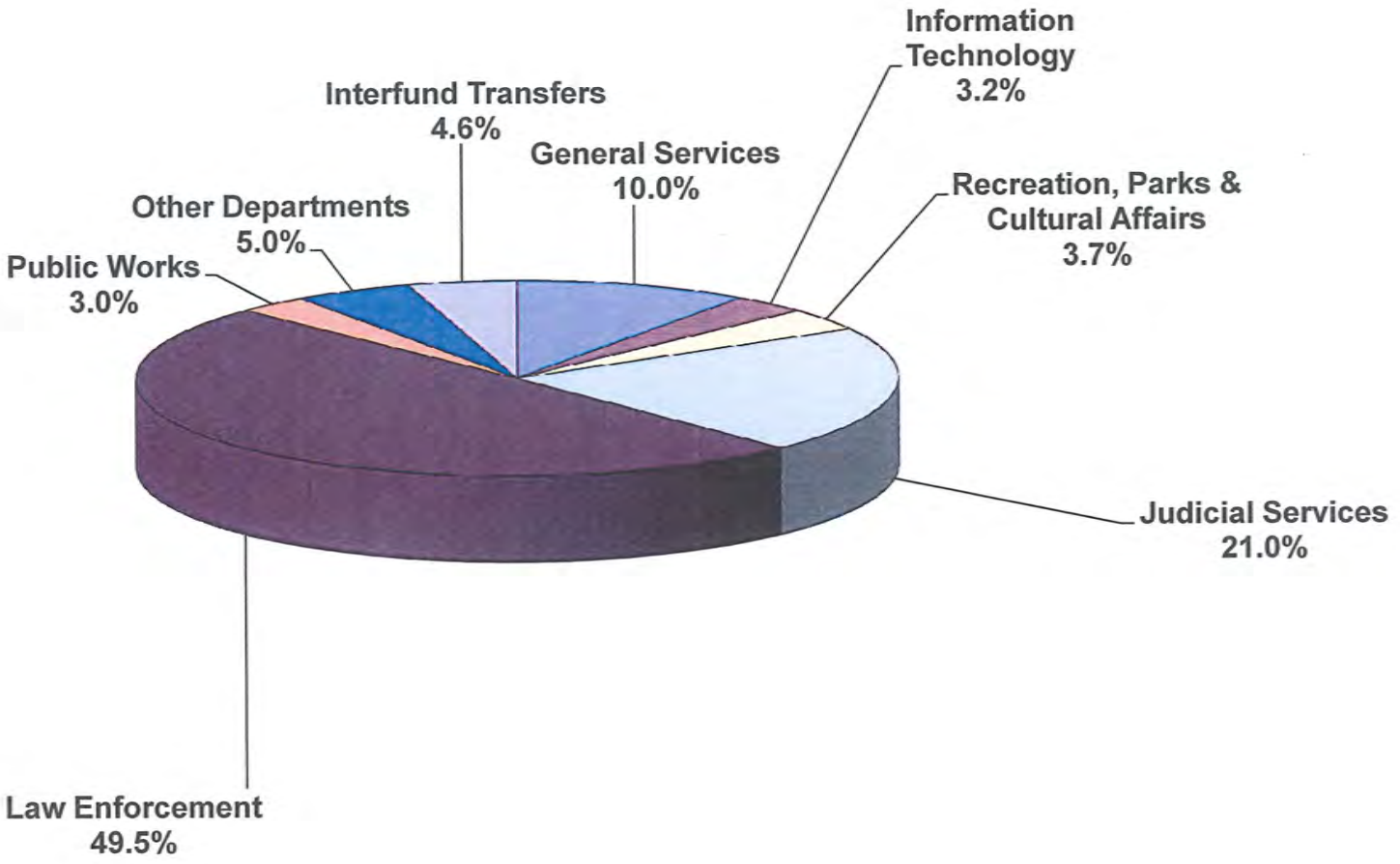
Coun' Manager
2011 Reco. :nded Budget
General Fund

	2008 Actual Total	2009 Actual Total	2010 Actual as of 11/30/10	2010 Projected	2010 Revised Budget	2011 Proposed Salaries	2011 Proposed Operations	2011 Proposed Capital	Debt Service	2011 Proposed Transfers/ Other	2011 Proposed Budget	%Inc over 2009 Budget
GENERAL SERVICES												
Board of Commissioners	256,717	278,761	269,282	302,942	277,949	197,633	41,800				239,433	-13.86%
County Clerk	67,398	80,198	69,743	78,460	91,008	66,447	9,895				76,342	-16.12%
County Manager	316,933	317,185	266,443	299,749	334,805	257,075	32,500				289,575	-13.51%
Voter Registration/Elections	985,240	487,229	621,833	699,563	768,984	362,165	83,050	-			445,215	-42.10%
Coroner	97,488	100,398	98,941	111,309	105,446	73,806	29,725				103,531	-1.82%
County Attorney	572,460	507,412	425,897	479,134	525,000	-	425,000				425,000	-19.05%
Tax Commissioner	1,823,914	1,787,043	1,489,211	1,675,362	1,828,736	1,299,361	325,000	-		10,000	1,634,361	-10.63%
Tax Assessor	1,822,557	1,759,560	1,461,412	1,644,089	1,760,072	1,346,040	196,562				1,542,602	-12.36%
General Administration	1,400,299	1,403,327	53,913	60,653	88,412	-	6,600			7,500	14,100	-84.05%
Total General Services	7,343,005	6,721,114	4,756,675	5,351,260	5,780,412	3,602,527	1,150,132	-	-	17,500	4,770,159	-17.48%
HUMAN RESOURCES												
Human Resources	238,311	269,482	300,855	338,461	353,475	260,000	14,775				274,775	-22.26%
Flex Benefits	10,050	11,004	9,326	10,492	10,000	-	13,990				13,990	39.90%
Total Human Resources	248,361	280,486	310,181	348,953	363,475	260,000	28,765	-	-	-	288,765	-20.55%
IT SERVICES												
Information Technology Services	2,009,559	1,834,000	1,214,615	1,366,442	1,821,693	747,680	759,481	78,300			1,585,461	-12.97%
Total IT Services	2,009,559	1,834,000	1,214,615	1,366,442	1,821,693	747,680	759,481	78,300	-	-	1,585,461	-12.97%
HEALTH & HUMAN SVCS												
Health & Human Services	564,871	503,474	391,996	440,995	486,000	-	-	-	-	417,783	417,783	-14.04%
County Extension Office	69,262	106,796	74,798	84,148	89,000	-	-	-	-	86,360	86,360	-2.97%
Vetern's Administration	-	-	-	-	-	-	-	-	-	4,613	4,613	0.00%
Total Health & Human Svcs	634,133	610,271	466,794	525,143	575,000	-	-	-	-	508,756	508,756	-11.52%
REC, PARKS & CULTURAL AFFAIRS												
Cherokee County Libraries	2,026,568	2,084,720	1,815,458	1,980,500	1,980,500	-	-			1,822,060	1,822,060	-8.00%
Art Center	50,000	50,000	62,917	70,000	70,000	-	-			40,000	40,000	-42.86%
Historical Society	25,000	25,000	18,958	22,500	22,500	-	-			28,038	28,038	24.61%
Total Rec, Parks & Cultural	2,101,568	2,159,720	1,897,333	2,073,000	2,073,000	-	-	-	-	1,890,098	1,890,098	-8.82%
FINANCIAL MGMT & BUDGET												
Finance	612,406	584,668	448,330	504,371	561,380	430,221	117,400				547,621	-2.45%
Purchasing-Risk Management	114,904	129,328	128,445	144,501	196,754	184,450	5,000				189,450	-3.71%
Total Financial Mgmt & Budget	727,310	713,996	576,775	648,872	758,134	614,671	122,400	-	-	-	737,071	-2.78%
JUDICIAL SERVICES												
Court Administrative Services	830,133	972,441	507,215	570,616	613,298	486,177	80,600				566,777	-7.59%
Superior Court	659,935	446,199	624,580	702,653	785,135	431,306	266,027	-			697,333	-11.18%
Pre-Trial Services	75,787	145,242	103,530	116,471	172,658	53,666	89,400				143,066	-17.14%
Indigent Defense	2,096,270	2,036,642	1,615,249	1,817,155	1,922,842	219,209	1,590,879				1,810,088	-5.86%
Clerk of Superior Court	3,312,758	3,084,385	2,675,578	3,010,025	3,163,533	2,368,016	599,414				2,967,430	-6.20%
Board of Equalization	-	-	-	-	-	16,148	9,000				25,148	0.00%
District Attorney	1,756,454	1,701,420	1,461,414	1,644,090	1,789,266	1,417,992	218,839				1,636,831	-8.52%
State Court	699,068	626,183	599,351	674,270	610,389	609,044	48,000				657,044	7.64%
State Court Solicitor	1,374,711	1,364,955	1,191,754	1,340,724	1,394,071	1,232,858	85,500				1,318,358	-5.43%
Magistrate Court	348,024	339,556	293,006	329,632	346,147	279,543	26,800				306,343	-11.50%
Probate Court	643,335	584,094	529,260	595,417	626,949	522,836	46,603				569,439	-9.17%
Juvenile Court	827,309	836,431	728,815	819,916	791,958	483,165	293,900	-			777,065	-1.88%
Canton Probation	11,875	12,500	12,500	12,500	12,500	-	-			10,000	10,000	-20.00%
TOTAL JUDICIAL SERVICES	12,635,658	12,150,048	10,342,250	11,633,469	12,228,746	8,119,960	3,354,962	-	-	10,000	11,484,922	-6.08%

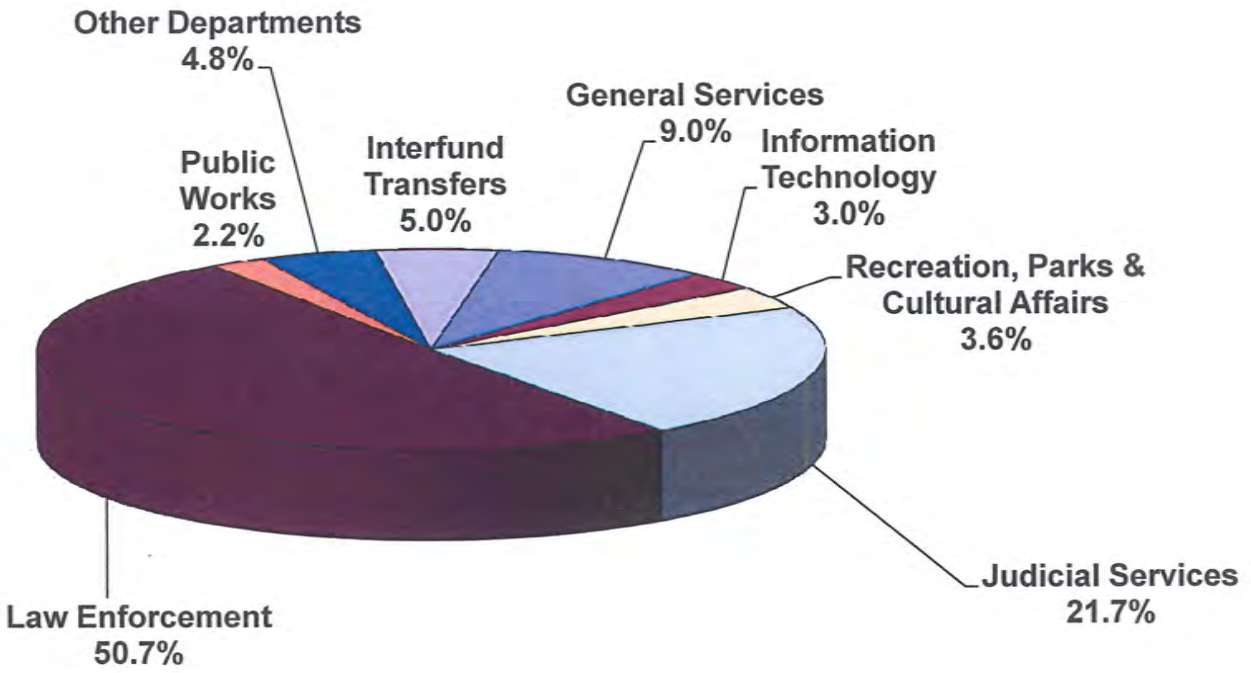
Coun' 'anager
2011 Recom. nded Budget
General Fund

	2008 Actual Total	2009 Actual Total	2010 Actual as of 11/30/10	2010 Projected	2010 Revised Budget	2011 Proposed Salaries	2011 Proposed Operations	2011 Proposed Capital	Debt Service	2011 Proposed Transfers/ Other	2011 Proposed Budget	%Inc over 2009 Budget
LAW ENFORCEMENT												
Administration	4,017,603	3,293,246	2,287,461	2,573,393	2,907,671	1,276,696	1,371,557	-			2,648,253	-8.92%
Crime and Investigation	2,251,344	1,968,456	1,838,651	2,068,482	2,080,472	1,811,210	202,394				2,013,604	-3.21%
Major Crimes Division	554,438	481,033	459,603	517,053	569,592	502,792	48,800				551,592	-3.16%
Uniform Patrol	7,850,287	7,987,410	6,703,661	7,541,618	7,659,313	6,713,623	554,468				7,268,091	-5.11%
Sheriff Training Division	665,529	631,565	551,564	620,509	712,536	369,036	212,963				581,999	-18.32%
Special Detail Services	88,132	131,393	55,957	62,952	151,650	-	150,150				150,150	-0.99%
Court Services	1,604,262	1,638,744	2,471,895	2,780,882	2,731,197	2,592,768	133,276				2,726,044	-0.19%
Internal Affairs	179,716	175,733	129,694	145,906	193,555	96,417	6,850				103,267	-46.65%
Crossing Guards	167,556	178,300	161,742	181,959	178,305	152,226	7,272				159,498	-10.55%
Adult Correctional Facility	12,152,795	10,886,029	9,448,361	10,629,406	10,585,440	6,659,262	2,993,773				9,653,035	-8.81%
Emergency Management Agency	225,606	235,791	201,202	226,352	253,458	143,902	91,577				235,479	-7.09%
CMANS	671,984	777,921	659,899	742,387	789,619	605,202	101,200				706,402	-10.54%
TOTAL LAW ENFORCEMENT	30,429,255	28,385,620	24,969,688	28,090,899	28,812,808	20,923,134	5,874,280	-	-	-	26,797,414	-6.99%
COUNTY MARSHAL												
Animal Control	333,892	292,685	268,090	301,601	314,419	213,084	73,804	-			286,888	-8.76%
TOTAL COUNTY MARSHAL	333,892	292,685	268,090	301,601	314,419	213,084	73,804	-	-	-	286,888	-8.76%
COMMUNITY DEVELOPMENT												
Business License	93,905	-	940	1,057	-	-	-	-	-	-	-	0.00%
Geographical Information Systems	397,431	437,915	352,679	396,764	421,180	214,041	99,595	-	-	-	313,636	-25.53%
Building Inspection	874,351	720,876	550	619	-	-	-	-	-	-	-	0.00%
Copy and Printing Center	2,167	132,685	108,568	122,139	139,500	-	128,000				128,000	-8.24%
Water Resources Conservation	-	10,000		-	-	-	-	-	-	-	-	0.00%
TOTAL COMMUNITY DEVELOPMENT	1,367,854	1,301,476	462,737	520,579	560,680	214,041	227,595	-	-	-	441,636	-21.23%
PUBLIC WORKS												
Property Management	1,210,988	1,686,289	1,357,227	1,526,880	1,543,569	441,297	590,814	-			1,032,111	-33.13%
Blalock Road Landfill Closure	139,484	178,500	163,483	183,918	150,000	-	150,000			-	150,000	0.00%
TOTAL PUBLIC WORKS	1,350,472	1,864,789	1,520,710	1,710,799	1,693,569	441,297	740,814	-	-	-	1,182,111	-30.20%
COMMUNITY SERVICES												
Community Services Agency	152,052	130,750	92,785	104,383	138,633	84,943	15,810				100,753	-27.32%
Recyclables Collection	309,554	172,783	142,836	160,691	179,698	74,708	77,300	-		-	152,008	-15.41%
TOTAL COMMUNITY SERVICES	461,606	303,532	235,621	265,074	318,331	159,651	93,110	-	-	-	252,761	-20.60%
TOTAL DEVELOPMENT	1,267,890	2,726,032	1,251,093	1,407,480	2,740,452	-	-			2,374,647	2,374,647	-13.35%
TOTAL INTERFUND TRANSFERS	3,815,120	2,465,370	2,267,522	2,550,962	2,579,310	-	-	-	-	2,659,231	2,659,231	3.10%
TOTAL GENERAL ADMIN	-	-	2,082,100	2,395,336	1,793,395	-	-	-	-	2,088,479	2,088,479	16.45%
General Fund	64,725,683	61,809,140	52,622,184	59,189,868	62,413,424	35,296,045	12,425,343	78,300	-	9,548,711	57,348,400	-8.12%

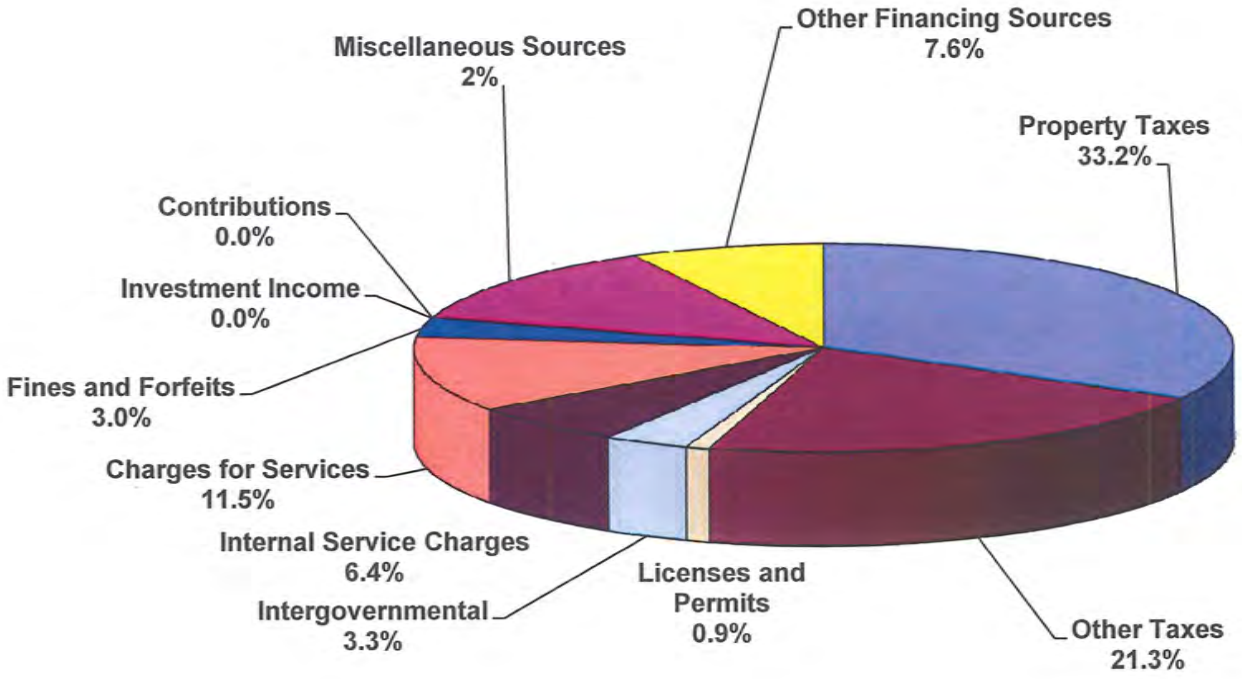
FY2010 GENERAL FUND BUDGET



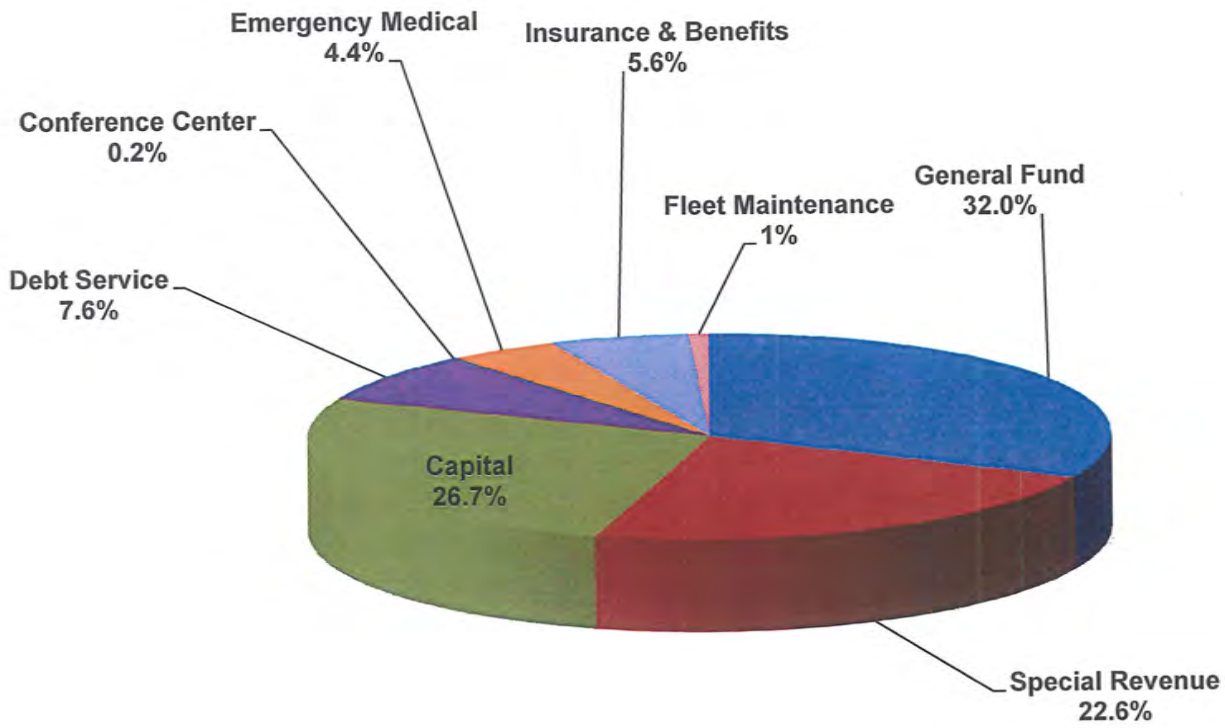
FY2011 GENERAL FUND BUDGET



SOURCE OF FUNDS (ALL FUNDS)



USE OF FUNDS (ALL FUNDS)



Coun. Manager
2011 Recommended Budget
Insurance Premium Fund

	2008 Actual	2009 Actual	2010 Actual as of 11/30/10	2010 Revenue Projection	2010 Revised Budget	2011 Revenue Budget						2011 Total Proposed Budget	%Inc
REVENUES													
Insurance Premium Tax	5,932,023	5,846,968	5,686,599	5,686,599	6,000,000	5,700,000						5,700,000	-5.00%
Building Permit Fees	-	-	386,817	416,817	350,000	425,000						425,000	21.43%
Plan Review Fee	33,161	34,704	-	-	50,000	5,000						5,000	-90.00%
Soil Review Fee	99,571	1,025	230	330	1,500	1,000						1,000	-33.33%
Erosion Reinspection Fee	2,350	-	-	-		-						-	0.00%
NPDES Fees	12,038	569	-	-		-						-	0.00%
Printing and Duplication Fees	-	-	298	318		250						250	0.00%
Maps	-	1,600	12,000	12,000		-						-	0.00%
Other Revenue	1,473	(3,300)	959	959		500						500	0.00%
Tree Conservation Fees	(13,535)	3,300	-	-		-						-	0.00%
Investment Income	5,910	1,041	280	330		500						500	0.00%
Miscellaneous Income	39,004	13,066	9,060	16,168		10,000						10,000	0.00%
Use of Reserves	-	-	-		621,173	(240,080)						(240,080)	-138.65%
Transfers	7,565	-	-			-						-	0.00%
Total Revenues	6,119,560	5,898,973	6,096,242	6,133,521	7,022,673	5,902,170	-	-		-	-	5,902,170	-3.18%

	2008 Actual	2009 Actual	2010 Actual as of 11/30/10	2010 Expenditure Projection	2010 Revised Budget	2011 Expenditure Budget	Salaries	Operations	Allocated Costs	Capital	Other	2011 Total Proposed Budget	
Code Enforcement	665,528	571,445	480,564	567,939	590,261	593,313	492,420	86,020	14,873	-	-	593,313	0.52%
Development Services Center	330	234,215	196,661	232,417	253,368	214,089	172,943	35,500	5,646	-	-	214,089	-15.50%
Limestone Valley	53,952	52,902	55,244	65,288	71,687	62,148	54,349	1,300	6,499	-	-	62,148	-13.31%
Planning and Zoning	547,420	559,494	671,094	793,111	778,344	732,247	474,313	238,900	19,034	-	-	732,247	-5.92%
Roads and Bridges	2,027,405	2,012,161	2,048,744	2,421,243	2,590,778	2,336,887	1,586,141	660,293	90,453	-	-	2,336,887	-9.80%
Engineering	716,575	533,613	515,260	608,944	564,427	535,638	373,233	154,420	7,985	-		535,638	-5.10%
Engineering Development	312,203	295,345	291,796	344,849	341,119	308,543	277,659	24,200	6,684	-	-	308,543	-9.55%
Stormwater Maintenance	365,330	543,298	-	-	-	-	-	-	-			-	0.00%
Stormwater Engineering	359,225	305,908	224,556	265,384	326,446	253,853	213,235	34,360	6,258			253,853	-22.24%
Georgia Forestry Conservation	7,200	5,930	14,825	14,825	7,250	15,000			-	-	15,000	15,000	106.90%
Building Inspections	-	821	510,243	603,015	596,378	500,452	447,132	37,550	15,770			500,452	-16.08%
Transfer to General Fund	-	739,003	527,228	555,158	555,158	-			-	-	-	-	-100.00%
Transfer to Fire			-	-	-	-						-	0.00%
Transfer to EMS	800,000	400,000	320,833	350,000	350,000	350,000				-	350,000	350,000	0.00%
Total Expenditures	5,855,167	6,254,134	5,857,048	6,822,173	7,025,216	5,902,170	4,091,424	1,272,543	173,202	-	365,000	5,902,170	-15.99%

Insurance and Benefits Fund

	2009 Actual	2010 Budget	2010 Forecast	2011 Budget	2010 Forecast - County Funding	2011 Budget County Forecast
Self Insured						
Revenues (Funding)						
Health Insurance	6,677,904	6,152,344	6,988,338	8,664,784	5,430,979	5,748,712
Dental Insurance	563,744	538,483	575,961	611,705	215,993	261,705
Stoploss Reimbursement	382,439	200,000	411,536	-		
Retiree Med Transfer	456,307	-		-		
COBRA Payments	163,910	125,000	148,571	117,082		
Total Revenue	8,244,304	7,015,827	8,124,406	9,393,571	5,646,972	6,010,417
Expenditures						
Health Insurance	7,260,794	6,052,344	7,540,483	7,744,635		
Dental Insurance	563,133	502,000	547,035	588,001		
Capitation Fees	149,688	75,611	129,308	-		
Broker Fees	90,150	90,150	29,856	103,800		
AdministrativeServices	852,560	800,000	960,386	994,311		
Total Expenditures	8,916,325	7,520,105	9,207,068	9,430,747		
Net Income/ Loss on Self Insured	(672,021)	(504,278)	(1,082,662)	(37,176)		
Other Insurance						
Revenue						
Long Term Disability	218,665	232,568	211,062	307,593	229,124	287,593
Short Term Disability	280,311	310,000	217,347	202,112	62,641	42,112
Life Insurance	315,382	375,000	258,394	254,904	157,342	139,904
401A Forfeitures	42,258	45,000	34,660	24,000		
Total Revenue	856,616	962,568	721,463	788,609	449,107	469,609
Expenditures						
Long Term Disability	252,537	232,568	178,607	175,824		
Short Term Disability	227,612	63,044	190,800	188,478		
Life Insurance	164,840	162,678	261,095	274,034		
Administration	-		-			
Total Expenditures	644,989	458,290	630,502	638,336		
Net Income/Loss on Fully Insured	211,627	504,278	90,962	150,273		
Total Revenue (Funding)	9,100,920	7,978,395	8,845,869	10,182,180	6,096,079	6,480,026
Total Expense	9,561,314	7,978,395	9,837,570	10,069,083		-
Net Income/Loss for the Fund	(460,394)	0	(991,701)	113,097		0
			Net County Cost with Fund Balance		7,087,780	6,366,929
			YOY Savings to County			720,851

Goal: With plan changes and increased employee contributions, budget 2011 Medical costs to require only $5.7M from the County.

Conclusion: Based on the number of enrollments and plan selections, the County will contribute $5.75M into Fund 605. However, if costs are as expected, the Fund will end with a $113k positive balance and net cost to the county will be achieved.

GENERAL FUND

REVENUE BUDGET HISTORY

GENERAL FUND

	Actual FY08	Actual FY09	Budget FY10	Actual as of 11/30/10 FY10	Run Rate FY10	Budget FY11
General Property Taxes						
Real Estate	33,586,608	36,282,080	36,566,252	5,511,290	35,648,783	35,094,591
Personal Property	3,377,585	3,023,044	3,092,000	2,629,222	2,962,203	2,775,226
Total General Property Taxes	**36,964,193**	**39,305,124**	**39,658,252**	**8,140,512**	**38,610,986**	**37,869,817**
Other Taxes						
Real Estate Transfer/Intangible	1,210,989	1,042,740	1,050,000	673,092	806,032	750,000
Alcoholic Beverage Excise	3,097	-	0	0	0	0
Franchise Fee	1,248,798	1,501,321	1,350,000	1,129,981	1,609,981	1,500,000
Penalties and Interest	643,390	658,078	650,000	549,481	624,481	640,000
Total Other Taxes	**3,106,275**	**3,202,138**	**3,050,000**	**2,352,554**	**3,040,494**	**2,890,000**
Licenses and Permits						
Business Licenses	906,901	795,907	895,000	1,069,392	1,076,088	995,000
Building Inspections	729,171	367,923	-	-	-	0
Total Licenses and Permits	**1,636,072**	**1,163,830**	**895,000**	**1,069,392**	**1,076,088**	**995,000**
Intergovernmental Revenue						
Payment from Other Agencies	-	0	0	0	0	0
Payment In Lieu of Taxes	40,364	41,319	41,500	42,261	42,261	42,000
Total Intergovernmental Revenue	**40,364**	**41,319**	**41,500**	**42,261**	**42,261**	**42,000**
Charges For Services						
Court	378,133	137,663	178,000	-	28,948	-
Probation	232,087	84,270	135,000	149,836	170,736	125,000
ning and Development	24,570	252	1,000	-	-	-
Landfill/Recycling	3,308,149	3,137,601	2,755,000	1,286,750	2,500,050	2,342,000
Prisoner Housing	272,961	649,024	450,000	467,347	497,346	470,000
Commission on Tax Collections	3,928,480	3,658,521	4,000,000	798,498	3,698,498	3,600,000
Other Charges For Services	262,754	129,216	194,500	181,133	188,092	175,000
Total Charges For Services	**8,407,134**	**7,796,546**	**7,713,500**	**2,883,563**	**7,083,670**	**6,712,000**
Fines and Forfeitures	**5,196,518**	**4,769,372**	**4,746,000**	**3,840,282**	**4,605,781**	**4,445,000**
Investment Income	**542,009**	**114,866**	**150,000**	**47,242**	**47,741**	**25,000**
Miscellaneous						
Rents and Royalties	87,583	87,326	133,412	20,672	20,972	59,173
Miscellaneous Reimbursements	608,579	1,001,839	586,272	739,819	821,577	590,000
Miscellaneous Forfeitures	8,304	4,536	10,000	2,117	2,117	2,000
Use of Reserves	0	0	-	-	-	827,410
Total Miscellaneous	**704,465**	**1,093,701**	**729,684**	**762,608**	**844,666**	**1,478,583**
Other Financing Sources						
Transfers in From Other Funds	496,145	1,173,725	980,158	779,312	850,158	30,000
Sale of Assets	98,751	118,096	362,465	22,162	22,162	1,500,000
Total Other Financing Sources	**594,896**	**1,291,821**	**1,342,623**	**801,473**	**872,320**	**1,530,000**
Total General Fund	**57,191,927**	**58,778,715**	**58,326,559**	**19,939,886**	**56,224,007**	**55,987,400**

GENERAL FUND
SUMMARIZED OPERATING BUDGET FY2011

General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
General Services				
Board of Commissioners	197,633	41,800	0	239,433
County Clerk	66,447	9,895	0	76,342
County Manager	257,075	32,500	0	289,575
Voter Registration/Elections	362,165	83,050	0	445,215
Coroner	73,806	29,725	0	103,531
County Attorney	0	425,000	0	425,000
Tax Commissioner	1,299,361	335,000	0	1,634,361
Tax Assessor	1,346,040	196,562	0	1,542,602
General Admin	0	14,100	0	14,100
Total General Services	**3,602,527**	**1,167,632**	**0**	**4,770,159**
Human Resources				
Human Resources	260,000	14,775	0	274,775
Flex Benefits	0	13,990	0	13,990
Total Human Resources	**260,000**	**28,765**	**0**	**288,765**
Information Technology Services				
Information Technology Services	747,680	759,481	78,300	1,585,461
Total Inform Technology Svcs	**747,680**	**759,481**	**78,300**	**1,585,461**
Health and Human Services				
County Health Department	0	271,210	0	271,210
DFACS	0	97,000	0	97,000
Cherokee Training Center	0	12,000	0	12,000
Children and Youth Services	0	37,573	0	37,573
County Extension Services	0	86,360	0	86,360
Vetern's Administration	0	4,613	0	4,613
Total Health and Human Services	**0**	**508,756**	**0**	**508,756**
Recreation, Parks and Cultural Affairs				
Cherokee County Libraries	0	1,822,060	0	1,822,060
Cherokee Arts Center	0	40,000	0	40,000
Historical Society	0	28,038	0	28,038
Total Recreation, Parks & Cutural	**0**	**1,890,098**	**0**	**1,890,098**
Office of Financial Management and Budgeting				
Finance -	0	0	0	0
Management and Budgeting	430,221	117,400	0	547,621
Purchasing/Risk Management	184,450	5,000	0	189,450
Total Office of Financial Mgmt & Budge	**614,671**	**122,400**	**0**	**737,071**
Judicial Services				
Court Administrative Services	486,177	80,600	0	566,777
Superior Court	431,306	266,027	0	697,333
Superior Court Pre-Trial Services	53,666	89,400	0	143,066
Indigent Defense	219,209	1,590,879	0	1,810,088
Clerk of Superior Court	2,368,016	599,414	0	2,967,430
Board of Equalization	16,148	9,000	0	25,148
District Attorney	1,417,992	218,839	0	1,636,831
State Court	609,044	48,000	0	657,044
State Court Solicitor	1,232,858	85,500	0	1,318,358
Magistrate Court	279,543	26,800	0	306,343
Probate Court	522,836	46,603	0	569,439
Juvenile Court	483,165	293,900	0	777,065
Adult Probation	0	10,000	0	10,000
Total Judicial Services	**8,119,960**	**3,364,962**	**0**	**11,484,922**

GENERAL FUND
SUMMARIZED OPERATING BUDGET FY2011

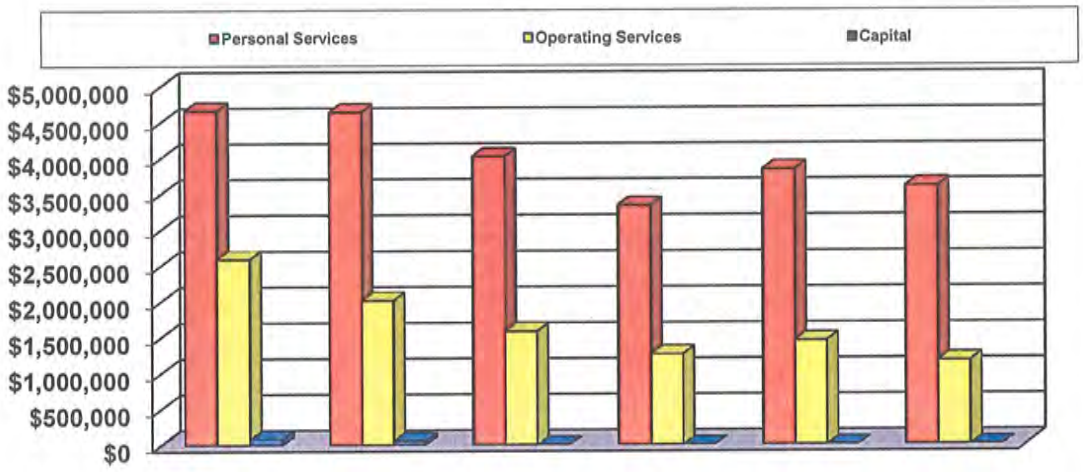
General Fund Departments	Personal Services	Operating Services	Capital	Total Budget
Law Enforcement				
Vice Control	605,202	101,200	0	706,402
Administration	1,276,696	1,371,557	0	2,648,253
Crime and Investigation	1,811,210	202,394	0	2,013,604
Major Crimes Division	502,792	48,800	0	551,592
Uniform Patrol	6,713,623	554,468	0	7,268,091
Training	369,036	212,963	0	581,999
Special Detail Services	0	150,150	0	150,150
Court Services	2,592,768	133,276	0	2,726,044
Internal Affairs	96,417	6,850	0	103,267
Crossing Guards	152,226	7,272	0	159,498
Adult Correctional Institute	6,659,262	2,993,773	0	9,653,036
Emergency Management	143,902	91,577	0	235,479
Total Law Enforcement	**20,923,134**	**5,874,280**	**0**	**26,797,414**
County Marshal				
Animal Control	213,084	73,804	0	286,888
Total County Marshal	**213,084**	**73,804**	**0**	**286,888**
Community Development				
GIS/Mapping	214,041	99,595	0	313,636
Printing and Copy Center	0	128,000	0	128,000
Total Community Development	**214,041**	**227,595**	**0**	**441,636**
Public Works				
Property Management	441,297	590,814	-	1,032,111
Blalock Road Landfill Closure	0	150,000	0	150,000
Total Public Works	**441,297**	**740,814**	**-**	**1,182,111**
Community Services				
Community Services Agency	84,943	15,810	0	100,753
Recycling	74,708	77,300	0	152,008
Total Community Services	**159,651**	**93,110**	**0**	**252,761**
Total Interfund Transfers	**0**	**2,659,231**	**0**	**2,659,231**
Total Operating Budget	**35,296,045**	**17,510,928**	**78,300**	**52,885,273**

FUND BALANCE AS OF 11/30/10 (GENERAL FUND ONLY): $2,946,227

CHEROKEE COUNTY BOARD OF COMMISSIONERS
2011 BUDGET - CAPITAL OUTLAY
DETAIL PROJECT SCHEDULE - ALL FUNDS EXCEPT CAPITAL FUNDS & IMPACT FEES

Department	Capital Projects	Cost
MACHINERY		
Emergency 911	Upgrade Computer Systems	$ 7,000
		$ 7,000
COMPUTER HARDWARE-SOFTWARE		
Information Technology	DC & Backup Server replacement	$ 15,000
Information Technology	Cityview Online Portal plus Mobile	$ 18,500
Information Technology	Dell Vmware Management Tools	$ 35,000
Indigent Defense/Pre-Trial	Document Management Program	$ 9,800
Emergency 911	Upgrade Computer Systems	$ 73,000
Transportation ARRA2	Software/AVL upgrade for CATS	$ 95,000
		$ 246,300
VEHICLES		
Transportation ARRA1	Vehicles	$ 16,850
Transportation ARRA2	Replace 8 vehicles in CATS	$ 183,875
		$ 200,725
OTHER EQUIPMENT		
Emergency 911	Upgrade Computer Systems	$ 89,554
Transportation ARRA1	Support Equipment for CATS	$ 157,623
Transportation ARRA1	Communications Equipment	$ 29,083
Transportation G266	Communications Equipment	$ 85,000
Multiple Grant Fund	EECBG Grant	$ 1,000,000
		$ 1,361,260
		$ 1,815,285

GENERAL SERVICES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$4,665,227	$4,645,980	$4,021,530	$3,336,257	$3,838,157	$3,602,527
Operating Services	$2,592,476	$2,014,637	$1,580,678	$1,259,131	$1,448,558	$1,167,632
Capital	$85,302	$60,498	$0	$0	$0	$0
Total Budget	$7,343,005	$6,721,114	$5,602,208	$4,595,389	$5,286,714	$4,770,159
Change Over Prior Year	---	-8.47%	-16.65%	---	-21.34%	-14.85%

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: Board of Commissioners**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	170,961	180,389	167,988	150,379	173,003	167,988
Group Insurance - Health	19,526	22,502	20,950	19,095	21,967	13,553
Group Insurance - Life	1,060	914	420	359	413	461
Group Insurance - Dental	939	949	924	767	883	814
Group Insurance - LT Disab.	780	774	667	572	658	1,801
Group Insurance - ST Disab.	400	332	114	120	138	165
Social Security	9,761	10,207	9,657	8,543	9,828	10,415
Medicare	2,283	2,388	2,261	1,998	2,299	2,436
Retirement Contribution/401a	2,182	2,171	2,163	1,880	2,163	0
Defined Benefit Plan	9,690	10,329	10,482	7,806	8,980	10,079
Defined Benefit Reduction	0	0	0	0	0	(10,079)
Total Personal Services	**217,582**	**230,956**	**215,626**	**191,519**	**220,332**	**197,633**
Professional	2,832	1,136	2,000	6,790	7,812	6,000
Disposal	0	0	0	104	120	0
Communications	8,162	10,752	9,792	7,498	8,626	9,800
Postage	107	37	500	2,837	3,264	500
Advertising	3,218	2,778	2,000	1,434	1,650	2,000
Printing and Binding	1,957	2,445	500	0	0	500
Travel	4,968	11,715	10,000	3,828	4,404	7,000
Dues and Fees	2,524	2,075	3,500	1,719	1,978	3,000
Education and Training	2,790	2,500	3,000	297	342	3,000
Other Purchased Services	75	45	500	0	0	500
General Supplies and Materials	7,009	10,091	3,500	9,108	10,478	3,500
Food	4,040	4,232	4,500	5,607	6,451	6,000
Non Asset Computer Equipment	1,455	0	1,599	1,599	1,840	0
Payments to Other Agencies	0	0	7,500	526	605	0
Total Operating Services	**39,135**	**47,806**	**48,891**	**41,349**	**47,570**	**41,800**
TOTAL ANNUAL BUDGET	**256,717**	**278,761**	**264,517**	**232,868**	**267,902**	**239,433**

GENERAL FUND

GROUP: General Services **DEPARTMENT: Board of Commissioners**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Commission Chairman	1	1	1	1	1	1
Post Commissioners	4	4	4	4	4	4
TOTAL BUDGETED POSITIONS	**5**	**5**	**5**	**5**	**5**	**5**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: County Clerk**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	46,595	56,719	56,502	48,183	55,432	56,502
Group Insurance - Health	4,345	4,704	4,860	3,916	4,505	4,926
Group Insurance - Life	212	215	198	171	197	151
Group Insurance - Dental	190	189	190	167	192	271
Group Insurance - LT Disab.	156	197	283	246	283	385
Group Insurance - ST Disab.	80	78	63	66	76	47
Social Security	2,762	3,363	3,375	2,805	3,228	3,375
Medicare	646	787	790	656	755	790
Defined Benefit Plan	3,262	3,970	3,526	3,078	3,541	3,526
Defined Benefit Reduction	0	0	0	0	0	(3,526)
Total Personal Services	**58,248**	**70,222**	**69,787**	**59,289**	**68,208**	**66,447**
Disposal	0	0	0	104	120	0
Communications	356	294	470	215	247	470
Postage	2	19	100	5	5	100
Advertising	639	226	1,000	301	346	1,000
Printing & Binding	0	7,462	5,000	1,253	1,441	5,000
Travel	1,730	(75)	100	0	0	100
Dues and Fees	4,463	385	100	65	75	100
Education and Training	0	125	125	0	0	125
General Supplies and Materials	1,960	1,540	3,000	2,081	2,394	3,000
Total Operating Services	**9,150**	**9,976**	**9,895**	**4,023**	**4,628**	**9,895**
TOTAL ANNUAL BUDGET	**67,398**	**80,198**	**79,682**	**63,312**	**72,837**	**76,342**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
County Clerk	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**1**	**1**	**1**	**1**	**1**	**1**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: County Manager**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	252,664	241,483	216,925	192,721	221,714	225,597
Overtime	69	115	0	0	-	0
Group Insurance - Health	12,887	13,955	13,500	10,503	12,083	12,119
Group Insurance - Life	848	830	684	588	676	499
Group Insurance - Dental	649	604	500	435	500	586
Group Insurance - LT Disab.	624	746	880	753	867	733
Group Insurance - ST Disab.	320	411	159	166	191	103
Social Security	11,983	11,362	15,996	9,589	11,032	14,133
Medicare	3,616	3,484	3,841	2,701	3,107	3,305
Defined Benefit Plan	16,957	16,448	16,158	12,159	13,989	11,421
Defined Benefit Reduction	0	0	0	0	0	(11,421)
Total Personal Services	**300,618**	**289,440**	**268,643**	**229,614**	**264,158**	**257,075**
Professional	1,732	7,778	15,000	8,891	10,229	10,000
Disposal	0	0	0	104	120	0
Rental of Equipment & Vehicles	187	0	500	0	0	500
Communications	3,556	4,691	5,601	4,111	4,730	5,000
Postage	163	0	250	5,680	6,534	250
Advertising	500	1,339	2,000	410	472	1,200
Printing and Binding	8	46	500	431	495	500
Travel	708	418	1,500	568	654	800
Dues and Fees	1,482	3,639	18,156	2,235	2,571	4,000
Education and Training	600	0	1,000	0	0	1,000
General Supplies and Materials	3,781	6,986	4,750	3,069	3,530	4,750
Gasoline	5	28	0	0	0	00
Food	3,594	2,757	2,500	4,347	5,001	3,000
Other Miscellaneous Equipment	0	64	1,500	0	0	1,500
Total Operating Services	**16,315**	**27,746**	**53,257**	**29,847**	**34,337**	**32,500**
TOTAL ANNUAL BUDGET	**316,933**	**317,185**	**321,900**	**259,461**	**298,495**	**289,575**

GENERAL FUND

GROUP: General Services **DEPARTMENT: County Manager**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
County Manager	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Receptionist*	2	2	1	0	0	0
PT Receptionist	0	0	0	2	2	2
Temporary Intern	0	0	0	1	1	1
TOTAL BUDGETED POSITIONS	**4**	**4**	**3**	**5**	**5**	**5**

* One Receptionist position moved to Human Resources FY2010

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: General Services **Department: Voter Reg/Elections**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	402,272	301,458	544,471	452,468	520,538	317,136
Overtime	24,429	1,916	10,000	12,690	14,599	4,000
Group Insurance - Health	16,527	14,353	14,580	12,131	13,955	13,553
Group Insurance - Life	1,908	1,676	864	736	846	750
Group Insurance - Dental	634	663	652	705	812	1,128
Group Insurance - LT Disab.	1,404	1,404	1,236	1,053	1,211	1,716
Group Insurance - ST Disab.	720	618	277	285	328	234
Social Security	27,751	17,973	15,090	22,166	25,501	19,166
Medicare	6,491	4,204	3,531	5,185	5,965	4,482
Defined Benefit Plan	20,954	17,728	17,190	14,395	16,561	17,432
Defined Benefit Reduction	0	0	0	0	0	(17,432)
Total Personal Services	**503,090**	**361,992**	**607,891**	**521,813**	**600,316**	**362,165**
Professional	32	5,045	0	44	51	0
Technical	20,609	0	0	0	0	0
Disposal	2,200	1,810	2,500	1,078	1,240	0
Custodial	9,800	0	0	0	0	0
Repairs and Maintenance	5,440	6,025	8,000	7,082	8,148	12,000
Repairs and Maintenance EPD	1,253	0	0	0	0	0
Vehicle Maintenance	140	279	750	82	94	450
Rental of Land & Buildings	3,600	0	3,200	3,000	3,451	0
Rental of Equipment & Vehicles	6,759	1,473	3,500	1,288	1,482	7,500
Rental of Equip/Ele01	2,143	0	3,500	1,985	2,284	0
Rental of Equip/Ele02	2,224	0	1,500	1,365	1,570	0
Rental of Equip/Ele03	893	0	4,500	0	0	0
Rental of Equip/Ele04	1,868	0	1,500	0	0	0
Communications	10,172	9,167	10,000	5,881	6,765	9,000
Postage	30,056	14,320	20,000	19,906	22,900	15,000
Advertising	3,152	282	2,500	993	1,142	500
Printing and Binding	0	0	0	119	137	200
Dues and Fees	420	300	1,000	410	472	500
Education and Training	16,681	14,541	15,000	12,557	14,446	15,000
Education and Training/Ele01	3,827	990	0	0	0	2,500
Education and Training/Ele02	20,338	0	0	0	0	0
Contract Labor	37,122	0	0	0	0	0
Contract Labor/Ele01	45,936	987	0	0	0	0
Contract Labor/Ele02	69,293	0	0	0	0	0
Contract Labor/Ele03	24,790	0	0	0	0	0
Contract Labor/Ele04	67,800	0	0	0	0	0
Other Purchased Services	617	0	0	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: General Services **Department: Voter Reg/Elections**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	18,561	7,897	16,000	10,677	12,284	16,000
Gen Supplies and Materials/Ele01	665	677	16,000	14,427	16,597	0
Gen Supplies and Materials/Ele02	14,196	0	3,000	3,006	3,458	0
Gen Supplies and Materials/Ele03	469	0	13,000	(7,511)	(8,641)	0
Gen Supplies and Materials/Ele04	5,851	16,926	3,000	0	0	0
Water/Sewerage	408	607	0	253	292	0
Natural Gas	2,204	2,801	0	0	0	0
Electricity	5,924	17,319	0	0	0	0
Gasoline	754	476	500	584	672	500
Small Equipment	27,124	17,578	2,000	280	322	3,900
Total Operating Services	**463,320**	**119,499**	**130,950**	**77,505**	**89,165**	**83,050**
Buildings	0	5,738	0	0	0	0
Vehicles	18,830	0	0	0	0	0
Total Capital Outlays	**18,830**	**5,738**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**985,240**	**487,229**	**738,841**	**599,318**	**689,481**	**445,215**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Elections Supervisor	1	1	1	1	1	1
Voter Registration Assistant	2	2	2	2	2	2
Community Outreach Specialist	1	1	1	1	1	1
Electronic Voting Technician	1	1	1	1	1	1
Senior Clerk	3	3	3	3	3	2
Part-Time Clerk	3	3	3	3	3	2
TOTAL BUDGETED POSITIONS	**11**	**11**	**11**	**11**	**11**	**9**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: Coroner**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	59,345	59,605	65,000	60,095	69,136	65,000
Group Insurance - Health	0	2,102	0	2,855	3,285	3,233
Group Insurance - Life	212	184	212	75	86	79
Group Insurance - Dental	51	97	150	167	192	271
Group Insurance - LT Disab.	156	148	156	96	110	225
Group Insurance - ST Disab.	80	67	80	31	35	25
Social Security	3,628	3,577	3,900	3,554	4,089	4,030
Medicare	849	837	896	831	956	943
Defined Benefit Plan	2,134	2,007	1,248	1,518	1,746	2,100
Defined Benefit Reduction	0	0	0	0	0	(2,100)
Total Personal Services	**66,455**	**68,623**	**71,642**	**69,222**	**79,636**	**73,806**
Professional	20,150	21,836	20,000	20,086	23,108	16,000
Indigent Durial	0	0	0	0	0	4,000
Communications	2,705	2,268	3,000	2,792	3,212	3,000
Dues and Fees	225	225	225	225	259	225
Education and Training	6,474	6,999	4,500	3,246	3,734	4,500
General Supplies and Materials	1,478	447	2,000	893	1,027	2,000
Total Operating Services	**31,033**	**31,775**	**29,725**	**27,241**	**31,339**	**29,725**
TOTAL ANNUAL BUDGET	**97,488**	**100,398**	**101,367**	**96,463**	**110,975**	**103,531**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Part Time Chief Coroner	1	1	1	1	1	1
Part-Time Medical Examiner	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	**3**	**3**	**3**	**3**	**3**	**3**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: County Attorney**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	545,319	505,524	525,000	424,208	488,027	425,000
Insurance, Other Benefits	25,000	0	0	0	0	0
Communications	817	707	0	434	500	0
Postage	60	0	0	0	0	0
Dues and Fees	1,001	1,050	0	1,135	1,306	0
Education and Training	263	131	0	120	137	0
Total Operating Services	**572,460**	**507,412**	**525,000**	**425,897**	**489,970**	**425,000**
TOTAL ANNUAL BUDGET	**572,460**	**507,412**	**525,000**	**425,897**	**489,970**	**425,000**

Tax Commissioner's 2011 Specific Goals

- Enhance employees training procedures
  - Provide in-house educational seminars for employees
  - Transfer employees to other divisions within the department for cross training
  - Advise and provide all staff with all legislative changes affecting the department

- Create department Personnel Policy and Procedure handbook
  - Condense all department policies and procedures to create handbook for employees
  - Research County Policies and implement polices that apply
  - Contact County Attorney for assistance and recommendations

- Provide Taxpayer with ability to pay with Credit Cards/Debit cards on in person transactions
  - Research Merchants and banks to obtain best rates for the taxpayers
  - Have necessary equipment installed
  - Train employees on operating equipment

- Continue to maintain excellent collection rate during these difficult economic times
  - Encourage taxpayers suffering financial hardship to make payments
  - Mail additional delinquent notifications
  - File tax liens promptly

- Improve communication between the main office and annex office
  - Schedule regular meetings between office supervisors
  - Communicate vital information via email to all employees

OBJECTIVE STATEMENT: The Office of the Tax Commissioner is responsible for every phase of collecting and disbursing ad valorem property taxes, titling and registering motor vehicles and mobile homes and levying on property for delinquent taxes.

Tax Commissioner 2011 Goals

Current State – Where Are We Now?

- Employees training limited within (1) department
- Do not have Personnel Policy and Procedure handbook
- Taxpayers unable to use Credit/Debit cards for in person transactions
- Good Revenue Collection rate
- Miscommunication between Main office and Annex office regarding policy changes

Future State – What Does Success Look Like?

- All employees crossed trained in all divisions within the Department
- Tax Commissioner Policy and Procedure handbook disbursed to all employees
- Taxpayers will be able to pay with Credit cards/debit cards for in person transactions
- Maintain a good collection rate in lieu of difficult economic times
- Excellent communication between Main office and annex office; information not lost in transition

Implementation Plan – Steps to Achieve Success?

- Provide in-house seminars for employees
- Consult with County Attorney for recommendations to create Policy and Procedure handbook.

- Research Merchants and Banks for best rates for taxpayers to use Credit/Debit cards for in-person transactions. Also, Consult with County Attorney to assure fees are adequate.
- Encourage Tax payers to make payment, file Fifas promptly and mail additional delinquent notices
- Schedule regular meeting with Supervisors of both offices

Metrics – How Do We Know When We Achieved the Goal?

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: General Services **DEPARTMENT: Tax Commissioner**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,099,095	1,000,753	1,054,502	799,034	919,242	1,024,298
Overtime	4,848	4,637	0	3,972	4,570	5,000
Group Insurance - Health	110,897	124,740	98,180	104,995	120,790	173,330
Group Insurance - Life	6,996	6,054	2,737	2,257	2,597	4,000
Group Insurance - Dental	4,497	4,227	3,635	3,531	4,063	6,958
Group Insurance - LT Disab.	5,148	5,013	3,896	3,222	3,707	6,333
Group Insurance - ST Disab.	2,640	2,226	838	883	1,016	1,004
Social Security	64,797	57,699	50,007	46,510	53,507	63,571
Medicare	15,337	13,926	12,075	11,022	12,680	14,867
Defined Benefit Plan	74,999	70,134	66,737	50,854	58,505	60,896
Defined Benefit Reduction	0	0	0	0	0	(60,896)
Unemployment Insurance	0	12,540	0	0	0	0
Total Personal Services	**1,389,253**	**1,301,949**	**1,292,607**	**1,026,280**	**1,180,676**	**1,299,361**
Professional	40,440	59,321	57,000	84,446	97,150	40,000
Disposal	1,558	739	2,100	981	1,128	0
Custodial	6,799	11,072	18,000	14,815	17,044	0
Repairs and Maintenance	2,250	0	0	0	0	0
Vehicle Maintenance	0	0	0	671	772	0
Rental of Land & Buildings	20,578	68,012	75,000	52,313	60,183	0
Rental of Equipment & Vehicles	17,551	21,003	16,000	18,562	21,354	21,000
Communications	29,474	41,425	40,686	32,491	37,379	35,000
Postage	152,380	138,893	175,000	141,656	162,967	165,000
Advertising	8,394	12,848	10,000	17,485	20,115	15,000
Travel	883	1,133	2,000	1,368	1,574	1,500
Dues and Fees	2,347	1,749	4,000	1,717	1,976	3,500
Education and Training	1,040	2,247	2,500	2,323	2,672	2,500
General Supplies and Materials	55,349	51,645	44,000	41,813	48,104	40,000
Water/Sewerage	4,596	2,444	0	110	127	0
Natural Gas	2,396	1,231	0	0	0	0
Electricity	36,101	18,501	0	0	0	0
Gasoline	1,535	1,262	1,500	1,347	1,550	1,500
Small Equipment	0	1,743	500	0	0	0
Non-Asset Computer Equipment	2,546	0	0	0	0	0
Admin Fees - Internet Charges	0	7,576	25,000	0	0	0
Sales Tax Vendor Compensation	6,009	4,567	10,000	4,371	5,028	10,000
Total Operating Services	**392,227**	**447,411**	**483,286**	**416,468**	**479,122**	**335,000**
Buildings	39,687	5,854	0	0	0	0
Computers	2,746	31,829	0	0	0	0
Total Capital Outlays	**42,434**	**37,683**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,823,914**	**1,787,043**	**1,775,893**	**1,442,748**	**1,659,798**	**1,634,361**

GENERAL FUND

GROUP: General Services **DEPARTMENT: Tax Commissioner**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Tax Commissioner	1	1	1	1	1	1
Deputy Tax Commissioner	1	1	1	1	1	1
Tax Administrator	1	1	1	1	1	1
Assistant Tax Administrator	1	1	1	1	1	1
Tag Bookkeeper	1	1	1	1	1	1
Assistant Tag Bookkeeper	1	1	1	1	1	0
Supervisor	2	2	2	2	2	2
Senior Tax Clerk	20	20	20	20	20	19
Mail Clerk	1	1	1	1	1	1
Title Report/Inventory Clerk	2	2	2	2	2	2
Part Time Clerk	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**32**	**32**	**32**	**32**	**32**	**30**

Goal 1: Produce Annual Tax Digest Meeting State Law

Current State – Where Are We Now?

- Responsible for accurately filing and assessing all taxable property within the County
- Responsible for ensuring all taxpayers pay, as nearly as possible, only their proportionate share

Future State – What Does Success Look Like?

- Production of an accurate annual tax digest which meets all aspects of state law
- Valuation of properties uniformly within each property class and among different property classes
- Routine review of existing real and personal properties to establish assessments which represent fair market value

Implementation Plan – Steps to Achieve Success?

1. Create parcel records for all new parcels
2. Research, measure and list all new structures
3. Review and update existing real and personal properties
4. Continue applying uniform values to each property class
5. Continue compliance with Taxpayer Bill of Rights

Metrics – How Do We Know When We Achieved the Goal?

1. All new parcels and structures are counted and measured
2. All modifications to existing real and personal property are counted and measured

Goal 2: Ensure Accuracy of Assessment Date

Current State – Where Are We Now?

- Regularly review real property to determine the accuracy of existing data
- Document addition or removal of improvements

Future State – What Does Success Look Like?

- Production of qualified, accurate assessment data throughout the County
- Increased training and supervision of appraisal staff
- Consistent and uniform application of assessment methodology

Implementation Plan – Steps to Achieve Success?

1. Field check all sales for accuracy of data prior to inclusion in ratio sample
2. Identify changes in physical depreciation
3. Make adjustments for neighborhoods that are improving or declining

Metrics – How Do We Know When We Achieved the Goal?

1. Date of field check(s)?
2. List of neighborhood improvement/decline adjustments needed?
3. Type of assessment methodology?

Goal 3: Business Personal Property Reporting Accuracy

Current State – Where Are We Now?

- Review reporting forms for accuracy and completeness
- Perform complex audits of accounts

Future State – What Does Success Look Like?

- Accurate and complete business personal property reporting

Implementation Plan – Steps to Achieve Success?

1. Review personal property reporting forms annually
2. Perform audits utilizing staff and/or audit firm

Metrics – How Do We Know When We Achieved the Goal?

1. Date of annual review?
2. Date of audit?
3. Audit performed by?

Goal 4: Increase Appraisal and Support Staff Knowledge

Current State – Where Are We Now?

- Review Appraisers' State Certification
- Review status of support staff training

Future State – What Does Success Look Like?

- Each appraiser successfully completes state mandated training
- Formal internal training program for appraisers and support staff
- Department performance policy documented

Implementation Plan – Steps to Achieve Success?

1. Create and document internal training program
2. Hold, at minimum, annual trainings
3. Document and hold training for any revised policy throughout the year
4. Ensure all appraisers attend and pass state mandated training classes

Metrics – How Do We Know When We Achieved the Goal?

1. Training program created?
2. Date state certifications received?
3. Date of internal training class?

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: General Services **DEPARTMENT: Tax Assessor**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,235,366	1,198,184	1,188,966	976,296	1,123,172	1,125,417
Overtime	3,772	3,195	5,000	3,083	3,547	0
Group Insurance - Health	111,183	132,863	129,960	115,516	132,894	115,621
Group Insurance - Life	6,996	6,318	3,791	3,222	3,707	3,090
Group Insurance - Dental	5,221	5,344	5,502	4,637	5,334	6,122
Group Insurance - LT Disab.	5,148	5,408	5,472	4,654	5,354	6,607
Group Insurance - ST Disab.	2,640	2,321	1,217	1,263	1,453	937
Social Security	72,563	70,266	65,560	57,234	65,844	66,604
Medicare	16,971	16,433	15,346	12,989	14,943	15,554
Retirement Contribution/401a	7,737	7,274	6,088	5,301	6,099	6,088
Defined Benefit Plan	73,202	71,130	68,432	54,311	62,482	62,861
Defined Benefit Reduction	0	0	0	0	0	(62,861)
Unemployment Insurance	0	1,320	0	0	0	0
Total Personal Services	**1,540,800**	**1,520,056**	**1,495,334**	**1,238,506**	**1,424,830**	**1,346,040**
Official/Administrative	4,086	660	9,000	2,364	2,720	0
Professional	22,172	10,930	6,650	16,211	18,650	6,650
Technical	0	0	28,665	26,191	30,131	28,665
Disposal	733	739	0	687	790	0
Custodial	10,956	0	0	0	0	0
Repairs and Maintenance	4,191	6,412	0	0	0	0
Vehicle Maintenance	16,026	11,686	10,000	13,385	15,398	10,000
Rental of Equipment & Vehicles	302	5,124	3,500	4,757	5,472	4,500
Insurance, Other Benefits	18,000	18,000	0	0	0	0
Communications	21,815	22,196	23,247	14,820	17,050	23,247
Postage	43,448	59,928	55,000	46,018	52,941	55,000
Printing and Binding	6,173	5,420	8,500	4,326	4,976	8,500
Travel	21,447	22,737	20,000	16,215	18,655	15,000
Dues and Fees	18,487	25,548	3,000	1,350	1,553	3,000
Education and Training	1,705	1,562	3,500	1,795	2,065	3,500
General Supplies and Materials	14,704	10,269	15,000	9,783	11,254	15,000
Water/Sewerage	1,856	1,778	0	0	0	0
Natural Gas	1,848	1,234	0	0	0	0
Electricity	18,757	11,724	0	0	0	0
Gasoline	37,397	19,194	20,000	22,217	25,559	20,000
Books and Periodicals	2,284	2,461	2,200	1,345	1,547	2,500
Other Supplies	1,719	1,903	3,000	1,439	1,656	1,000
Total Operating Services	**268,107**	**239,504**	**211,262**	**182,902**	**210,418**	**196,562**
Vehicles	13,650	0	0	0	0	0
Total Capital Outlays	**13,650**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,822,557**	**1,759,560**	**1,706,596**	**1,421,408**	**1,635,249**	**1,542,602**

GENERAL FUND

AGENCY: General Services **DEPARTMENT: Tax Assessor**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Chief Appraiser	1	1	1	1	1	1
Deputy Chief Appraiser	1	1	1	1	1	1
Senior Appraiser	4	4	4	4	4	3
Lead Appraiser	5	5	5	5	5	5
Appraiser	11	11	11	11	11	11
Senior Clerk	6	6	6	6	6	5
Receiver of Records	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Secretary	3	3	3	3	3	3
PT Clerk	0	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**33**	**34**	**34**	**34**	**34**	**32**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

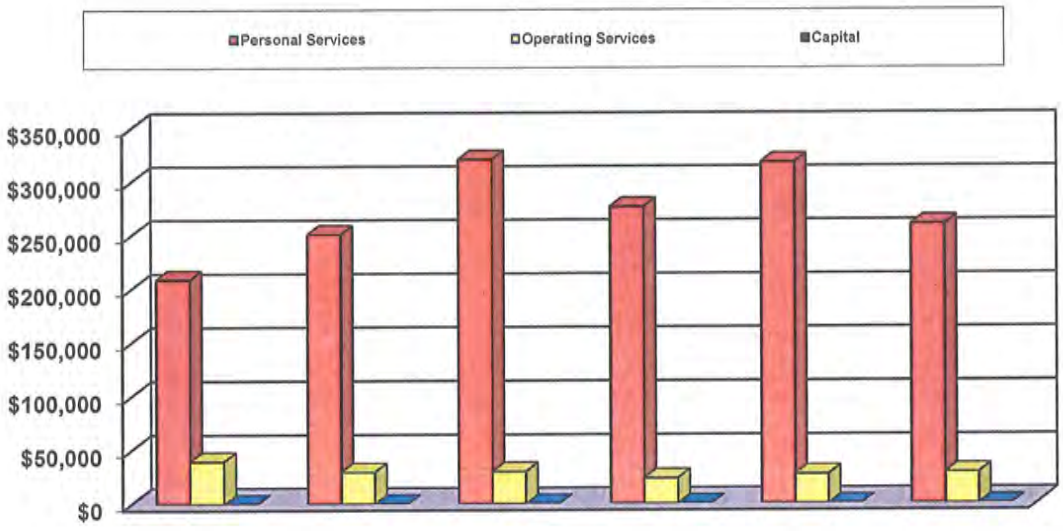
GROUP: General Services

DEPARTMENT: General Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	5,889	24,919	0	0	0	0
Worker's Compensation	512,242	707,637	0	0	0	0
Other Employee Benefits	71,051	70,187	0	14	16	0
Total Personal Services	**589,181**	**802,743**	**0**	**14**	**0**	**0**
Official/Administrative	7,600	0	0	0	0	0
Professional	152,867	39,251	0	21,529	24,768	6,600
Disposal	605	5,157	0	878	1,010	0
Repairs and Maintenance	0	0	88,412	28,098	32,325	0
Rental of Equipment & Vehicle	0	0	0	49	57	0
Insurance, Other Benefits	26,106	12,768	0	0	0	0
Communications	11,377	34,087	0	0	0	0
Postage	3,968	4,682	0	0	0	0
Dues and Fees	228,298	287,983	0	0	0	0
Other Purchased Services	35,568	27,763	0	1,891	2,175	0
Water/Sewerage	11,218	6,362	0	0	0	0
Natural Gas	5,791	270	0	0	0	0
Electricity	188,744	162,621	0	0	0	0
Gasoline	(1,227)	0	0	0	0	0
Non-Asset Computer Equipment	14,162	0	0	0	0	0
Other Supplies	103,739	0	0	0	0	0
Payments to Other Agencies	11,912	2,564	0	1,455	1,674	7,500
Total Operating Services	**800,730**	**583,507**	**88,412**	**53,900**	**62,009**	**14,100**
Vehicles	10,388	17,076	0	0	0	0
Total Capital Outlays	**10,388**	**17,076**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,400,299**	**1,403,327**	**88,412**	**53,913**	**62,009**	**14,100**

HUMAN RESOURCES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$208,764	$251,019	$320,698	$276,393	$317,974	$260,000
Operating Services	$39,597	$29,467	$29,872	$23,603	$27,154	$28,765
Capital	$0	$0	$0	$0	$0	$0
Total Budget	$248,361	$280,486	$350,570	$299,995	$345,128	$288,765
Change Over Prior Year	---	12.93%	24.99%	---	23.05%	-17.63%

Goal – Increase Countywide knowledge acquisition related to policies and procedures, legal issues and professional development.

Current State – Where Are We Now?

1. Departments are budgeted training and development funds to support department training programs
2. Training funds are not equally distributed among each agency or department
3. Employees do not receive the same level of basic training necessary to understand county expectations for performance
4. Human Resources is not allocated training funds to address county-wide training initiatives.
5. Human Resources is not staffed to provide a full array of training programs necessary to fully address the need

Future State – What Does Success Look Like?

1. A uniform training program will be designed to address compliance and regulatory topics
2. Partnerships will be developed with various county agencies to access training talent and resources
3. Human Resources will take a prominent role in ensuring appropriate training topics are offered
4. Various training modalities will be utilized to achieve the training goal, such as: online, instructor-led programs, e-news, New Hire Orientation, group discussions, etc.
5. County employees will have access to multiple training and professional development programs.
6. County operations will experience a increase level of engagement among employees

Implementation Plan – Steps to Achieve Success?

1. Action Step - Create an infrastructure that supports continuous and consistent learning.
2. Action Step – Identify and nurture the required skills for the future success of County operations.
3. Action Step - Create a partnership with IT to build the required technology skill set throughout the County.
4. Action Step – Identify and purchase online training library subscription

Metrics – How Do We Know When We Achieved the Goal?

1. Number of training programs presented
2. Number of employees trained
3. Number of training hours per employee
4. Training cost per employee
5. Training expenditure as percentage of county budget

Goal: – Increase the understanding of performance expectations and level of productivity among County employees.

Current State – Where Are We Now?

- The County had no formal way to measure productivity and performance among employees
- There was no formal mechanism to align department goals with individual employee performance.
- Performance expectations were not communicated to employees in a uniform manner
- Department supervisors were not accountable for driving improvement initiatives to employees

Future State – What Does Success Look Like?

- 2010 is the first year of the new performance review process
- Managers and supervisors are well trained in the use performance evaluation documents
- Managers and employees have an open line of communication regarding performance goals and expectations
- Employees understand where they fit in the organization and how their work output contributes to the overall success of their respective departments
- Annual performance evaluation forms will be completed on two-thirds of the total workforce

Implementation Plan – Steps to Achieve Success?

1. Action Step – Implement a revised performance evaluation program for all employees
2. Action Step – Train supervisors on the proper use of the performance evaluation forms
3. Action Step – Receive and analyze all PEP forms to identify trends, strengths and weaknesses of the program
4. Action Step - Include countywide analysis in the HR Annual report

Metrics – How Do We Know When We Achieved the Goal?

1. Number of supervisors trained
2. Number of training programs offered
3. Number of employees rated at each performance rating
4. Countywide Overall Performance Summary Rating

Goal – Develop a series of activities that increases the level of positive employee engagement and effectively addresses negative employment issues.

Current State – Where Are We Now?

- Employees within the county have not received a uniformly administered wage increase since 2008
- Many departments have realigned duties and responsibilities which have stretched the roles of employees
- In some areas, departments have reduced staff positions or delayed replacing staff due to financial pressures
- Employees have experienced an increase in benefit costs reducing their take home pay
- Employee morale has begun to lower as a result of these pressures
- The county recognizes employees via the Outstanding Service Award program for contributions above and beyond the call of duty

Future State – What Does Success Look Like?

- Employee will have more opportunities to participate in various activities designed to increase engagement
- Increase in employee morale
- Increase in positive interactions among employees
- Increase in positive response rate for the Employee Satisfaction Survey
- Supervisors will be better trained to effectively handle employee relations issues

Implementation Plan – Steps to Achieve Success?

1. Action Step – Continue to engage in the County's employee recognition programs (Outstanding Service Awards and Years of Service Recognition)
2. Action Step – Provide training programs related to improving communication skills, supervisor training, handling conflict, and the grievance process.
3. Action Step – Engage employees in online surveys to better understand the needs and to solicit input into various program designs and evaluations.

Metrics – How Do We Know When We Achieved the Goal?

Performance Measures –
1.OSA nominations received
2.Cost per recognition program
3.Grievances received
4.Disciplinary actions process
5.Survey completions

Goal – To create a safer work environment for employees while providing adequate replacement income to those injured on the job.

Current State – Where Are We Now?

- The county is beginning to see the impact that workers compensation has on the overall budget
- Department managers received one day of training in 2009
- A WC training packet was developed and distributed to department designees during the summer of 2010
- General employees do not receive basic training necessary to understand WC
- Manager s have not fully embraced the return to work program as a integral part of managing loss days due to work related injuries.

Future State – What Does Success Look Like?

- The county will have a fully functional Light Duty Return to Work program
- Employees will have a better understanding of WC basics
- Managers will have a deeper appreciation of the county's WC initiatives
- Managers will partner with HR to resolve WC issues early in the process
- Reduction in prescription drug cost through the use a pharmacy PPO

Implementation Plan – Steps to Achieve Success?

1. Action Step – Provide training of employees that promotes safety in the workplace.
2. Action Step – Provide appropriate training to employees on the workers compensation program
3. Action Step – Reduce lag time in accident and claim reporting process.
4. Action Step – Insure that transitional duties are available for employee able to perform light duty work.
5. Action Step – Decrease controllable lost time.
6. Action Step – Assist in the creation a Countywide Safety Committee, as needed.

Metrics – How Do We Know When We Achieved the Goal?

Performance Measures -

1.Lag-time Report
2.Trending report by injury, cost of injury and length of employment
3.Overall loss exposure report
4.Loss ratio per million dollars compared to other groups our size
5.TMESYS participation rate

Goal: Develop an efficient process of sourcing, identifying, and on-boarding qualified candidates for County employment.

Current State – Where Are We Now?

- Both the HR and Finance departments have reviewed and approved position reconciliation of county positions
- Non-budgeted positions have been removed from the HRIS system
- The county is currently experiencing a reduction in the number of positions approved for re-hire
- Most recruitments for approved vacancies are handled through the HR department
- There is not currently a systematic on-boarding process to acquaint new employees to the county
- The county implemented a new process of position approval prior to recruitment

Future State – What Does Success Look Like?

- All recruitment activities will be handled through the Employment section of HR
- The county will have an expanded network of recruitment in order to reach a wider applicant pool.
- Departments will contact HR as soon as a vacancy replacement is contemplated
- Hiring managers will be more informed regarding proper techniques of interviewing and selecting top candidates
- Newly hired employees will receive a formal on-boarding orientation including the distribution and review of county policies and procedures, a video introduction to the board of commissioners, county manager and other elected officials, and an overview of county operations.

Implementation Plan – Steps to Achieve Success?

1. Action Step – Continuously align position control with the financial management system and ensure that departments have up-to-date position allocation information.
2. Action Step – Fully implement an e-recruitment module for online position requisition and approval, advertisements, applicant tracking and initial hire information transfer.
3. Action Step – Develop a bi-weekly new employee orientation process
4. Action step – Enhance the county recruitment network to include the GA Department of Labor and other outlets consistent with the county EEO Plan document

Metrics – How Do We Know When We Achieved the Goal?

1. Number of positions approved for advertising
2. Number of positions filled
3. Time to fill
4. Cost per hire
5. Job posting response rate
6. Number of NEO sessions held
7. Evaluative responses on quality of NEO session
8. Quality of hire (employee rating after 6 months)

Goal – To provide employees with a reasonably priced comprehensive benefits program that addresses their health, wellness, and financial security concerns.

Current State – Where Are We Now?

- Over the course of the last 2 years, the benefit budget has operated in a deficit
- The current deficit is projected near $1.1M
- The Healthcare plan design was modified to reduce expenditures
- Employees experienced an increase in premium and prescription drug cost sharing
- We are exploring a public/private wellness module to address at risk employees fitness and to help defray employee costs

Future State – What Does Success Look Like?

- A well coordinated wellness program including a health and wellness facility for employee use
- Lower costs for both employer and employee

Implementation Plan – Steps to Achieve Success?

1. Action Step – Monitor the current level of benefits and recommend modifications, as appropriate.
2. Action Step – Assist in the design and staffing of the health and wellness facility
3. Action Step – Work with medical broker to identify ways to strengthen program at no additional cost

Metrics – How Do We Know When We Achieved the Goal?

Performance Measures –

1. Cost of benefits per employee per month
2. Benefit cost as a percentage of operations budget
3. Establishment of wellness facility
4. Utilization rate of facility

GENERAL FUND

GROUP: Human Resources **DEPT: Human Resources**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	169,643	200,989	251,256	216,436	248,997	212,506
Overtime	0	0	0	20	23	0
Group Insurance - Health	12,353	19,613	22,350	25,773	29,650	23,106
Group Insurance - Life	636	654	430	533	613	560
Group Insurance - Dental	607	819	996	955	1,098	1,150
Group Insurance - LT Disab.	468	604	889	852	980	1,318
Group Insurance - ST Disab.	240	234	189	248	286	167
Social Security	9,866	11,387	12,724	12,220	14,058	13,175
Medicare	2,307	2,663	2,977	2,858	3,288	3,018
Defined Benefit Plan	11,112	14,056	13,887	13,808	15,886	15,407
Defined Benefit Reduction	0	0	0	0	0	(15,407)
Other Employee Benefits	1,533	0	15,000	2,690	3,094	5,000
Total Personal Services	**208,764**	**251,019**	**320,698**	**276,393**	**317,974**	**260,000**
Professional	17,875	3,766	1,000	225	259	900
Disposal	0	0	0	104	120	0
Repairs and Maintenance	0	0	500	0	0	100
Communications	3,361	4,204	4,197	3,162	3,638	4,200
Postage	801	161	800	581	668	600
Advertising	234	0	200	0	0	100
Printing and Binding	244	630	700	547	629	700
Travel	2,844	1,077	2,500	1,434	1,650	1,100
Dues and Fees	310	426	600	702	807	600
Education and Training	602	2,475	3,025	2,296	2,641	1,000
General Supplies and Materials	1,456	4,076	3,500	3,266	3,757	3,500
Food	143	523	700	866	996	775
Books and Periodicals	1,458	949	1,400	1,095	1,260	900
Small Equipment	221	175	750	0	0	300
Total Operating Services	**29,547**	**18,463**	**19,872**	**14,277**	**16,424**	**14,775**
TOTAL ANNUAL BUDGET	**238,311**	**269,482**	**340,570**	**290,669**	**334,399**	**274,775**

GENERAL FUND

GROUP: General Services **DEPT: Human Resources**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Human Resources Director	1	1	1	1	1	1
Benefits Administrator*	1	1	1	1	1	0.5
Benefits Assistant*	0	0	1	1	1	0.5
Human Resources Assistant	1	1	1	1	1	1
Employment Coordinator	0	1	1	1	1	1
PT Clerk	1	0	0	0	0	0
TOTAL BUDGETED POSITIONS	**4**	**4**	**5**	**5**	**5**	**4**

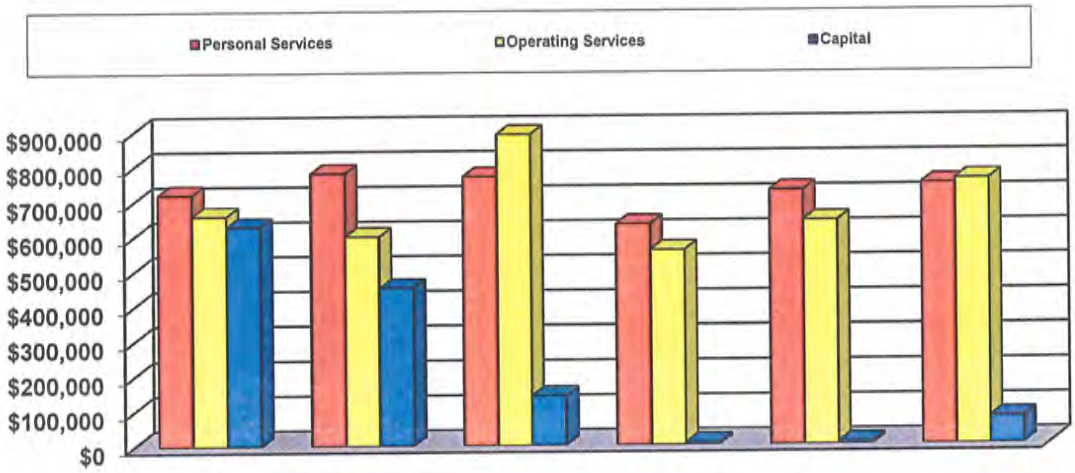
*** Positions Split with Insurance and Benefits Fund**

GROUP: Human Resources **DEPARTMENT: Flex Benefits**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	10,050	11,004	10,000	9,326	10,729	13,990
Total Operating Services	**10,050**	**11,004**	**10,000**	**9,326**	**10,729**	**13,990**
TOTAL ANNUAL BUDGET	**10,050**	**11,004**	**10,000**	**9,326**	**10,729**	**13,990**

INFORMATION TECHNOLOGY SYSTEMS



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$721,136	$781,312	$770,788	$633,189	$728,447	$747,680
Operating Services	$659,449	$599,764	$891,558	$557,915	$641,849	$759,481
Capital	$628,975	$452,925	$142,232	$6,632	$7,630	$78,300
Total Budget	$2,009,559	$1,834,000	$1,804,578	$1,197,736	$1,377,926	$1,585,461
Change Over Prior Year	---	-8.74%	-1.60%	---	-24.87%	-12.14%

Information Technology Services Objectives & Goals

IT Department- What We Do

The objective of the IT Department is to provide an effective and stable IT environment for users. Our core services to accomplish this are:

1) Install, repair, and maintain computers & peripherals;
2) Develop & support network and internet access;
3) Support, train, and instruct users;
4) Maintain major administrative computing systems;
5) Provide audiovisual and instructional media support;
6) Produce, verify, and distribute data and information for decision-making support.

IT Department Goals

The goals to accomplish our objective and provide core services include:

1) Establish stable infrastructure
2) Identify best IT solutions
3) Maintain highly skilled staff
4) Implement sound communication

Specific Goals to Accomplish Our Objective – 1) Establish Stable Infrastructure

- Definition: Establish a sound and stable technology infrastructure.

- How to Accomplish This?
  - For stability and effectiveness, keep updated with current technology.
    - Upgrade network infrastructure
    - Upgrade Email system
  - Reduce maintenance costs and increase energy efficiency, virtualize:
    - County servers
    - Multiple public safety servers
    - Deeds & records servers

Specific Goals to Accomplish Our Objective – 2) Identify Best IT solutions

- Definition: To identify and implement best Information Technology solutions
- How to Accomplish This?
  - Support:
    - Arrest Warrant
    - aWarrants implementation
    - Abra to Munis interface
    - Transition of Case Management to Showcase
  - Analyze Business license conversion from Munis to Cityview
    - Munis upgrade to 8.x version

Specific Goals to Accomplish Our Objective – 2) Identify Best IT solutions Continued

- Public Safety Projects
  - Tiburon Server Migration
  - Mobile Tag Reader
  - Iolo System Mechanic Deployment
  - MTI Equipment Upgrades
  - WebEOC Upgrades
  - GCIC Terminal Additions
  - E-911 Dispatch Center Workstation Replacements
  - Tiburon Mobile Dispatch
  - Server Maintenance Extensions/Replacements
  - Public Safety Building Security/Camera Enhancements
  - Kustom Signals, Inc. Systems Lifecycle Management
  - Tiburon Zetron Cable Connection
  - Tiburon Exporting of E-911 Incidents to SQL Database

Specific Goals to Accomplish Our Objective – 3) Maintain highly skilled staff

- Definition: Maintain highly skilled and customer-oriented IT staff

- How to Accomplish This?
  - Increase first contact resolution of service requests
  - Continue cross training staff
  - Establish minimum certification level
  - Train other county departments' staff on technology for self service

Specific Goals to Accomplish Our Objective – 4) Implement sound communication

- Definition: Implement and maintain sound communication medium

- How to Accomplish This?
  - Enhance the county web server to be more interactive, user friendly, evolving while delivering and gathering information.
  - Implement Employee Self Service portal for employees.
  - Provide IT status report
  - Replace main county intranet with Microsoft sharepoint services to provide collaboration tools
  - Implement complaint tracking web applications to allow citizens to track and input complaints across multiple departments and agencies.
  - Completion of the Airport website
  - Upgrade Blackberry enterprise system

Leadership/Technical Skills Required to Meet Our Objective

- Ownership
  - Understanding the projects & tasks we execute/manage
  - Committing to the best execution/management
- Partnership
  - Reaching out to/supporting other departments
- Communication
  - Sharing within our team
  - Listening to other departments, following up for answers, responding to their needs
- Commit to Continuous Improvement
  - For our processes: automation, standard policies & procedures
  - For ourselves: training, learning, partnership, ownership

2011 Specific Goals

1) Establish stable infrastructure
   - ✓ Continue to upgrade the wide are network infrastructure
   - ✓ Upgrade the email system from 2003 to exchange 2010
   - ✓ Virtualize at least 60% of county servers
   - ✓ Implement tools for virtual servers establishing a disaster recovery strategy at remote locations.

2) Identify best IT solutions
   - ✓ Support Abra to Munis interface- setup and train HR personnel
   - ✓ Public Safety Building Security/ Camera Enhancements
   - ✓ Kustom Signals, Inc. Systems Lifecycle Management
   - ✓ Tiburon Exporting of E-911 Incidents to SQL Database

3) Maintain highly skilled staff
   - ✓ Increase first contact resolution of service requests
   - ✓ Continue cross training staff
   - ✓ All IT staff should have a minimum certification level of A+, CCNA or MCP
   - ✓ Train other county departments' staff on technology for self service

4) Implement sound communication
   - ✓ Provide IT Status reports as needed
   - ✓ Replace main county intranet with Microsoft Sharepoint services to provide collaboration tools
   - ✓ Implement complaint tracking web applications to allow citizens to track and input complaints across multiple departments and agencies.

Goal 1: Stable Infrastructure

Current State – Where Are We Now?

1. Currently using Exchange 2003 for email system
2. Physical servers are being used
3. No disaster recovery strategy at remote locations
4. Backup Exec software version is outdated
5. Wan upgrade not completed
6. No space for virtual servers
7. Public safety servers are reaching their physical end of life
8. Deeds and records are using too much space

Future State – What Does Success Look Like?

1. Upgraded Exchange 2010 email system
2. Minimum maintenance virtual servers
3. Tools for virtual servers, disaster recovery strategy at remote locations
4. Backup Exec software version 2010
5. Wan upgrade
6. Space available for 29 more virtual servers
7. Virtualized public safety servers, deeds and records servers

Implementation Plan – Steps to Achieve Success?

1. Continue to upgrade the wide are a network infrastructure
2. Upgrade t he email system from 2003 to Exchange 2010
3. Virtualize at least 60% of county servers
4. Implement SRM for virtual servers establishing a disaster recovery strategy at remote locations.
5. Deploy Backup Exec software version 2010
6. Change Servers IPs to complete Wan upgrade
7. Allocate space for 29 more virtual servers including Munis systems
8. Virtualize multiple public safety servers reaching their physical end of life.
9. Virtualize Deeds and records servers to reduce IT maintenance costs while increasing energy efficiency.

Metrics – How Do We Know When We Achieved the Goal?

1. Network upgrade to be completed by March 2011.
2. Email system update to start during 3rd quarter of 2010 and completed by 2nd quarter of 2011
3. Virtualization is ongoing and will hit the target in mid 2011
4. Implementation of VM tools project will start in 2011
5. Deployment of Backup Exec software to be completed by August 31st 2010
6. Wan upgrade starts July 31st 2010
7. Allocation for 29 virtual servers **completed** June 30th 2010
8. Public safety servers virtualization to be completed by end of December 2010
9. Virtualization of deeds to be done by July 10, 2010

Goal 2: Identify and implement best IT solutions

Current State – Where Are We Now?

1. aWarrants not implemented.
2. HR personnel needs to be trained for Munis
3. Transition from Case Management to Showcase required
4. Business license conversion from Munis not tested and analyzed
5. Munis needs upgrade

Future State – What Does Success Look Like?

1. Arrest Warrant, Order for Dismissal, Served Warrants implemented.
2. aWarrants is implemented
3. Munis interface is set up and HR personnel trained
4. Transition to Showcase is complete
5. Business license conversion to Cityview is tested & analyzed.
6. Munis is upgraded to 8.x version.

Implementation Plan – Steps to Achieve Success?

1. Support implementation of Arrest Warrant issued, Order for Dismissal, Served Warrants
2. Support aWarrants implementation
3. Support Abra to Munis interface – setup and train HR personnel
4. Support transition of Case Management to Showcase
5. Analyze, test Business license conversion from Munis to Cityview
6. Munis upgrade to 8.x version

Metrics – How Do We Know When We Achieved the Goal?

1. Tentative dates for Arrest Warrant, etc. in July based on courts System conversion; other exchanges as scheduled by project manager
2. Installation of aWarrants scheduled for July 12 – 16 2010 and training for July 26 – 28 2010
3. Munis interface, training of HR- Date to be determined based on vacancy etc...
4. Showcase: Magistrate is to go live on 8/2/2010. Other courts to be determined after initial conversion
5. Final conversion from Munis to Cityview if approved before October 2010 for renewals
6. Munis upgrade scheduled for the week of 7/6/2010

Goal 2 Continued: Public Safety Projects

Current State – Where Are We Now?

1. MS Windows 2000 servers are costly/outdated.
2. Current tag reading relies heavily on human interface with limits number of tags that can be run during a shift.
3. Continuing budget cuts limit t he availability of funds to replace old/slow PCs.
4. MTI All-in-one servers have slow comport link with PLCs.
5. WebEOC needs upgrading.
6. CSO review determined requirement for 5 additional GCIC terminal installations.
7. E-911 is on a cycle to replace dispatch center PCs every 3 years.
8. Requirement validated and concept approved for capability to deploy with Incident Command Vehicle or other mobile facilities under certain conditions.

Future State – What Does Success Look Like?

1. MS Windows 2000 servers replaced with 2003 servers.
2. Automated process of capturing tags, forwarding, and receiving feedback.
3. Enterprise version of System Mechanic is used to manage clutter, memory use, hard drive and other software issues.
4. Two tower server links are replaced with Vlinx Ethernet serial servers, all wireless access points are replaced throughout Adult Detention Center.
5. WebEOC Software is migrated from 6.5 to 7.2 version, and VM installation is completed.
6. Required paperwork with diagrams are submitted for terminal installations at the Public Safety Facility and CMANS.
7. All PS-IT maintained PCs are replaced in dispatch center this year.
8. Scene capability for dispatching available for the Incident Commander.

Implementation Plan – Steps to Achieve Success?

1. Tiburon Server Migration: Replace CHERRMS, CHERCAD, CHERCARS, and CHERBROW servers.
2. Mobile Tag Reader Automation
3. Iolo System Mechanic Deployment
4. MTI Equipment Upgrades
5. WebEOC Upgrades
6. GCIC Terminal Additions
7. E-911 Dispatch Center Workstation Replacements
8. Tiburon Mobile Dispatch

Metrics – How Do We Know When We Achieved the Goal?

1. Tiburon Server Migration: Completed on 3/25/10.
2. Mobile Tag Reader: Vehicle testing and server installation is completed.
3. Iolo System Mechanic Deployment: Tentative installation to begin in late July 2010.
4. MTI Equipment Upgrades: Vlinx replacements & wireless access points replacements completed.
5. WebEOC Upgrades: In progress, to be completed late August 2010.
6. GCIC Terminal Additions: Approved and completed 5/2010.
7. E-911 Dispatch Center Replacements: equipment ordered in July.
8. Tiburon Mobile Dispatch

Goal 2 : Public Safety Projects Continued

Current State – Where Are We Now?

9. Requirement exists to extend the lifecycle support for servers beyond the desired 8 year cycle to 5 years & to replace servers as the maximum warranty period ends.
10. In response to latest security review for the Public Safety facility, several recommendations were made.
11. Current in-car digital video recording system poses multiple maintenance and training support issues.
12. The original Tiburon contract included a provision to the Computer Aided Dispatch (CAD) server to the Zetron 25 system via a cable & configure. This action was not completed.
13. GIS is in the process of building web portals and mobile applications for the Fire to assist them with their ability to respond to and manage incidents.

Future State – What Does Success Look Like?

9. We have extended warranties on 3 existing servers & all other critical servers with VM servers are replaced.
10. We have enhanced the security posture for building occupants through improvements in security including added cameras for surveillance and recording.
11. We have developed lifecycle maintenance/ training plan to address current & future equipment & software maintenance/upgrades/backups.
12. Automated process for dispatching of available Fire resources- reduced possibility of human error.
13. Fire is able to see where the incidents are located - "XY" coordinates from the Tiburon system are imported into a SQL database so that it may be referenced with the GIS Arc Server.

Implementation Plan – Steps to Achieve Success?

9. Server Maintenance Extensions/Replacements
10. Public Safety Building Security/Camera Enhancements
11. Kustom Signals, Inc. Systems Lifecycle Management
12. Tiburon Zetron Cable Connection
13. Tiburon Exporting of E-911 Incidents to SQL Database

Metrics – How Do We Know When We Achieved the Goal?

9. Server Maintenance Extensions/Replacements: Warranties were extended on 3 servers, Requisitioning to begin July/August 2010.
10. Public Safety Building Security/Camera Enhancements: Ongoing
11. Kustom Signals, Inc. Systems Lifecycle Management: RAM and LAN cards acquired, extended DEMM station warranties acquired, CSO is acquiring upgraded software to facilitate transition to centrally managed system with decentralized video storage. IT install RAM/LAN cars by July, upgrade software by mid-September.
12. Tiburon Zetron Cable Connection: Awaiting proposed configuration plan and timeline from Tiburon.
13. Tiburon Exporting of E-911 Incidents to SQL Database: Awaiting Jane Soderberg to set up conference call date & time to discuss further with Tiburon GIS subject matter expert.

Goal 3: Maintain highly skilled and customer oriented IT staff

Current State – Where Are We Now?

- First contact resolution of service requests not high enough
- No minimum certification level
- Other county departments' staff relies on IT for basic service

Future State – What Does Success Look Like?

- Increased first contact resolution of service requests
- Everyone with a minimum certification of A+, CCNA or MCP
- Other county departments' staff is trained for self service

Implementation Plan – Steps to Achieve Success?

1. Increase first contact resolution of service requests
2. Continue cross training staff
3. All IT staff should have a minimum certification level of A+, CCNA or MCP
4. Train other county departments staff on technology for self service

Metrics – How Do We Know When We Achieved the Goal?

1. Continual first contact resolution improvement evaluated monthly at IT meeting
2. Cross training is ongoing with completion target of June 2011
3. All employees will have the minimum certification level by June 2011
4. By end of 2011, other county departments' staff is to be trained for self service.

Goal 4: Implement sound communications medium

Current State – Where Are We Now?

1. County web server needs to be more interactive & user friendly.
2. Employee Self Service portal not implemented.
3. Main county intranet does not provide collaboration tools
4. Complaint tracking web applications to be implemented.
5. Airport website not completed.
6. Blackberry enterprise system is outdated.

Future State – What Does Success Look Like?

1. Enhanced web server that is more interactive & user friendly.
2. Employee Self Service is implemented.
3. Microsoft sharepoint services replaces main county intranet.
4. Complaint tracking web applications are implemented.
5. Airport website is completed.
6. Blackberry enterprise system is upgraded.

Implementation Plan – Steps to Achieve Success?

1. Enhance the county web server to be more interactive, user friendly, evolving while delivering and gathering information.
2. Implement Employee Self Service portal for employees.
3. Provide IT status report
4. Replace main county intranet with Microsoft sharepoint services to provide collaboration tools
5. Implement complaint tracking web applications to allow citizens to track and input complaints across multiple departments and agencies.
6. Completion of the Airport website
7. Upgrade Blackberry enterprise system

Metrics – How Do We Know When We Achieved the Goal?

1. County web server project is ongoing with go live scheduled for end of July 2010
2. Employee Self Service portal is Ongoing project with a target date of December 2010
3. IT Status report is due quarterly
4. Microsoft sharepoint services to be completed by mid 2011
5. Complaint tracking -all completed before the mid of 2011
6. Airport website to be done by end of2010
7. Blackberry enterprise system to be upgraded by October 15th 2010

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Information Technology Services **DEPT: Information Technology Services**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	594,784	637,442	635,145	521,440	599,887	635,646
Overtime	1,111	2,955	4,000	3,079	3,542	4,000
Group Insurance - Health	34,198	41,827	37,040	31,925	36,727	50,723
Group Insurance - Life	2,332	2,378	2,217	1,709	1,967	1,807
Group Insurance - Dental	1,687	2,268	2,322	1,779	2,047	2,896
Group Insurance - LT Disab.	1,716	2,191	3,180	2,453	2,822	3,024
Group Insurance - ST Disab.	880	859	703	641	737	531
Social Security	35,157	37,845	37,722	30,967	35,626	39,755
Medicare	8,222	8,851	8,826	7,242	8,332	9,298
Defined Benefit Plan	41,048	44,697	39,633	31,953	36,761	38,473
Defined Benefit Reduction	0	0	0	0	0	(38,473)
Total Personal Services	**721,136**	**781,312**	**770,788**	**633,189**	**728,447**	**747,680**
Professional	2,620	1,680	2,500	3,312	3,811	2,5[illegible]
Disposal	0	0	0	104	120	
Repairs and Maintenance	0	0	0	0	0	6,000
Vehicle Maintenance	1,295	860	1,250	1,242	1,429	1,250
Communications	37,235	63,013	97,203	54,334	62,508	94,493
Postage	0	0	100	395	454	100
Advertising	248	0	300	419	482	300
Printing & Binding	0	4	600	4	4	600
Travel	3,648	1,053	6,000	759	873	3,000
Education and Training	10,021	17,863	20,000	10,308	11,859	10,000
General Supplies and Materials	4,220	4,928	5,000	4,053	4,663	5,000
Water/Sewerage	124	0	0	0	0	0
Natural Gas	509	0	0	0	0	0
Electricity	1,446	0	0	0	0	0
Gasoline	4,049	2,517	4,000	2,519	2,898	4,000
Small Equipment	5,278	6,251	5,000	2,640	3,037	5,000
Non-Asset Computer Equipment	588,757	501,594	749,605	477,826	549,711	627,238
Total Operating Services	**659,449**	**599,764**	**891,558**	**557,915**	**641,849**	**759,481**
Vehicles	17,949	0	0	0	0	0
Computers	611,026	452,925	142,232	6,632	7,630	78,300
Total Capital Outlays	**628,975**	**452,925**	**142,232**	**6,632**	**7,630**	**78,300**
TOTAL ANNUAL BUDGET	**2,009,559**	**1,834,000**	**1,804,578**	**1,197,736**	**1,377,926**	**1,585,461**

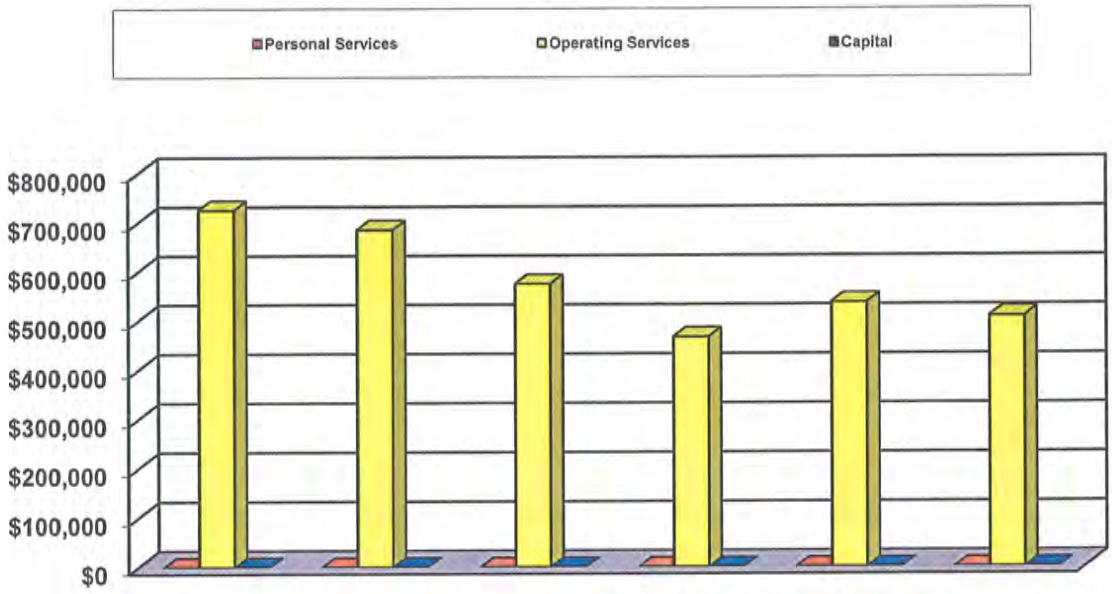
GENERAL FUND

GROUP: Information Technology Services **DEPT: Information Technology Services**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
IT Director	1	1	1	1	1	1
Systems Analyst I	5	5	5	5	5	5
Systems Analyst II	1	1	1	1	1	1
Senior Database Admin/Data Manager	1	1	1	1	1	1
Webmaster	1	1	1	1	1	1
Systems Information Manager	2	2	2	2	2	2
Network Security Mail Admin	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**12**	**12**	**12**	**12**	**12**	**12**

HEALTH & HUMAN SERVICES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$0	$0	$0	$0	$0	$0
Operating Services	$725,855	$685,271	$575,000	$466,794	$537,019	$508,756
Capital	$0	$0	$0	$0	$0	$0
Total Budget	$725,855	$685,271	$575,000	$466,794	$537,019	$508,756
Change Over Prior Year	---	-5.59%	-16.09%	---	-21.63%	-11.52%

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Health & Human Services **DEPT: Health & Human Svcs**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
County Health Department	407,871	340,196	325,000	302,070	347,514	271,210
DFACS	126,723	131,278	121,500	58,613	67,431	97,000
Cherokee Training Center	12,000	12,000	12,000	11,000	12,655	12,000
Children and Youth Services	110,000	95,000	27,500	20,313	23,368	37,573
Total Operating Services	**656,593**	**578,474**	**486,000**	**391,996**	**450,968**	**417,783**
TOTAL ANNUAL BUDGET	**656,593**	**578,474**	**486,000**	**391,996**	**450,968**	**417,783**

AGENCY: Health & Human Services **DEPT: County Extension Services**

EXPENDITURE DETAIL

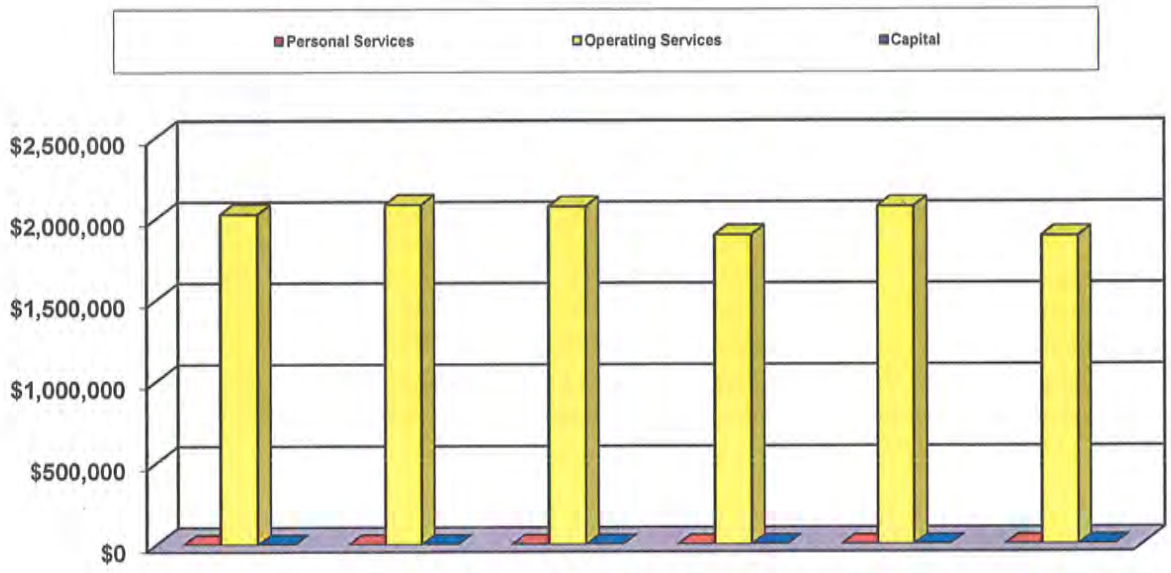
Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Intergovernmental	69,262	106,796	89,000	74,798	86,051	86,360
Total Operating Services	**69,262**	**106,796**	**89,000**	**74,798**	**86,051**	**86,360**
TOTAL ANNUAL BUDGET	**69,262**	**106,796**	**89,000**	**74,798**	**86,051**	**86,360**

AGENCY: Health & Human Services **DEPT: Vetern's Administration**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	0	0	0	0	0	4,613
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**4,613**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**4,613**

RECREATION, PARKS & CULTURAL AFFAIRS



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$0	$0	$0	$0	$0	$0
Operating Services	$2,026,568	$2,084,720	$2,073,000	$1,897,333	$2,073,000	$1,890,098
Capital	$0	$0	$0	$0	$0	$0
Total Budget	$2,026,568	$2,084,720	$2,073,000	$1,897,333	$2,073,000	$1,890,098
Change Over Prior Year	---	2.87%	-0.56%	---	-0.56%	-8.82%

GENERAL FUND

GROUP: Recreation, Parks & Cultural Af **DEPT: Library Administration**

EXPENDITURE DETAIL

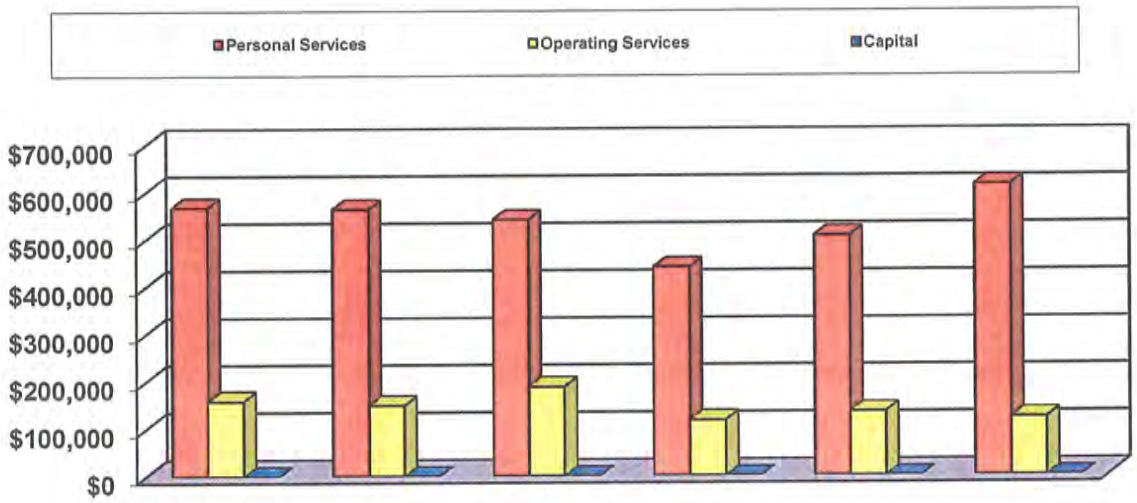
Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	2,026,568	2,084,720	1,980,500	1,815,458	1,980,500	1,822,060
Total Operating Services	**2,026,568**	**2,084,720**	**1,980,500**	**1,815,458**	**1,980,500**	**1,822,060**
TOTAL ANNUAL BUDGET	**2,026,568**	**2,084,720**	**1,980,500**	**1,815,458**	**1,980,500**	**1,822,060**

GROUP: Recreation, Parks & Cultural Af **DEPT: Arts & History**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Cherokee Arts Center	0	0	45,000	37,917	45,000	40,000
Metro Atlanta Arts Coalition	0	0	25,000	25,000	25,000	0
Historical Society	0	0	22,500	18,958	22,500	28,038
Total Operating Services	**0**	**0**	**92,500**	**81,875**	**92,500**	**68,038**
TOTAL ANNUAL BUDGET	**0**	**0**	**92,500**	**81,875**	**92,500**	**68,038**

OFFICE OF FINANCIAL MANAGEMENT & BUDGETING



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$568,403	$564,467	$541,984	$440,890	$507,218	$614,671
Operating Services	$158,907	$149,529	$188,234	$117,415	$135,079	$122,400
Capital	$0	$0	$0	$0	$0	$0
Total Budget	$727,310	$713,996	$730,218	$558,304	$642,297	$737,071
Change Over Prior Year	---	-1.83%	2.27%	---	-10.04%	0.94%

Our Objective & Goals

Cherokee County Finance Team

2010/2011

Why We Are Here...Our Objective

The objective of the Finance Team is to ensure Cherokee County taxpayers' money is:

- Accurately accounted for,
- Protected, and
- Maximized

And to ensure County Management has the information they need to make the best decisions for Cherokee County.

Accurately Accounted for...

- Definition: Generate accurate information so decision makers can make sound decisions.

- How to Accomplish This?
  - Credibility is important
    - Information is reviewed and corrections made before reports are published
    - Reports reconcile
    - Once reports are published, numbers are final for the period
    - Reports are completed according to schedule
    - Reports are understandable so decision makers can use them
  - Understand the background of projects/tasks so we can ensure accounting treatment is accurate. This requires learning and open discussion with our business partners.

Resources are protected…

- Definition: Ensure internal controls *effectively* protect assets.
- How to Accomplish This?
  - Question our processes
    - Is this an effective control or busy work?
    - How could this process lend to errors/irregularities?
    - Do we need to add a control to reduce risk?
  - Document our processes
    - Documented policies & procedures ensure sustainability during employee turnover
    - Provides direction for users so they understand and follow strong processes
  - Invest time analyzing variances
    - Understand/explain drivers of variances
    - Follow-up on differences that cannot be explained – may need corrections
    - If variances are permanent - update forecast information and consider possible changes to accommodate variances

Maximize county resources...

- Definition: Maximize taxpayer resources by analyzing opportunities, identifying variances, making recommendations. Share our financial expertise and partner with other departments.

- How to Accomplish This?
  - Own and understand processes – ask questions, follow-up
    - It is very hard to add value if we don't fully understand first
  - Implement forecasting so we can plan for the future and use our resources in the best way possible
  - When possible, automate processes so more time can be spent on value-added tasks
  - Partner with other departments
    - Help them analyze problems/projects – quantify costs and benefits to help them make sound decisions
    - Provide more value to the Procurement process – assisting other departments, negotiate better contract terms and costs

Provide information...

- Definition: Provide accurate information reporting historical transactions *combined with* forecast information so departments and management can plan for the future.

- How to Accomplish This?
  - Implement tools/processes:
    - Cash Forecasts
    - Revenue Forecasts
    - Expense Forecasts
    - SPLOST Forecasts
    - Budgeting <u>with</u> departments so reliable/realistic budgets can be established
  - Standardize tools/processes and reports:
    - So the County Manager, Board of Commissioners and Other Departments know when to expect information so they can incorporate information into their plans/decisions

Methods That Apply To All

- Ownership
  - Understanding the projects & tasks we execute/manage
  - Committing to the best execution/management
- Partnership
  - Reaching out to/supporting other departments
- Communication
  - Sharing within our team
  - Listening to other departments, following up for answers, responding to their needs
- Commit to Continuous Improvement
  - For our processes
  - For ourselves

*Goal Sponsors

2010 - 2011 Specific Goals

- IMPROVE "ACCURACY" OF FINANCIALS (Diane & Fran)
  - Standardize closing process, incorporate review and analysis before monthly close is considered final
  - Ensure monthly processes are performed monthly so reporting is consistent
  - Ensure processes are documented for sustainability
  - Ensure information used by more than one area is consistent (ONE Asset list, etc.)
  - Greater ownership of CAFR

- ENSURE A STRONG INTERNAL CONTROL ENVIRONMENT (Earlene, Melinda, Lynn)
  - Understand/Improve/Document Standard Operating Procedures
  - Develop Comprehensive Plans (Cash Mgmt Plan, Debt Mgmt Plan)

- IMPROVE UNDERSTANDABILITY/EFFECTIVENESS OF REPORTS (Janelle & Kristi)
  - Monthly Board of Commissioners' Financial Report (to include Risk Mgmt, Health Insurance, Headcount, and more forecast information for cash, revenues, expenditures)

- EXPAND PURCHASING INTO PROCUREMENT (Greg & Melvy)
  - Leverage spend – reduce costs
  - Rationalize suppliers
  - Improve supplier performance
  - Increase effectiveness and utilization of Procurement controls/tools

- SPEND LESS TIME REPORTING & MORE TIME ANALYZING TO IDENTIFY OPPORTUNITIES (Ariana & Delaine)
  - Create variance reports – identify, research, and explain swings before issuance
  - Analyze & understand trends so forecasting can be implemented
  - Support Other Departments (Fleet review, information for SPLOST, Parks Bond)

Finance Team Objective: Ensure Cherokee County taxpayer's money is 1) Accurately accounted for, Protected, Maximized & provide Info to Mgmt

Goal 1: Improve "Accuracy" of Financials

Current State – Where Are We Now?

- BOC Reports require manual preparation – open for errors/changes
- BOC needs quicker turn around time for answers
- Prior months are/can be adjusted – perceived as "numbers changing"
- Dept Heads have concerns about their reports not "agreeing" with MUNIS/ Finance Reports
- No formal recurring training with Dept Heads/other key users of financial reports
- MUNIS Budget Module has many issues – manual "workarounds" required for 2011 Budget cycle
- Use of account coding not consistent

Future State – What Does Success Look Like?

- BOC Reports are automated so manual errors are eliminated.
- BOC has monthly package 1 week before BOC mtgs so they have time to review information.
- Finance prepares variance analysis reports so BOC understands variances and can be assured numbers are reviewed, explained, and accurate.
- Finance commits to providing answers to BOC by end of week.
- Structured monthly close process with defined responsibilities, deadlines, and outputs. When month is FINAL – no prior month adjustments will be made.
- Finance & Depts are aligned. We both can rely on MUNIS/Finance reports.
  - Finance understands Department operations. We can partner with them to ensure financials accurately represent their results.
  - Departments understand accounts, how their activity is coded, and how it flows into reports.
- Structured process for Budget Process. Deadlines, clear responsibilities, right people are involved, checks and balances built in.

Implementation Plan – Steps to Achieve Success?

- Work with IT Dept to Automate Standard Reports for BOC
- Implement "hard" monthly closes – establish deadlines, eliminate prior month adjustments
- Automated reports & structured monthly closes should provide more time for more analysis to validate numbers/provide explanations
- Provide answers to BOC questions by end of week
- Review MUNIS/Finance Reports with Department Heads – learn their department processes, ensure activity is accurately coded/accurately flows to reports
- Develop standard reports for Dept Heads so information is provided to them on a stated schedule
- Provide MUNIS refresher courses
- Develop Structured Budget Process – achieve buy-in from key players
- Review and update Chart of Accounts with clear definitions – review with Dept Heads for consistent usage

Progress Update – What Have We Achieved?

- IT has created several automated reports for BOC package
- Finance has format for Executive Summaries to highlight information to BOC within 5-8 pages (postponed until 2011 Budget completed, and tasks transitioned among team)
- Monthly close process defined – approved by CEO, need full implementation
- Cash flow report includes tab for variance analysis between prior month and prior year.
- Budget process assigned accountability to more employees in Finance – hopefully a better more realistic budget will be achieved

<u>To Do:</u>

- Create other standard reports for package including: Headcount, and greater emphasis on CASH, and more focus on forecasting
- More interaction/learning of department operations needed – plan for 2011
- Improve 2012 Budget Process – learning from 2011
- Update Chart of Accounts with definitions/examples/eliminate redundancies

Finance Team Objective: Ensure Cherokee County taxpayer's money is 1) Accurately accounted for, Protected, Maximized and Provide Info to Mgmt

Goal 2: Internal Controls Strengthened, Policies & Procedures Documented and Distributed

Goal Sponsors: A/P

Current State – Where Are We Now?

- Department Heads approve all invoices, travel forms, and check requests with and without purchase orders
- County Manager approves travel forms exceeding $2,500
- CFO approves all utilities and all invoices over $1,000 supported by a contract or part of routine operations
- Contracts are managed/maintained by Procurement
- SPLOST and Capital Costs sent to Project Accountant for coding and to CFO if $1,000 and over
- Policies are being updated to include all required steps

Future State – What Does Success Look Like?

- Policies and Procedures should be documented, reviewed with departments, and stored on Intranet for easy access
- Approval process should adhere to purchasing policy and new procurement ordinance
- Policies should be understandable – establishing accountabilities
- Policies should cover control weaknesses to adequately protect assets
- Approval requirements should be delegated to appropriate level of review so reviews are effective and efficient

Implementation Plan – Steps to Achieve Success?

- Create/update documented policies complete with required steps that cover control weaknesses
- Ensure policies cover timelines so processes are efficient
- Review updated policies with key users to ensure feasibility and reasonableness
- Once policies reviewed/approved by CFO – review with Department Heads and publish

Progress Update – What Have We Achieved?

- Accounts payable policy created
- Cash receipts policy documented
- Fuel policy created
- Blackberry policy created
- New vendor set up policy created – requiring vendors to be set-up by Procurement, not A/P
- Closing policy and checklist created

To do:

- Need asset acquisition policy documenting purchase, insurance, addition to MUNIS, one asset list policy
- New documented policies will be reviewed with key users
- CFO to review, formalize, and distribute policies to other Departments

Finance Team Objective: Ensure Cherokee County taxpayer's money is 1) Accurately accounted for, Protected, Maximized and Provide Info to Mgmt

Goal 3: Improve Understandability/Effectiveness of Reports

Current State – Where Are We Now?

- Cash Flow Report expanded to include variance analysis
- Reports/analysis require manual preparation, not easily repeatable
- BOC Report – 30 pages long
- BOC Report – shows redundant information
- BOC – focus on current status – not on the forecast
- Recently assigned categories of responsibility/ownership:
    - Ariana – Revenue & Cash Analysis
    - Diane – SPLOST, Assets, Bond Info & Reporting, CAFR
    - Delaine – Expenditure Analysis, Insurance & Benefits Fund
    - Earlene – Payroll/Headcount Reporting & Analysis
- BOC Report – mostly data rather than information
- BOC has stack of reports, but given few highlights/areas of concern/conclusions

Future State – What Does Success Look Like?

- Finance understands the data so meaningful reports can be created
- Finance has responsibilities assigned so all team members can expand ownership and complete duties on a scheduled basis
- Information is analyzed by Finance, then summarized, explanations given
- Reports/analysis are prepared in common format defining purpose of report, sources of information, conclusions, and action items
- Common report formats can be updated, easily repeatable
- A reader of a report understands what the report is telling them, and what they need to do
- Reports provide guidance for the future, not just information about the past

Implementation Plan – Steps to Achieve Success?

- Create and fully implement Executive Summary Format for BOC report
- Fully implement responsibilities/schedules
- Automate more reports to support analysis
- Spend time with departments learning operations
- Future analysis should include:
    - Objective for analysis/report
    - Background leading up to analysis
    - Author of Report/Analysis
    - Sources of Data
    - Analysis/Content
    - Conclusion/Bottom Line
    - Action Items
    - Footer will include location of report

Progress Update – What Have We Achieved?

- Variance analysis added to Cash Flow report – greater understanding of cash flows and variances
- Positive feedback from BOC on BOC Executive Summary format.
- Categories of responsibility assigned for Revenue & Expenditures & Other
- Many reports have been automated so common tools are available each month
- Greater ownership of understanding/researching all revenue flows – began the creation of revenue forecast

- **<u>Next Steps:</u>**
- Implement forecast tools (Delaine Cagle replacing Carol Snider on 12/30 – this will open more time with other team members to work on forecasts)
- Train new replacement, expand monthly variance analysis and reporting
- Schedule time with other departments to learn operations
- Develop automated reports to be pushed to Dept Heads so they have a common format to review operations
- Create headcount/payroll overview report for monthly inclusion

Finance Team Objective: Ensure Cherokee County taxpayer's money is 1) Accurately accounted for, Protected, Maximized & Provide Info to Mgmt

Goal 4: Expand Purchasing Into Procurement

Current State – Where Are We Now?

1. Procurement is involved in RFP posting & award notifications
2. Common spend categories/items are not aggregated for cost savings leverage
3. Procurement is viewed by some internal customers as a "clerical" function
4. Supplier performance management is anecdotal and informal
5. Purchasing card program may be underutilized
6. Contract management and document retention is paper-based
7. Policies, procedures and workflows may be outdated

Future State – What Does Success Look Like?

1. Procurement is involved in strategic supply (vendor selection, negotiations, analysis, continuity planning, etc.)
2. Aggregate spend volumes are consolidated for leveraged savings
3. Procurement facilitates training to internal customers to promote consistent systems, identify areas for improvement and increased service levels
4. Supplier performance is objectively reviewed and reported with contextual significance
5. Purchasing card and other small purchase systems are maximized for effectiveness and efficiency
6. Contract management is electronic
7. Policies, procedures and workflows are updated

Implementation Plan – Steps to Achieve Success?

1. Create portfolio, including timeline, of procurement activities to identify repetitive purchases, recurring annual purchases, etc.
2. Review spend by G/L and/or commodity codes to identify leverage opportunities
3. Develop and deploy training to internal customers for Procurement Ordinance, workflows and savings opportunities
4. Create procurement checklists to track supplier contractual and/or supply deliverables and track accordingly
5. Meet with Georgia P-Card program manager to develop action plan
6. Create electronic contract management system
7. Draft new and/or modified versions of all policies, procedures and workflows

Progress Update – What Have We Achieved (Future Metrics)?

1. Number of RFPs, RFBs, and Purchase Orders
2. Value of cost savings and cost avoidance
3. Number of internal customers/departments trained
4. Number of RFPs, RFBs completed per checklist requirements
5. Number of small vendor savings opportunities
6. Number of contracts available electronically to departments/agencies
7. Number and description of policies, procedures and workflows completed

Finance Team Objective: Ensure Cherokee County taxpayer's money is Accurately accounted for, Protected, Maximized & Provide Info to Mgmt

Goal 5: Spend Less Time on Core Accounting - More Time Analyzing and Supporting Departments/Management

Current State – Where Are We Now?

- Current financial reports do not contain research and analysis of variances
- Cherokee County does not have a Debt Management Plan and currently has a Double A Bond Rating
- Departments do not feel they have the support or tools needed to understand MUNIS and the reports it can produce
- Most reporting is based on historical information, not forecasts for the future
- Reporting is compliant with Governmental Accounting – but not as focused on Management needs

Future State – What Does Success Look Like?

- Financial reports include variance analysis in order to provide understanding of month to month and year to year differences
- Standard reports distributed to Dept Heads each month
- Standard forecast reports are developed and distributed on a regular basis
- Cherokee County has a well developed Debt Management Plan and has achieved a Triple A Bond Rating
- Departments have the appropriate tools and reports needed to fully understand their budgets and financial reports.
- Employees within departments that work with the Budget and reports have a thorough understanding of how to use MUNIS to pull reports, enter budgets, etc.

Implementation Plan – Steps to Achieve Success?

- Add analysis and variance sections to various reports.
- Complete study of County debt and create a Debt Management Plan.
- Determine steps needed to achieve Triple A Bond Rating
- Meet with Department Heads to determine what reports and training they would like.
- Facilitate MUNIS training classes according to user needs
- Transition transaction type responsibilities to other team members so forecasting can be a priority

Progress Update – What Have We Achieved?

- MUNIS training conducted in July for Budget entry – positive feedback received
- Budget Liaisons created so departments have a point of contact for help/questions – has started Finance's greater understanding of operations
- Began the start of revenue and cash forecasting – will further develop once duties transitioned among team members
- Cash and Revenue variance analysis started – will further develop after 2011 Budget finalized

<u>To Do:</u>

- Develop more classes for MUNIS/training on other financial reports for Dept Heads & key users so they may analyze/manage their operations
- Develop forecasting tools and reports and standardize process
- Improving debt rating could be future initiative (2012)

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Office of Fin Mgmt & Budgeting
DEPARTMENT: Finance
DIVISION: Management and Budgeting

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	369,485	354,551	312,792	260,688	299,906	356,814
Group Insurance - Health	32,495	36,800	35,210	26,749	30,773	41,285
Group Insurance - Life	1,484	1,448	1,180	634	730	1,045
Group Insurance - Dental	1,406	1,395	1,436	875	1,007	1,527
Group Insurance - LT Disab.	1,092	1,320	1,764	971	1,118	1,834
Group Insurance - ST Disab.	560	529	385	303	349	290
Social Security	22,372	20,585	20,584	15,228	17,519	22,228
Medicare	5,332	4,815	4,816	3,562	4,098	5,198
Retirement Contribution/401a	6,630	6,596	6,572	657	756	0
Defined Benefit Plan	18,294	18,153	16,197	15,739	18,107	21,511
Defined Benefit Reduction	0	0	0	0	0	(21,511)
Total Personal Services	**459,149**	**446,191**	**400,936**	**325,406**	**374,361**	**430,221**
Professional	107,641	93,146	100,000	84,950	97,730	80,00
Techical	0	0	0	837	963	
Disposal	0	0	0	104	120	0
Repairs and Maintenance	799	0	1,600	0	0	0
Rental of Equipment & Vehicles	1,854	1,923	0	1,524	1,753	1,900
Communications	3,191	3,312	4,180	2,405	2,767	3,700
Postage	5,828	2,670	4,500	4,682	5,387	6,300
Advertising	93	0	2,500	1,438	1,654	500
Printing and Binding	6,910	5,910	5,600	3,651	4,201	5,500
Travel	682	398	2,000	1,794	2,064	2,000
Dues and Fees	2,300	2,609	3,000	1,671	1,923	2,000
Education and Training	7,071	9,349	6,000	2,690	3,095	3,000
General Supplies and Materials	11,050	17,837	12,000	6,779	7,799	12,000
Books & Periodicals	912	0	1,000	0	0	0
Small Equipment	4,924	1,322	2,000	420	483	500
Total Operating Services	**153,257**	**138,476**	**144,380**	**112,946**	**129,937**	**117,400**
TOTAL ANNUAL BUDGET	**612,406**	**584,668**	**545,316**	**438,352**	**504,299**	**547,621**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Office of Fin Mgmt & Budgeting DEPARTMENT: Finance

DIVISION: Management and Budgeting

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Chief Financial Officer	1	1	1	1	1	1
Senior Accountant	1	1	1	1	1	1
Accountant	1	1	1	1	1	2
Payroll Specialist	1	1	1	1	1	1
Accounts Payable Supervisor	1	1	1	1	1	0
Accountants Payable Clerk	2	2	2	2	2	2
Admin Asst - IT/GIS/Property Mgmt*	1	1	0	0	0	0
PT Accounts Payable Clerk	1	0	0	0	0	0
TOTAL BUDGETED POSITIONS	**9**	**8**	**7**	**7**	**7**	**7**

*** Position moved to Purchasing FY2010**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Office of Fin Mgmt & Budgeting
DEPARTMENT: Finance
DIVISION: Purchasing/Risk Management

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	86,575	94,173	118,565	91,350	105,093	150,226
Group Insurance - Health	9,035	9,338	9,720	10,830	12,459	20,539
Group Insurance - Life	424	401	301	211	243	385
Group Insurance - Dental	462	458	462	440	506	974
Group Insurance - LT Disab.	312	351	428	299	344	715
Group Insurance - ST Disab.	160	146	95	82	94	119
Social Security	5,068	5,525	4,987	5,338	6,141	9,314
Medicare	1,185	1,292	1,167	1,249	1,436	2,178
Defined Benefit Plan	6,033	6,592	5,323	5,684	6,540	9,014
Defined Benefit Reduction	0	0	0	0	0	(9,014)
Total Personal Services	**109,254**	**118,276**	**141,048**	**115,483**	**132,857**	**184,450**
Technical	0	2,000	4,500	0	0	0
Disposal	0	0	0	104	120	0
Insurance Deductibles	0	0	15,000	0	0	
Communications	1,711	1,861	2,560	1,159	1,333	2,000
Postage	26	0	300	428	492	300
Advertising	0	0	150	0	0	0
Printing and Binding	62	0	150	88	101	200
Dues and Fees	565	485	600	385	443	0
Education and Training	2,150	3,004	4,000	681	783	1,000
General Supplies and Materials	1,137	3,702	4,000	1,624	1,868	1,500
Non-Asset Computer Equipment	0	0	12,594	0	0	0
Total Operating Services	**5,650**	**11,053**	**43,854**	**4,469**	**5,141**	**5,000**
TOTAL ANNUAL BUDGET	**114,904**	**129,328**	**184,902**	**119,952**	**137,998**	**189,450**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Office of Fin Mgmt & Budgeting

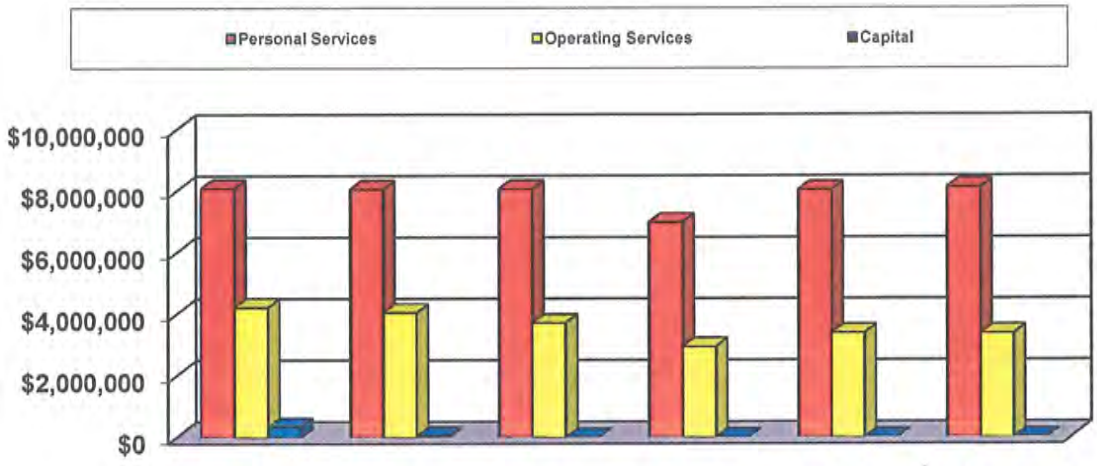
DEPARTMENT: Finance

DIVISION: Purchasing/Risk Management

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director Purchasing/Risk Management	1	1	1	1	1	1
Procurement Specialist	1	1	1	1	1	1
Finance/Procurement Specialist	0	0	1	1	1	1
TOTAL BUDGETED POSITIONS	**2**	**2**	**3**	**3**	**3**	**3**

JUDICIAL SERVICES



	FY07 Actual	FY08 Actual	FY09 Budget	FY10 As of 11/30	FY10 Run Rate	FY10 Budget
Personal Services	$8,083,786	$8,060,876	$8,067,288	$6,987,652	$8,038,892	$8,119,960
Operating Services	$4,215,192	$4,042,912	$3,706,697	$2,935,665	$3,375,433	$3,364,962
Capital	$336,680	$46,260	$0	$0	$0	$0
Total Budget	$12,635,658	$12,150,048	$11,773,985	$9,923,317	$11,414,325	$11,484,922
Change Over Prior Year	---	-3.84%	-3.10%	---	-6.06%	-2.46%

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DIVISION: Court Administrative Services**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	320,702	324,772	337,722	282,251	324,713	421,722
Group Insurance - Health	15,947	15,963	16,700	10,707	12,317	28,125
Group Insurance - Life	848	898	556	480	553	630
Group Insurance - Dental	715	689	652	574	660	1,473
Group Insurance - LT Disab.	624	1,043	790	685	789	1,765
Group Insurance - ST Disab.	320	290	176	185	213	200
Social Security	23,738	23,225	9,065	16,754	19,275	26,147
Medicare	5,986	5,432	2,121	3,918	4,508	6,115
Defined Benefit Plan	18,462	15,405	9,842	8,811	10,136	14,503
Defined Benefit Reduction	0	0	0	0	0	(14,503)
Total Personal Services	**387,342**	**387,718**	**377,624**	**324,366**	**373,164**	**486,177**
Official/Administrative	250	100	0	0	0	0
Administrative/Witness Fees	12,062	5,608	5,000	9,713	11,174	12,000
essional Services/Court Reporter	120,116	160,871	103,763	89,206	102,626	21,500
Court Interpreter/State Court	47,876	49,706	70,000	34,931	40,187	35,000
Court Interpreter/Superior Court	0	568	0	0	0	0
Disposal	0	6,542	0	0	0	0
Repairs and Maintenance	1,593	9,822	10,389	6,422	7,388	8,500
Communications	780	1,580	122	864	994	1,000
Postage	0	35	0	324	373	0
Education and Training	1,184	220	1,500	880	1,012	1,000
General Supplies and Materials	2,499	1,253	3,000	2,166	2,492	1,600
Water/Sewerage	2,733	21,423	0	0	0	0
Natural Gas	766	9,310	0	0	0	0
Electricity	34,007	271,425	0	0	0	0
Small Equipment	800	0	0	0	0	0
Total Operating Services	**224,668**	**538,463**	**193,774**	**144,506**	**166,246**	**80,600**
Site Improvements	218,123	46,260	0	0	0	0
Total Capital Outlays	**218,123**	**46,260**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**830,133**	**972,441**	**571,398**	**468,872**	**539,410**	**566,777**

GENERAL FUND

GROUP: Judicial Services **DIVISION: Court Administrative Services**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Court Reporter	3	3	3	3	3	3
Chief Bailiff	1	1	1	1	1	1
Part-Time Bailiff	14	15	15	15	15	15
TOTAL BUDGETED POSITIONS	**18**	**19**	**19**	**19**	**19**	**19**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: Superior Court**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	206,359	148,057	278,161	243,938	280,636	280,655
Salaries/Salary Supplements	35,000	99,750	105,000	92,750	106,703	104,976
Group Insurance - Health	9,086	8,730	17,720	16,671	19,179	12,327
Group Insurance - Life	636	607	698	640	737	689
Group Insurance - Dental	364	396	835	697	802	1,121
Group Insurance - LT Disab.	468	214	1,157	1,003	1,154	1,806
Group Insurance - ST Disab.	240	227	258	295	340	231
Social Security	18,216	18,220	17,186	20,420	23,492	23,909
Medicare	4,908	4,261	4,026	4,776	5,494	5,592
Defined Benefit Plan	16,708	13,988	17,357	15,568	17,910	16,839
Defined Benefit Reduction	0	0	0	0	0	(16,839)
Total Personal Services	**291,985**	**294,449**	**442,398**	**396,757**	**456,446**	**431,306**
Professional	16,984	(299)	45,000	0	0	0
[illegible]fessional Services/Court Reporter	228,435	93,915	165,000	135,649	156,056	165,000
airs and Maintenance	5,364	8,677	25,817	8,889	10,226	25,817
Rental of Equipment & Vehicles	653	4,229	3,000	3,280	3,773	3,000
Communications	4,829	6,051	7,783	3,394	3,905	7,783
Postage	0	35	3,500	1,516	1,744	3,500
Advertising	0	0	500	0	0	500
Education and Training	173	88	6,000	651	749	6,000
General Supplies and Materials	35,108	36,054	39,500	33,013	37,979	39,500
Water/Sewerage	5,443	0	0	0	0	0
Electricity	56,769	0	0	0	0	0
Small Equipment	1,580	3,000	10,000	0	0	14,927
Total Operating Services	**355,337**	**151,749**	**306,100**	**186,392**	**214,433**	**266,027**
Site Improvements	12,612	0	0	0	0	0
Total Capital Outlays	**12,612**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**659,935**	**446,199**	**748,498**	**583,149**	**670,879**	**697,333**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Court Reporter	3	3	3	3	3	3
Clerk*	0	0	3	3	3	3
TOTAL BUDGETED POSITIONS	**3**	**3**	**6**	**6**	**6**	**6**

* Law Clerk Positions moved from Grant Fund FY2010

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services

DEPT: Superior Court Pre-Trial Services

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	45,874	45,353	44,666	38,997	44,863	44,666
Overtime	4,315	0	0	0	0	0
Group Insurance - Health	4,518	4,704	4,860	3,916	4,505	4,926
Group Insurance - Life	212	203	156	135	155	119
Group Insurance - Dental	190	189	190	167	192	271
Group Insurance - LT Disab.	156	181	224	194	223	230
Group Insurance - ST Disab.	80	74	50	52	60	37
Social Security	2,888	2,527	2,657	2,178	2,506	2,769
Medicare	675	591	622	509	586	648
Defined Benefit Plan	3,477	3,175	2,787	2,489	2,864	2,680
Defined Benefit Reduction	0	0	0	0	0	(2,680)
Total Personal Services	**62,386**	**56,996**	**56,212**	**48,639**	**55,956**	**53,666**
Professional	96	72,255	70,000	22,509	25,896	85,000
Professional Services/Court Reporter	5,674	4,642	7,000	990	1,139	0
Rental of Equipment & Vehicles	833	59	0	5	6	0
Communications	1,400	2,197	2,020	1,351	1,555	2,400
Postage	1,094	1,474	1,000	0	0	0
Travel	0	0	500	195	224	0
Dues and Fees	0	175	0	0	0	0
General Supplies and Materials	1,728	4,286	3,500	417	479	2,000
Small Equipment	2,577	3,158	0	0	0	0
Total Operating Services	**13,402**	**88,246**	**84,020**	**25,468**	**29,299**	**89,400**
TOTAL ANNUAL BUDGET	**75,787**	**145,242**	**140,232**	**74,106**	**85,255**	**143,066**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Councilor/Investigator	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**1**	**1**	**1**	**1**	**1**	**1**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services

DEPT: Indigent Defense

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	195,013	197,069	189,755	169,726	195,261	189,755
Overtime	76	0	0	0	0	0
Group Insurance - Health	13,967	15,597	13,720	12,514	14,397	12,327
Group Insurance - Life	1,060	956	569	493	567	433
Group Insurance - Dental	503	517	490	421	485	652
Group Insurance - LT Disab.	0	270	951	874	1,005	1,368
Group Insurance - ST Disab.	400	360	213	223	257	158
Social Security	13,888	14,244	11,652	10,371	11,931	11,765
Medicare	3,309	3,331	2,727	2,426	2,791	2,751
Defined Benefit Plan	15,898	16,225	11,841	10,816	12,443	11,385
Defined Benefit Reduction	0	0	0	0	0	(11,385)
Total Personal Services	**244,113**	**248,570**	**231,918**	**207,863**	**239,135**	**219,209**
Professional	83,524	35,865	32,629	35,006	40,273	47,500
Professional Services/Court Reporter	55,542	58,062	35,000	56,205	64,660	58,829
essional Services/Interpreter	46,789	45,674	50,000	41,764	48,047	45,000
Professional/Indigent Defense	1,516,932	1,508,143	1,400,000	1,121,908	1,290,691	1,300,000
Professional/Attorney for the Day	134,150	124,131	128,014	104,252	119,936	121,000
Rental of Equipment and Vehicle	0	0	0	0	0	3,900
Insurance, Other Benefits	0	0	0	28	32	0
Communications	4,181	5,725	4,051	4,631	5,328	2,400
Postage	126	270	500	565	650	500
Dues and Fees	0	0	0	162	186	250
Education and Training	621	710	0	416	478	900
General Supplies and Materials	5,030	4,268	5,000	9,930	11,424	5,000
Water/Sewerage	272	0	0	0	0	0
Electricity	2,838	0	0	0	0	0
Food	1,600	3,084	1,200	2,322	2,672	3,600
Small Equipment	550	2,141	0	0	0	2,000
Total Operating Services	**1,852,157**	**1,788,072**	**1,656,394**	**1,377,189**	**1,584,376**	**1,590,879**
TOTAL ANNUAL BUDGET	**2,096,270**	**2,036,642**	**1,888,312**	**1,585,052**	**1,823,511**	**1,810,088**

GENERAL FUND

GROUP: Judicial Services **DEPT: Indigent Defense**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director - Indigent Defense	1	1	1	1	1	1
Counselor/Investigator	2	2	2	2	2	2
Secretary	2	2	1	1	1	1
TOTAL BUDGETED POSITIONS	**5**	**5**	**4**	**4**	**4**	**4**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services

DEPARTMENT: Clerk of Superior Court

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,951,772	1,899,701	1,859,662	1,598,079	1,838,498	1,895,441
Temporary Employees	1,995	0	45,000	0	0	5,000
Overtime	53,902	35,505	40,000	34,178	39,320	40,000
Group Insurance - Health	187,204	219,867	214,270	192,702	221,693	246,902
Group Insurance - Life	11,024	9,918	5,927	4,567	5,254	4,926
Group Insurance - Dental	8,452	8,912	9,082	8,200	9,433	13,486
Group Insurance - LT Disab.	8,112	8,436	8,439	6,514	7,494	12,267
Group Insurance - ST Disab.	4,160	3,625	1,831	1,799	2,070	1,517
Social Security	118,627	112,793	105,457	95,118	109,428	120,334
Medicare	27,746	26,379	24,686	22,245	25,592	28,143
Retirement Contribution/401a	2,810	2,718	2,667	2,321	2,670	0
Defined Benefit Plan	127,707	122,092	110,987	94,822	109,087	109,983
Defined Benefit Reduction	0	0	0	0	0	(109,983)
Total Personal Services	**2,503,511**	**2,449,946**	**2,428,008**	**2,060,545**	**2,370,538**	**2,368,016**
:ial/Administrative/Jury	209,000	210,000	230,000	170,000	195,575	165,000
Professional	0	32	0	0	0	0
Technical	63,000	78,000	75,000	75,000	86,283	85,000
Repairs and Maintenance	126,735	123,027	125,000	95,630	110,017	125,000
Rental of Equipment & Vehicles	9,947	13,298	17,000	13,704	15,765	17,000
Communications	26,503	29,993	29,414	19,248	22,143	29,414
Postage	46,688	48,702	43,000	50,224	57,779	43,000
Advertising	1,565	109	2,000	950	1,093	2,000
Dues and Fees	2,010	1,850	3,000	1,925	2,215	3,000
Education and Training	8,566	8,164	10,000	5,381	6,190	10,000
General Supplies and Materials	250,356	121,263	135,000	91,936	105,768	120,000
Water/Sewerage	3,871	0	0	0	0	0
Natural Gas	191	0	0	0	0	0
Electricity	40,815	0	0	0	0	0
Total Operating Services	**789,247**	**634,439**	**669,414**	**523,998**	**602,829**	**599,414**
Other Equipment	20,000	0	0	0	0	0
Total Capital Outlays	**20,000**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**3,312,758**	**3,084,385**	**3,097,422**	**2,584,543**	**2,973,368**	**2,967,430**

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: Clerk of Superior Court**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Clerk of Courts	1	1	1	1	1	1
Chief Deputy Clerk	2	2	2	2	2	2
Senior Deputy Clerk	8	8	8	8	8	7
Senior Clerk	18	18	18	18	18	17
Clerk	19	19	19	19	19	19
Clerk II	7	7	7	7	7	7
Part-Time Clerk	4	4	4	4	4	5
Temporary Clerk	3	3	3	3	3	3
Jury Manager	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**63**	**63**	**63**	**63**	**63**	**62**

GROUP: Judicial Services **DEPARTMENT: Board of Equialization**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	15,000
Social Security	0	0	0	0	0	930
Medicare	0	0	0	0	0	218
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**16,148**
Postage	0	0	0	0	0	4,000
Advertising	0	0	0	0	0	1,000
Education and Training	0	0	0	0	0	4,000
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**9,000**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**25,148**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: District Attorney**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,088,850	1,090,250	1,052,981	918,868	1,057,105	1,092,317
Salaries/Salary Supplement	111,720	117,201	123,156	108,991	125,388	123,156
Uniform Allowance	9,240	10,948	10,080	9,072	10,437	10,080
Overtime	6,197	2,861	5,000	4,658	5,358	2,000
Group Insurance - Health	74,787	93,123	97,530	73,893	85,010	84,731
Group Insurance - Life	5,300	4,945	3,511	2,738	3,150	2,961
Group Insurance - Dental	3,770	3,772	3,458	3,396	3,906	5,300
Group Insurance - LT Disab.	3,900	4,315	5,027	3,925	4,515	5,855
Group Insurance - ST Disab.	2,000	1,808	1,120	1,093	1,257	904
Social Security	74,199	74,931	66,751	62,132	71,479	73,499
Medicare	17,421	17,524	15,537	14,531	16,717	17,189
Defined Benefit Plan	77,145	76,223	69,450	57,167	65,768	63,908
Defined Benefit Reduction	0	0	0	0	0	(63,908)
Total Personal Services	**1,474,529**	**1,497,900**	**1,453,601**	**1,260,464**	**1,450,091**	**1,417,992**
Administrative/Witness Fees	10,685	1,225	5,000	50	58	2,000
essional	97	168	60,000	241	277	40,000
Professional Services/Court Reporter	30,766	34,819	31,000	26,441	30,419	18,000
Court Interpreter	0	0	4,477	0	0	5,000
Repairs and Maintenance	0	0	600	14	16	0
Vehicle Maintenance	11,845	8,600	8,376	5,298	6,095	6,500
Rental of Land & Buildings	0	0	0	0	0	4,800
Rental of Equipment & Vehicles	10,296	13,049	11,396	12,818	14,746	10,800
Insurance, Other Benefits	8,207	8,207	-	0	0	0
Communications	27,865	28,064	27,338	19,588	22,534	23,350
Postage	5,945	5,459	6,400	5,917	6,807	5,800
Printing and Binding	5,022	2,658	4,340	3,214	3,697	4,340
Travel	2,099	1,566	2,200	1,955	2,249	2,000
Dues and Fees	6,154	6,388	7,815	5,649	6,499	5,800
Education and Training	12,820	6,762	15,000	5,734	6,597	6,300
Other Purchased Services	13,754	15,707	15,000	7,392	8,505	7,500
Other Purchased Svcs - Expert	0	0	1,000	1,000	1,150	1,000
Other Purchased Svcs - Interpreter	1,579	0	24	1,090	1,254	4,500
General Supplies and Materials	17,411	20,308	20,383	18,165	20,898	22,000
Water/Sewerage	1,857	0	0	0	0	0
Electricity	19,639	0	0	0	0	0
Gasoline	22,715	14,881	16,000	14,377	16,540	12,000
Books and Periodicals	26,936	30,813	28,670	26,928	30,980	29,649
Small Equipment	6,198	2,293	7,635	1,613	1,855	6,500
Other Supplies	9,290	2,553	6,900	361	415	1,000
Total Operating Services	**251,179**	**203,520**	**279,554**	**157,843**	**181,589**	**218,839**
cles	30,746	0	0	0	0	0
otal Capital Outlays	**30,746**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,756,454**	**1,701,420**	**1,733,155**	**1,418,307**	**1,631,681**	**1,636,831**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: District Attorney**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Assistant District Attorney	8	8	8	8	8	7
Investigator	11	11	11	11	11	11
Senior Secretary	6	6	6	6	6	6
DA Financial Director	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**26**	**26**	**26**	**26**	**26**	**25**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: State Court**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	398,019	422,124	414,431	376,329	432,945	529,711
Group Insurance - Health	22,791	26,828	26,725	21,066	24,236	32,439
Group Insurance - Life	1,060	1,194	1,406	1,186	1,364	1,547
Group Insurance - Dental	1,017	990	1,016	841	968	1,864
Group Insurance - LT Disab.	780	1,130	1,918	1,616	1,859	2,584
Group Insurance - ST Disab.	400	400	353	358	412	376
Social Security	20,675	21,940	21,735	21,604	24,855	32,842
Medicare	5,549	5,850	5,726	5,199	5,982	7,681
Defined Benefit Plan	17,885	20,041	25,860	16,642	19,145	31,783
Defined Benefit Reduction	0	0	0	0	0	(31,783)
Total Personal Services	**468,176**	**500,496**	**499,170**	**444,842**	**511,765**	**609,044**
Professional	130,957	88,164	30,000	87,756	100,958	12,000
Professional Services/Court Reporter	3,207	6,244	5,000	5,787	6,658	8,000
Rental of Equipment & Vehicles	1,606	3,562	2,500	2,884	3,318	3,000
Communications	5,404	6,653	7,862	3,977	4,575	7,500
Postage	1,454	989	2,000	2,197	2,528	2,000
Dues and Fees	4,528	3,098	3,500	3,552	4,086	4,000
Education and Training	3,885	3,189	7,000	6,026	6,932	6,500
General Supplies and Materials	5,277	5,509	9,500	6,552	7,537	5,000
Water/Sewerage	2,177	0	0	0	0	0
Electricity	22,708	0	0	0	0	0
Non-Asset Computer Equipment	16,961	8,279	8,800	5,309	6,107	0
Total Operating Services	**198,162**	**125,687**	**76,162**	**124,039**	**142,700**	**48,000**
Computers	32,730	0	0	0	0	0
Total Capital Outlays	**32,730**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**699,068**	**626,183**	**575,332**	**568,881**	**654,465**	**657,044**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: State Court**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
State Court Judge	2	2	2	2	2	2
Administrative Assistant	1	1	1	1	1	1
Law Clerk	1	1	1	1	1	1
Senior Secretary	1	1	1	1	1	1
Court Administrator	1	1	1	1	1	1
Pt Clerk	1	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**7**	**7**	**7**	**7**	**7**	**6**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: State Court Solicitor**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,017,052	1,011,478	1,011,549	877,676	1,009,715	1,014,579
Uniform Allowance	793	761	780	715	823	780
Overtime	599	0	0	0	0	0
Group Insurance - Health	93,999	108,526	107,990	103,846	119,469	123,854
Group Insurance - Life	4,664	4,326	3,132	2,295	2,640	2,757
Group Insurance - Dental	3,663	3,902	4,077	3,693	4,248	5,569
Group Insurance - LT Disab.	3,432	3,800	4,615	3,409	3,922	6,879
Group Insurance - ST Disab.	1,760	1,583	1,000	967	1,112	825
Social Security	60,566	59,495	58,655	50,884	58,539	62,904
Medicare	14,180	14,116	13,790	11,900	13,690	14,711
Defined Benefit Plan	60,790	61,230	58,560	48,113	55,352	59,493
Defined Benefit Reduction	0	0	0	0	0	(59,493)
Total Personal Services	**1,261,498**	**1,269,217**	**1,264,148**	**1,103,498**	**1,269,511**	**1,232,858**
Professional	3,422	5,299	5,500	0	0	0
essional Services/Court Reporter	13,743	21,131	10,000	9,027	10,385	13,000
Disposal	0	0	0	178	205	0
Vehicle Maintenance	3,237	2,835	4,500	2,362	2,717	5,000
Rental of Equipment & Vehicles	5,733	5,027	4,000	3,897	4,484	4,800
Insurance, Other Benefits	900	900	0	0	0	0
Communications	17,586	17,980	15,565	11,927	13,721	17,000
Postage	3,602	1,556	3,000	1,214	1,396	2,000
Travel	3,181	4,616	5,000	3,810	4,384	5,000
Dues and Fees	3,953	2,301	5,000	7,201	8,285	5,000
Education and Training	8,710	6,238	8,200	4,875	5,609	8,200
General Supplies and Materials	28,585	24,621	20,000	19,480	22,410	20,000
Water/Sewerage	446	0	0	0	0	0
Natural Gas	1,682	0	0	0	0	0
Electricity	9,656	0	0	0	0	0
Gasoline	5,609	3,234	5,500	1,751	2,014	5,500
Total Operating Services	**110,045**	**95,738**	**86,265**	**65,721**	**75,608**	**85,500**
Site Improvements	3,167	0	0	0	0	0
Total Capital Outlays	**3,167**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,374,711**	**1,364,955**	**1,350,413**	**1,169,218**	**1,345,119**	**1,318,358**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: State Court Solicitor**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Solicitor	1	1	1	1	1	1
Chief Assistant Solicitor	1	1	1	1	1	1
Lead Assistant Solicitor	3	1	1	1	1	1
Assistant Solicitor	5	7	7	7	7	7
Trial Assistant	2	3	3	3	3	2
Investigator	3	2	2	2	2	3
Clerk	1	1	1	1	1	1
Clerk II	3	3	3	3	3	3
Secretary	2	1	1	1	1	2
Secretary II	2	3	3	3	3	2
Part-Time Clerk	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	**25**	**25**	**25**	**25**	**25**	**25**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services

DEPARTMENT: Magistrate Court

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	274,123	271,497	247,042	155,918	179,375	249,142
Temporary Employees	0	0	0	55,409	63,745	0
Overtime	172	1,344	0	0	0	0
Group Insurance - Health	8,623	10,322	10,670	7,804	8,979	9,122
Group Insurance - Life	424	470	534	463	532	478
Group Insurance - Dental	314	528	544	478	550	776
Group Insurance - LT Disab.	312	451	763	662	762	830
Group Insurance - ST Disab.	160	168	170	185	213	135
Social Security	16,628	16,410	15,000	12,456	14,330	15,447
Medicare	3,950	3,838	4,000	2,913	3,352	3,613
Defined Benefit Plan	13,000	12,642	11,178	9,935	11,430	10,749
Defined Benefit Reduction	0	0	0	0	0	(10,749)
Total Personal Services	**317,706**	**317,670**	**289,901**	**246,225**	**283,268**	**279,543**
Professional	835	143	500	481	554	2,000
al of Equipment and Vehicle	0	0	0	406	468	0
Communications	6,243	5,815	5,662	3,004	3,456	6,000
Postage	4,451	6,711	5,500	7,055	8,116	7,800
Travel	1,339	1,356	1,000	452	521	3,000
Dues and Fees	2,065	2,030	2,000	1,192	1,371	2,000
Education and Training	2,791	3,043	3,500	2,110	2,427	3,500
General Supplies and Materials	2,806	2,788	2,500	1,489	1,713	2,500
Water/Sewerage	816	0	0	0	0	0
Electricity	8,515	0	0	0	0	0
Small Equipment	424	0	0	0	0	0
Other Supplies	31	0	0	0	0	0
Total Operating Services	**30,318**	**21,886**	**20,662**	**16,190**	**18,625**	**26,800**
TOTAL ANNUAL BUDGET	**348,024**	**339,556**	**310,563**	**262,415**	**301,893**	**306,343**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Chief Magistrate Judge	1	1	1	1	1	1
Chief Associate Magistrate Judge	1	1	1	1	1	1
Time Assistant Magistrate Judge	5	5	5	5	5	5
TOTAL BUDGETED POSITIONS	**7**	**7**	**7**	**7**	**7**	**7**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: Probate Court**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	462,565	427,201	420,812	365,262	420,213	420,793
Overtime	11	0	0	0	0	0
Group Insurance - Health	44,687	52,589	51,140	49,647	57,116	63,364
Group Insurance - Life	1,908	1,826	1,393	1,206	1,387	1,125
Group Insurance - Dental	1,818	1,956	1,980	1,826	2,100	2,979
Group Insurance - LT Disab.	1,404	1,618	1,992	1,725	1,985	2,049
Group Insurance - ST Disab.	448	449	403	428	493	335
Social Security	26,592	25,198	24,651	21,059	24,228	26,089
Medicare	6,443	5,893	5,770	4,925	5,666	6,102
Defined Benefit Plan	30,307	27,001	26,259	21,755	25,028	25,248
Defined Benefit Reduction	0	0	0	0	0	(25,248)
Unemployment Insurance	0	5,610	0	0	0	0
Total Personal Services	**576,182**	**549,343**	**534,400**	**467,833**	**538,215**	**522,836**
Professional	2,105	1,042	7,100	898	1,033	5,000
Repairs and Maintenance	2,688	1,600	3,000	2,144	2,467	3,000
Rental of Equipment & Vehicles	1,832	3,792	2,000	2,664	3,065	2,500
Communications	8,399	7,922	8,303	5,787	6,658	8,303
Postage	4,788	5,744	4,500	5,211	5,995	5,000
Advertising	0	0	300	0	0	300
Travel	680	1,332	2,500	890	1,024	2,500
Dues and Fees	2,001	1,585	2,000	1,196	1,376	2,000
Education and Training	656	472	3,000	300	345	3,000
General Supplies and Materials	15,275	11,263	18,000	11,009	12,666	15,000
Water/Sewerage	904	0	0	0	0	0
Electricity	8,523	0	0	0	0	0
Small Equipment	0	0	2,557	0	0	0
Other Supplies	0	0	1,600	0	0	0
Total Operating Services	**47,851**	**34,751**	**54,860**	**30,099**	**34,627**	**46,603**
Machinery	12,620	0	0	0	0	0
Other Equipment	6,681	0	0	0	0	0
Total Capital Outlays	**19,301**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**643,335**	**584,094**	**589,260**	**497,932**	**572,842**	**569,439**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services

DEPARTMENT: Probate Court

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Probate Court Judge	1	1	1	1	1	1
Hearing Officer	1	1	1	1	1	1
Director - Licensing Operation	0	0	1	1	1	1
Senior Deputy Clerk	6	6	5	5	5	5
Clerk II	1	1	1	1	1	1
Court Administrator	1	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**10**	**10**	**10**	**10**	**10**	**9**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: Juvenile Court**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	421,200	411,498	411,368	360,695	414,958	412,041
Group Insurance - Health	27,150	29,304	29,680	22,923	26,372	29,372
Group Insurance - Life	1,060	1,201	1,427	1,238	1,424	1,096
Group Insurance - Dental	1,043	1,086	1,107	960	1,104	1,509
Group Insurance - LT Disab.	780	1,137	1,940	1,683	1,936	1,858
Group Insurance - ST Disab.	400	401	357	391	450	268
Social Security	22,278	21,946	22,232	20,768	23,893	25,546
Medicare	5,959	5,879	5,807	5,057	5,818	5,975
Retirement Contribution/401a	5,275	5,249	5,230	4,555	5,240	5,500
Defined Benefit Plan	11,213	10,870	10,761	8,352	9,608	8,954
Defined Benefit Reduction	0	0	0	0	0	(8,954)
Total Personal Services	**496,358**	**488,571**	**489,909**	**426,622**	**490,804**	**483,165**
Professional	9,172	0	0	0	0	0
Professional Services/Court Reporter	321	12,779	1,000	5,774	6,643	5,000
Professional/Court Interpreter	11,483	11,561	3,500	6,697	7,704	7,50(
Professional/Indigent Defense	177,635	160,741	130,000	114,649	131,898	115,000
Prof Svcs/Judicial Assistance	5,714	2,308	5,500	600	690	2,500
Prof Svcs/Attorney for the Day	36,501	35,160	0	28,883	33,228	37,000
Prof Svcs/Guardian Ad Litem	55,331	99,258	100,000	90,393	103,991	100,000
Repairs and Maintenance	0	0	500	203	234	500
Rental of Equipment & Vehicles	2,134	4,065	1,400	5,703	6,561	5,600
Communications	4,318	4,708	5,742	2,950	3,394	4,000
Postage	509	649	1,500	850	978	750
Travel	2,708	2,619	2,600	2,120	2,439	1,800
Dues and Fees	1,716	1,756	1,800	1,532	1,762	1,800
Education and Training	0	1,207	2,300	1,069	1,230	1,500
Other Purchased Services	68	0	150	40	46	150
General Supplies and Materials	5,619	5,063	7,000	6,279	7,224	7,000
Water/Sewerage	1,337	0	0	0	0	0
Electricity	13,043	0	0	0	0	0
Food	932	1,145	1,000	999	1,150	800
Books and Periodicals	2,410	4,841	3,000	2,978	3,426	3,000
Total Operating Services	**330,951**	**347,860**	**266,992**	**271,720**	**312,598**	**293,900**
TOTAL ANNUAL BUDGET	**827,309**	**836,431**	**756,901**	**698,342**	**803,402**	**777,065**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

GROUP: Judicial Services **DEPARTMENT: Juvenile Court**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Juvenile Court Judge	2	2	2	2	2	2
Administrative Assistant	2	2	2	2	2	2
Intake Officer	1	1	1	1	1	1
Juvenile Court Program Manager	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**6**	**6**	**6**	**6**	**6**	**6**

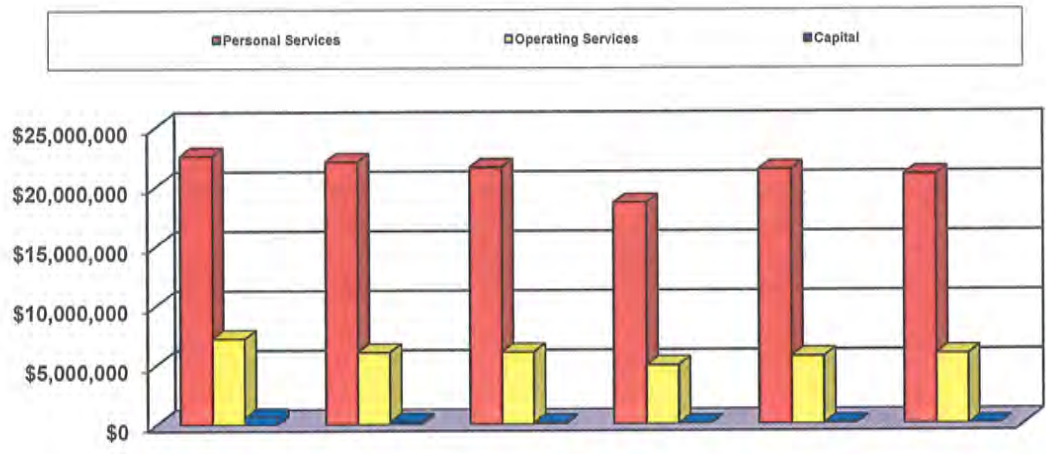
AGENCY: Judicial Services **DEPARTMENT: Adult Probation**

Canton Probation

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	11,875	12,500	12,500	12,500	12,500	10,000
Total Operating Services	**11,875**	**12,500**	**12,500**	**12,500**	**12,500**	**10,000**
TOTAL ANNUAL BUDGET	**11,875**	**12,500**	**12,500**	**12,500**	**12,500**	**10,000**

LAW ENFORCEMENT



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$22,566,050	$22,057,674	$21,563,041	$18,583,230	$21,378,937	$20,923,134
Operating Services	$7,224,724	$6,058,450	$6,067,254	$4,938,003	$5,680,889	$5,874,280
Capital	$638,480	$269,496	$157,548	$79,556	$91,524	$0
Total Budget	$30,429,255	$28,385,620	$27,787,843	$23,600,789	$27,151,350	$26,797,414
Change Over Prior Year	---	-6.72%	-2.11%	---	-4.35%	-3.56%

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Vice Control**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	453,561	545,447	521,761	451,624	519,567	478,946
Salaries/Court Service	2,618	1,785	2,000	778	895	1,000
Uniform Allowance	14,830	19,550	14,400	15,000	17,257	20,000
Overtime	556	243	200	474	545	4,000
Group Insurance - Health	25,407	36,682	42,440	39,944	45,954	56,638
Group Insurance - Life	3,000	2,725	1,804	1,301	1,497	1,391
Group Insurance - Dental	1,279	1,395	1,626	1,272	1,464	2,416
Group Insurance - LT Disab.	2,150	2,291	2,570	1,856	2,136	2,454
Group Insurance - ST Disab.	1,500	1,276	575	533	613	433
Social Security	27,142	34,251	30,925	27,893	32,090	29,589
Medicare	6,348	8,010	7,238	6,524	7,505	6,920
Defined Benefit Plan	31,196	39,999	30,900	30,321	34,882	28,635
Defined Benefit Reduction	0	0	0	0	0	(28,635)
Unemployment Insurance	0	0	0	0	0	1,415
Total Personal Services	**569,586**	**693,654**	**656,439**	**577,520**	**664,404**	**605,202**
Professional	0	1,472	2,100	1,794	2,064	2,100
Custodial	0	4,284	5,712	4,760	5,476	0
Repairs & Maintenance	0	0	2,500	1,295	1,490	2,500
Vehicle Maintenance	35,218	21,948	36,000	20,530	23,618	36,000
Rental of Land & Buildings	31,200	0	0	0	0	0
Rental of Equipment & Vehicles	454	1,779	3,300	2,435	2,802	3,300
Insurance, Other Benefits	4,250	4,250	0	0	0	0
Communications	20,168	14,990	25,000	17,641	20,295	23,100
Postage	0	378	500	0	0	500
Advertising	0	340	1,000	157	181	1,000
Printing & Binding	0	924	600	586	674	1,000
Travel	0	5,405	4,000	646	743	5,500
Education & Training	0	1,811	2,500	3	3	2,500
Other Purchased Services	1,300	1,227	3,000	1,501	1,726	3,000
General Supplies and Materials	9,809	7,621	10,700	6,029	6,937	10,700
General Supp & Mat/Weapons & A	0	1,459	2,500	0	0	2,500
Electricity	0	9,067	0	0	0	0
Other Supplies	0	7,313	7,500	6,672	7,676	7,500
Total Operating Services	**102,398**	**84,266**	**106,912**	**64,049**	**73,684**	**101,200**
TOTAL ANNUAL BUDGET	**671,984**	**777,921**	**763,351**	**641,569**	**738,088**	**706,402**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Administration**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,101,464	1,324,945	1,020,238	872,455	1,003,709	1,020,284
Salaries/Court Service	0	0	195	0	0	0
Uniform Allowance	2,067	2,326	2,560	2,145	2,468	2,560
Overtime	76,142	54,058	65,715	37,342	42,960	66,058
Group Insurance - Health	78,100	81,187	77,230	68,019	78,252	87,703
Group Insurance - Life	6,573	5,869	3,408	2,737	3,149	2,707
Group Insurance - Dental	3,407	3,140	3,093	2,819	3,243	5,075
Group Insurance - LT Disab.	4,515	4,733	4,882	3,922	4,511	5,424
Group Insurance - ST Disab.	3,150	2,651	1,055	1,069	1,230	797
Social Security	68,606	68,207	60,755	54,096	62,235	68,050
Medicare	16,544	16,071	14,274	12,651	14,555	15,915
Defined Benefit Plan	80,600	78,702	62,107	58,169	66,920	65,855
Defined Benefit Reduction	0	0	0	0	0	(65,855)
Unemployment Insurance	0	10,608	0	0	0	2,123
Total Personal Services	**1,441,169**	**1,652,496**	**1,315,512**	**1,115,426**	**1,283,233**	**1,276,696**
Professional	87,228	52,466	91,053	48,645	55,963	91,053
Technical	14,435	16,827	25,500	16,076	18,494	20,000
Custodial	23,658	0	32,395	39,924	45,930	0
Repairs and Maintenance	29,634	23,480	20,250	4,235	4,872	25,000
Vehicle Maintenance	30,171	16,518	18,000	14,428	16,599	18,000
Rental of Equipment & Vehicles	24,572	24,552	28,000	18,095	20,817	28,000
Insurance, Other Benefits	300,000	300,000	0	1,672	1,924	0
Communications	158,236	158,888	179,000	127,287	146,436	175,000
Postage	12,662	12,121	14,000	13,583	15,627	14,000
Advertising	616	121	1,000	195	224	1,000
Printing and Binding	1,970	3,269	7,500	3,022	3,476	5,000
Travel	24,217	18,113	27,300	7,963	9,161	27,300
Dues and Fees	14,508	15,019	18,900	3,026	3,482	18,900
Education and Training	47,070	7,325	20,000	17,983	20,688	20,000
Automotive Services O/S FL	53,532	56,488	80,000	69,327	79,756	85,000
General Supplies and Materials	46,279	37,716	53,000	34,595	39,800	53,000
Gasoline	873,862	568,409	649,025	593,289	682,545	649,025
Small Equipment	75,844	10,843	25,825	162	187	21,000
Other Supplies	119,461	74,208	120,810	60,989	70,164	120,279
Total Operating Services	**1,937,954**	**1,396,361**	**1,411,558**	**1,074,496**	**1,236,145**	**1,371,557**
Vehicles	638,480	244,389	157,548	79,556	91,524	0
Total Capital Outlays	**638,480**	**244,389**	**157,548**	**79,556**	**91,524**	**0**
TOTAL ANNUAL BUDGET	**4,017,603**	**3,293,246**	**2,884,618**	**2,269,477**	**2,610,903**	**2,648,253**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Crime and Investigation**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,539,697	1,326,523	1,392,262	1,207,540	1,389,206	1,370,755
Salaries/Court Services	2,100	3,801	0	255	294	2,000
Uniform Allowance	19,825	17,940	26,520	18,850	21,686	23,680
Overtime	123,795	119,127	95,681	114,661	131,911	120,653
Group Insurance - Health	122,157	114,609	110,210	116,984	134,584	153,206
Group Insurance - Life	11,934	10,239	4,540	4,018	4,622	3,722
Group Insurance - Dental	5,690	5,307	5,390	5,281	6,075	8,691
Group Insurance - LT Disab.	7,740	7,645	6,471	5,747	6,611	7,356
Group Insurance - ST Disab.	5,400	4,458	1,447	1,581	1,819	1,158
Social Security	100,734	88,207	78,921	79,448	91,400	94,789
Medicare	23,559	20,629	18,468	18,581	21,376	22,168
Defined Benefit Plan	115,986	103,406	86,877	86,117	99,073	91,731
Defined Benefit Reduction	0	0	0	0	0	(91,731)
Unemployment Insurance	0	0	0	0	0	3,032
Total Personal Services	**2,078,618**	**1,821,892**	**1,826,787**	**1,659,063**	**1,908,656**	**1,811,210**
Custodial	1,938	0	0	0	0	0
Repairs and Maintenance	0	0	500	234	269	500
Vehicle Maintenance	53,475	46,181	50,000	42,219	48,571	50,000
Rental of Equipment & Vehicles	981	1,467	2,664	962	1,107	2,664
Communications	23,113	19,311	19,500	14,829	17,060	23,500
Printing and Binding	3,187	2,071	2,000	931	1,070	2,000
Travel	11,378	3,328	10,000	4,020	4,625	10,000
Dues and Fees	9,040	1,432	16,500	12,095	13,914	16,500
Education and Training	8,968	4,388	10,000	5,617	6,462	10,000
General Supplies and Materials	29,768	35,140	67,730	44,426	51,110	63,730
Water/Sewerage	3,205	9,589	0	0	0	0
Natural Gas	2,396	2,729	0	0	0	0
Electricity	9,485	13,612	0	0	0	0
Books and Periodicals	2,065	2,059	4,000	1,006	1,157	4,000
Small Equipment	7,483	0	6,000	1,933	2,224	6,000
Non Asset Computer Equipment	3,571	0	7,000	0	0	7,000
Other Supplies	2,670	5,257	6,500	5,677	6,531	6,500
Total Operating Services	**172,727**	**146,564**	**202,394**	**133,948**	**154,100**	**202,394**
TOTAL ANNUAL BUDGET	**2,251,344**	**1,968,456**	**2,029,181**	**1,793,011**	**2,062,756**	**2,013,604**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Major Crimes Unit**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	378,179	357,660	370,514	322,988	371,579	397,816
Salaries/Court Services	337	0	0	0	0	0
Uniform Allowance	5,285	4,549	5,240	4,225	4,861	5,240
Overtime	45,160	6,895	26,055	5,545	6,379	13,781
Group Insurance - Health	26,992	33,964	35,100	34,573	39,774	46,211
Group Insurance - Life	3,525	2,996	1,244	1,073	1,234	1,025
Group Insurance - Dental	1,562	1,321	1,424	1,331	1,531	2,168
Group Insurance - LT Disab.	2,150	2,117	1,779	1,528	1,758	2,289
Group Insurance - ST Disab.	1,500	1,237	398	425	488	331
Social Security	25,431	21,835	21,863	19,376	22,291	25,445
Medicare	5,948	5,107	5,118	4,532	5,213	5,951
Retirement Contribution/401a	2,092	1,918	1,726	1,598	1,839	1,726
Defined Benefit Plan	26,008	22,499	23,120	18,687	21,498	24,624
Defined Benefit Reduction	0	0	0	0	0	(24,624)
Unemployment Insurance	0	0	0	0	0	809
Total Personal Services	**524,168**	**462,097**	**493,581**	**415,879**	**478,445**	**502,792**
Repairs and Maintenance	25	0	500	0	0	1,000
Vehicle Maintenance	161	157	500	0	0	500
Rental of Equipment & Vehicles	0	259	1,000	85	98	1,000
Communications	4,375	100	5,000	5,449	6,268	5,000
Printing and Binding	168	169	500	0	0	500
Travel	2,279	1,504	4,500	3,877	4,460	4,500
Dues and Fees	945	471	1,000	195	224	1,000
Education and Training	2,345	380	5,900	1,681	1,934	3,900
General Supplies and Materials	13,855	11,083	16,000	7,048	8,108	15,500
Electricity	333	2,042	0	0	0	0
Books and Periodicals	833	760	1,500	605	697	1,500
Small Equipment	1,646	902	7,000	5,774	6,642	7,000
Other Supplies	3,306	1,110	7,400	5,737	6,600	7,400
Total Operating Services	**30,271**	**18,936**	**50,800**	**30,450**	**35,031**	**48,800**
TOTAL ANNUAL BUDGET	**554,438**	**481,033**	**544,381**	**446,329**	**513,476**	**551,592**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Uniform Patrol**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	5,223,403	5,571,154	5,216,364	4,450,170	5,119,664	5,082,257
Salaries/Court Service	26,880	33,203	8,150	14,092	16,212	18,000
Holiday Pay	0	0	0	0	0	125,000
Uniform Allowance	4,856	2,078	4,500	0	0	2,500
Overtime	550,139	375,609	332,417	286,265	329,332	396,390
Group Insurance - Health	450,759	571,476	575,790	474,393	545,762	593,818
Group Insurance - Life	53,056	45,132	18,864	13,845	15,928	13,462
Group Insurance - Dental	19,316	23,335	24,860	18,527	21,314	29,896
Group Insurance - LT Disab.	27,520	28,275	26,950	20,575	23,670	24,464
Group Insurance - ST Disab.	19,460	16,286	6,010	5,669	6,521	4,176
Social Security	344,328	353,324	330,445	280,055	322,188	330,444
Medicare	80,528	82,632	77,334	65,497	75,350	82,141
Retirement Contribution/401a	2,652	1,869	1,620	1,467	1,687	1,620
Defined Benefit Plan	394,955	410,422	325,574	300,818	346,074	340,457
Defined Benefit Reduction	0	0	0	0	0	(340,457)
Unemployment Insurance	0	0	0	0	0	9,455
Total Personal Services	**7,197,852**	**7,514,794**	**6,948,878**	**5,931,372**	**6,823,702**	**6,713,623**
Disposal (e.g. Garbage Pic)	2,734	2,040	2,200	1,372	1,578	0
Custodial	16,646	75	20,000	20,004	23,013	0
Repairs and Maintenance	25,113	12,744	20,000	9,660	11,113	20,000
Vehicle Maintenance	291,993	272,029	250,000	271,376	312,202	250,000
Rental of Land & Building	0	0	0	183	211	0
Rental of Equipment & Vehicles	11,181	14,949	10,000	11,644	13,396	10,000
Communications	36,124	33,339	35,040	27,841	32,030	35,040
Printing and Binding	11,533	12,428	12,000	11,594	13,338	12,000
Travel	2,177	1,025	5,000	5,051	5,811	5,000
Dues and Fees	1,205	225	1,170	1,215	1,398	1,170
Education and Training	8,464	904	8,534	5,842	6,721	8,534
General Supplies and Materials	68,511	35,684	81,474	49,024	56,400	81,474
General Supplies - Custodial	631	0	1,500	0	0	1,500
Automotive Supplies	18,822	4,340	18,900	0	0	18,900
Water/Sewerage	5,277	4,956	0	0	0	0
Natural Gas	13,399	10,962	0	0	0	0
Electricity	24,871	30,205	0	0	0	0
Books and Periodicals	1,335	0	5,000	54	63	5,000
Small Equipment	10,655	6,894	20,010	7,492	8,619	20,010
Other Supplies	101,765	29,818	85,840	48,970	56,338	85,840
Total Operating Services	**652,435**	**472,616**	**576,668**	**471,322**	**542,228**	**554,468**
TOTAL ANNUAL BUDGET	**7,850,287**	**7,987,410**	**7,525,546**	**6,402,693**	**7,365,930**	**7,268,091**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Training Division**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	394,332	356,347	356,917	297,253	341,973	277,551
Overtime	28,683	19,436	16,472	15,015	17,273	25,253
Group Insurance - Health	30,417	40,688	43,410	34,459	39,643	36,306
Group Insurance - Life	2,205	1,969	1,109	935	1,076	789
Group Insurance - Dental	1,396	1,323	1,417	1,136	1,307	1,632
Group Insurance - LT Disab.	1,505	1,585	1,703	1,340	1,542	1,411
Group Insurance - ST Disab.	1,050	889	381	364	419	247
Social Security	25,339	22,388	21,164	18,493	21,275	20,292
Medicare	5,924	5,236	4,953	4,325	4,976	4,746
Defined Benefit Plan	28,329	26,260	22,272	20,025	23,037	19,638
Defined Benefit Reduction	0	0	0	0	0	(19,638)
Unemployment Insurance	0	0	0	0	0	809
Total Personal Services	**519,179**	**476,121**	**469,798**	**393,345**	**452,520**	**369,036**
Repairs and Maintenance	1,213	394	2,500	240	276	2,500
Vehicle Maintenance	29	0	0	0	0	0
Rental of Equipment & Vehicles	3,262	4,615	4,834	2,100	2,416	4,834
Communications	1,089	0	0	0	0	0
Printing and Binding	840	991	1,000	0	0	1,000
Travel	10,865	2,649	6,800	7,652	8,803	6,800
Dues and Fees	0	0	300	0	0	300
Education and Training	5,870	31,323	48,000	39,399	45,326	50,000
General Supplies and Materials	6,304	2,503	3,000	2,981	3,429	3,000
General Supp & Mat/Weapons & A	109,614	108,535	132,593	85,574	98,448	135,029
Small Equipment	940	0	2,000	53	61	2,000
Other Supplies	6,324	4,435	7,500	7,194	8,277	7,500
Total Operating Services	**146,350**	**155,444**	**208,527**	**145,193**	**167,036**	**212,963**
TOTAL ANNUAL BUDGET	**665,529**	**631,565**	**678,325**	**538,538**	**619,556**	**581,999**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement

DIVISION: Special Detail Services

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Repairs and Maintenance	62	2,384	2,500	159	182	2,500
Vehicle Maintenance	8,946	12,104	10,000	10,496	12,075	10,000
Communications	945	380	5,000	0	0	5,000
Travel	4,283	4,550	4,500	2,495	2,870	4,500
Dues and Fees	190	0	150	120	138	150
Education and Training	4,245	8,030	10,000	7,765	8,933	10,000
General Supplies and Materials	7,330	14,167	18,000	6,633	7,631	18,000
General Sup & Mat/Weapons & Am	14,931	59,800	65,000	18,339	21,098	65,000
Other Supplies	47,199	29,978	35,000	8,795	10,119	35,000
Total Operating Services	**88,132**	**131,393**	**150,150**	**54,801**	**63,045**	**150,150**
TOTAL ANNUAL BUDGET	**88,132**	**131,393**	**150,150**	**54,801**	**63,045**	**150,150**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Court Services**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,178,187	1,229,339	2,163,842	1,825,533	2,100,171	2,118,560
Overtime	64,472	25,412	59,054	31,109	35,789	83,577
Group Insurance - Health	94,829	123,316	116,360	186,510	214,568	190,185
Group Insurance - Life	11,892	10,165	4,123	6,164	7,092	5,897
Group Insurance - Dental	4,216	4,933	4,812	8,257	9,499	12,364
Group Insurance - LT Disab.	5,160	5,651	5,890	8,800	10,123	11,970
Group Insurance - ST Disab.	3,600	3,095	1,314	2,416	2,779	1,773
Social Security	73,996	73,882	67,438	108,356	124,657	132,861
Medicare	17,306	17,279	15,782	25,341	29,154	31,072
Retirement Contribution/401a	1,157	1,840	1,781	1,565	1,800	1,781
Defined Benefit Plan	82,310	83,444	133,314	115,938	133,380	128,575
Defined Benefit Reduction	0	0	0	0	0	(128,575)
Unemployment Insurance	0	0	0	0	0	2,729
Total Personal Services	**1,537,125**	**1,578,355**	**2,573,710**	**2,319,988**	**2,669,012**	**2,592,768**
Repairs and Maintenance	13,370	21,996	38,640	24,733	28,454	38,640
Vehicle Maintenance	16,664	15,717	40,700	13,713	15,776	40,700
Rental of Equip & Vehicle	141	1,499	4,000	3,336	3,838	4,000
Insurance, Other Benefits	0	0	0	1,781	2,049	0
Communications	1,922	2,303	2,822	2,370	2,726	2,822
Printing and Binding	0	0	2,000	1,779	2,046	2,000
Travel	1,880	0	3,500	281	323	3,500
Education and Training	1,730	561	2,414	1,097	1,262	2,414
General Supplies and Materials	4,060	5,693	18,000	15,901	18,293	18,000
Water/Sewerage	1,633	0	0	0	0	0
Electricity	15,652	0	0	0	0	0
Other Supplies	10,085	12,619	21,200	15,693	18,054	21,200
Total Operating Services	**67,137**	**60,389**	**133,276**	**80,683**	**92,821**	**133,276**
TOTAL ANNUAL BUDGET	**1,604,262**	**1,638,744**	**2,706,986**	**2,400,671**	**2,761,834**	**2,726,044**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Sheriff Internal Affairs**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	135,920	132,543	136,479	94,030	108,176	80,354
Uniform Allowance	1,586	1,521	1,560	975	1,122	800
Overtime	2,951	883	2,000	2,392	2,752	3,890
Group Insurance - Health	13,777	15,666	14,690	7,160	8,237	3,700
Group Insurance - Life	1,542	1,289	468	308	354	214
Group Insurance - Dental	465	535	582	151	174	0
Group Insurance - LT Disab.	645	674	670	440	507	406
Group Insurance - ST Disab.	1,016	804	149	114	131	67
Social Security	8,359	7,939	8,113	5,728	6,590	5,416
Medicare	1,955	1,857	1,899	1,340	1,541	1,267
Defined Benefit Plan	9,670	9,498	8,516	6,268	7,211	5,242
Defined Benefit Reduction	0	0	0	0	0	(5,242)
Unemployment Insurance	0	0	0	0	0	303
Total Personal Services	**177,886**	**173,209**	**175,126**	**118,905**	**136,794**	**96,417**
Travel	0	213	635	0	0	635
Dues and Fees	0	0	250	0	0	250
Education and Training	0	0	1,215	0	0	1,215
General Supplies and Materials	1,830	1,954	2,750	1,974	2,271	2,750
Other Supplies	0	357	2,000	555	639	2,000
Total Operating Services	**1,830**	**2,524**	**6,850**	**2,530**	**2,910**	**6,850**
TOTAL ANNUAL BUDGET	**179,716**	**175,733**	**181,976**	**121,435**	**139,704**	**103,267**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement

DIVISION: Crossing Guards

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	148,959	163,530	150,000	144,217	165,913	140,000
Social Security	9,235	10,139	8,622	8,941	10,286	8,680
Medicare	2,160	2,371	2,016	2,091	2,406	2,030
Unemployment Insurance	0	0	0	0	0	1,516
Total Personal Services	**160,354**	**176,040**	**160,638**	**155,249**	**178,605**	**152,226**
General Supplies and Materials	941	763	1,200	160	184	1,200
Other Supplies	6,262	1,496	6,072	1,647	1,895	6,072
Total Operating Services	**7,203**	**2,260**	**7,272**	**1,807**	**2,079**	**7,272**
TOTAL ANNUAL BUDGET	**167,556**	**178,300**	**167,910**	**157,056**	**180,684**	**159,498**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: Adult Detention Facility**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	6,097,231	5,459,112	5,076,843	4,291,164	4,936,737	5,012,638
Salaries/Court Service	10,676	8,551	0	2,326	2,676	9,000
Holiday Pay	0	0	0	0	0	125,000
Uniform Allowance	285	296	250	0	0	250
Overtime	432,606	298,128	383,339	262,557	302,056	378,497
Group Insurance - Health	580,926	627,002	588,470	540,596	621,925	601,552
Group Insurance - Life	91,635	73,587	16,946	13,138	15,114	13,773
Group Insurance - Dental	24,031	21,504	21,318	17,739	20,408	27,934
Group Insurance - LT Disab.	32,035	30,963	24,170	18,758	21,580	26,779
Group Insurance - ST Disab.	23,868	19,433	5,382	5,209	5,992	4,146
Social Security	390,185	343,966	297,190	269,028	309,502	364,325
Medicare	91,253	80,444	69,558	62,918	72,384	85,206
Defined Benefit Plan	448,485	400,630	316,795	288,582	331,997	353,019
Defined Benefit Reduction	0	0	0	0	0	(353,019)
Unemployment Insurance	0	0	0	0	0	10,162
Total Personal Services	**8,223,214**	**7,363,615**	**6,800,261**	**5,772,014**	**6,640,370**	**6,659,262**
rofessional Service-Medic	2,056,313	1,707,566	1,868,805	1,922,146	2,211,319	1,910,944
Disposal (e.g. Garbage Pic)	20,652	16,686	21,000	12,185	14,018	0
Repairs and Maintenance	112,722	104,993	108,000	89,149	102,560	108,000
Vehicle Maintenance	24,125	30,321	26,000	32,118	36,950	26,000
Rental of Equipment & Vehicles	16,743	13,060	16,662	5,414	6,229	16,662
Insurance, Other Benefits	121,880	113,260	137,000	98,950	113,836	0
Communications	45,238	45,692	47,354	38,486	44,276	47,354
Printing and Binding	6,256	2,990	6,500	1,402	1,613	6,500
Travel	107,015	104,594	105,751	31,122	35,804	104,157
Dues and Fees	1,363	1,930	3,000	1,205	1,386	3,000
Education and Training	4,065	2,907	5,000	1,278	1,470	5,000
General Supplies and Materials	72,867	76,630	80,964	53,093	61,080	80,965
Water/Sewerage	161,464	171,395	0	0	0	0
Natural Gas	77,942	54,474	0	0	0	0
Electricity	397,497	397,621	0	0	0	0
Food	604,852	606,046	575,000	457,595	526,437	575,000
Small Equipment	19,315	2,654	20,052	13,930	16,026	20,052
Other Supplies	79,271	44,489	90,139	53,944	62,059	90,139
Total Operating Services	**3,929,581**	**3,497,307**	**3,111,227**	**2,812,015**	**3,235,061**	**2,993,773**
Other Equipment	0	25,107	0	0	0	0
Total Capital Outlays	**0**	**25,107**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**12,152,795**	**10,886,029**	**9,911,488**	**8,584,029**	**9,875,432**	**9,653,036**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Law Enforcement **DIVISION: Emergency Management**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	109,853	114,284	113,860	99,271	114,205	116,859
Overtime	0	2,126	1,000	242	278	2,890
Group Insurance - Health	9,930	10,814	10,690	10,116	11,637	13,346
Group Insurance - Life	424	423	371	322	370	306
Group Insurance - Dental	424	421	427	371	427	586
Group Insurance - LT Disab.	312	384	530	459	528	576
Group Insurance - ST Disab.	420	348	118	129	148	96
Social Security	6,432	6,814	6,652	5,789	6,660	7,327
Medicare	1,504	1,594	1,557	1,354	1,558	1,714
Defined Benefit Plan	7,601	8,192	7,105	6,417	7,383	7,091
Defined Benefit Reduction	0	0	0	0	0	(7,091)
Unemployment Insurance	0	0	0	0	0	202
Total Personal Services	**136,899**	**145,400**	**142,310**	**124,469**	**143,194**	**143,902**
Professional	23,125	32,718	40,110	23,893	27,488	40,110
Technical	0	0	3,500	143	164	3,500
Custodial	7,004	0	10,043	10,032	11,541	0
Repairs and Maintenance	6,062	4,271	15,000	2,725	3,135	15,000
Vehicle Maintenance	113	3,322	3,603	1,517	1,746	3,603
Rental of Equipment & Vehicles	1,713	2,724	1,770	2,512	2,890	1,770
Communications	18,885	21,307	13,000	17,874	20,563	13,000
Postage	17	19	200	18	21	200
Advertising	0	45	200	20	23	200
Printing and Binding	104	12	1,500	0	0	1,500
Travel	2,043	1,313	2,300	1,841	2,118	2,300
Dues and Fees	915	615	1,000	715	823	1,000
Education and Training	1,557	1,546	1,500	881	1,014	1,500
Licenses	0	0	19	0	0	19
General Supplies and Materials	5,981	4,358	5,000	2,887	3,321	5,000
Water/Sewerage	4,732	5,182	0	0	0	0
Natural Gas	85	90	0	0	0	0
Electricity	10,938	11,190	0	0	0	0
Gasoline	802	39	0	0	0	0
Food	1,801	1,327	1,500	1,395	1,605	1,500
Books and Periodicals	0	172	150	167	192	150
Small Equipment	2,608	140	1,000	0	0	1,000
Other Supplies	223	0	225	91	104	225
Total Operating Services	**88,708**	**90,391**	**101,620**	**66,710**	**76,746**	**91,577**
TOTAL ANNUAL BUDGET	**225,606**	**235,791**	**243,930**	**191,179**	**219,940**	**235,479**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

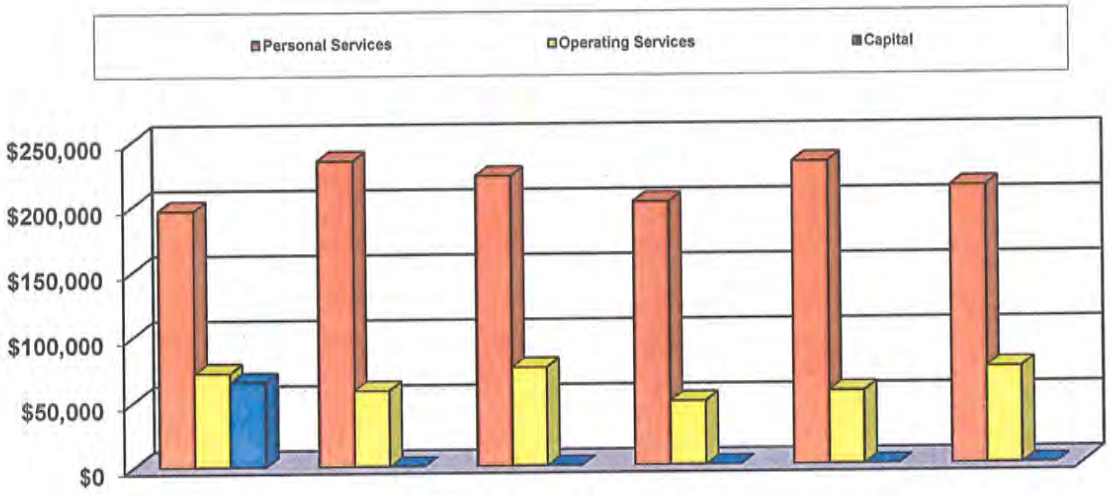
GENERAL FUND

DEPARTMENT: Law Enforcement **DIVISION: All Departments**

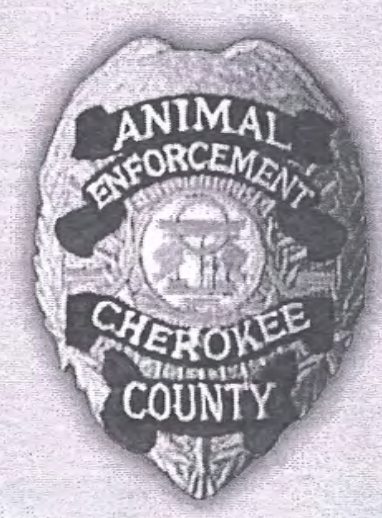
PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Agent	7	7	7	7	7	7
Bond Administrator	1	1	1	1	1	1
Captain	7	7	7	7	7	7
Chief Deputy	1	1	1	1	1	1
Clerk	14	14	12	12	12	11
Communications Officer	9	9	9	9	9	9
Control Room Operator	1	1	1	1	1	1
Corporal	39	39	39	39	39	39
Crime Analyst	1	1	1	1	1	1
Deputy	230	230	230	230	230	222
Director/ Homeland Security	1	1	1	1	1	1
Evidence Custodian	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Forensic Comp Technician	1	1	1	1	1	1
Homeland Deputy Director	1	1	1	1	1	1
HR Specialist/Benefits Coord.	1	1	1	1	1	1
Information System Analyst	1	1	1	1	1	1
Inmate Court Coordinator	1	1	1	1	1	1
Lieutenant	20	20	20	20	20	20
Maintenance Supervisor	1	1	1	1	1	1
Maintenance Technician	2	2	2	2	2	2
Major	3	3	3	3	3	3
Part-Time Crossing Guard	15	15	15	15	15	14
PT Deputy	8	8	8	8	8	7
Receptionist	2	2	2	2	2	2
Records Coordinator	2	2	2	2	2	2
Secretary	6	6	6	6	6	6
Senior Clerk	1	1	1	1	1	1
Senior Secretary	2	2	2	2	2	2
Sergeant	31	31	31	31	31	31
Sheriff	1	1	1	1	1	1
TAC Officer	2	2	2	2	2	2
Warrant Office Coordinator	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**415**	**415**	**413**	**413**	**413**	**402**

COUNTY MARSHAL



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$196,836	$234,569	$222,400	$201,969	$232,353	$213,084
Operating Services	$71,926	$58,116	$75,284	$48,690	$56,015	$73,804
Capital	$65,130	0	0	0	0	0
Total Budget	$333,892	$292,685	$297,684	$250,659	$288,369	$286,888
Change Over Prior Year	---	-12.34%	1.71%	---	-1.47%	-3.63%



Animal Control
Goals & Objectives

JULY 2010

Team Objective: More proficient personnel

Goal 1: Enhance Officer's Training

Current State – Where Are We Now?

- Officers are showing lack of knowledge on certain ordinance and procedures.

Future State – What Does Success Look Like?

- Officers are knowledgeable in most areas of animal enforcement and procedures.
- Completed 2011 training calendar.

Implementation Plan – Steps to Achieve Success?

1. Identify areas where officers are showing lack of knowledge.
2. Develop 2011 training calendar for animal enforcement officers.
3. Schedule training.

Metrics – How Do We Know When We Achieved the Goal?

1. Document areas that officers received additional training.
2. Date 2011 training calendar completed.

Team Objective: More proficient personnel

Goal 2: Obtain Chemical Immobilization Certification

Current State – Where Are We Now?

- Two animal control officers certified in chemical immobilization.
- Four animal control officer not certified.

Future State – What Does Success Look Like?

- All animal control officers certified in chemical immobilization.

Implementation Plan – Steps to Achieve Success?

1. Select officers needing certification.
2. Schedule officers to attend training.

Metrics – How Do We Know When We Achieved the Goal?

1. Date officer obtains chemical immobilization certification.

Team Objective: Educate

Goal 3: Public Education

Current State – Where Are We Now?

- No rabies education program.
- No spay and neuter education programs.
- Enhance Bite Prevention Program.
- More information needed about rabies control, vaccines, laws, bite prevention, spay and neuter options.

Future State – What Does Success Look Like?

- Full rabies education program implemented.
- Bite Prevention Program expanded to daycares, HOA and civic groups.
- Spay an neuter program developed and administered to home owner associations (HOA), senior groups and other civic organizations.
- Participate in community events.

Implementation Plan – Steps to Achieve Success?

1. Work in cooperation with the Animal Shelter to expand the use of the current bite prevention program.
2. Develop in cooperation with Animal Control a program presenting rabies information, spay and neuter information and county ordinance information to adults.
3. Increase attendance to community events providing services of Animal Control.

Metrics – How Do We Know When We Achieved the Goal?

1. Date and photos of Bite Prevention Program presentations.
2. Dates and photos of rabies information, spay and neuter information and county ordinance information presentations.
3. Dates and photos of community events.

Team Objective: Safer Cherokee County

Goal 4: Reduce Number Of Animal Attacks

Current State – Where Are We Now?

- Need to conduct more animal bite prevention program.
- Analyzing animal attack incidents.
- Comparing animal attacks to the last three years.
- Stricter enforcement for loose unattended animals.
- Distributing information brochures concerning animal safety.

Future State – What Does Success Look Like?

- Bite prevention program expanded.
- Animal attack triggers identified.
- Lower animal attack rate.
- Ample coverage of animal safety education.

Implementation Plan – Steps to Achieve Success?

1. Identify contributing factors for animal attacks.
2. Identify age group much likely to be attacked.
3. Identify target schools.
4. Identify HOA and other civic centers.
5. Conduct Bite Prevention Program

Metrics – How Do We Know When We Achieved the Goal?

1. Date report completed identifying contributing factors.
2. Date report completed identifying age groups likely to be attacked.
3. Date list of target schools completed.
4. Date list of HOA and civic centers completed.
5. Dates Bite Prevention Programs presented.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

DEPARTMENT: County Marshal **DIVISION: Animal Control**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	145,916	171,685	163,299	146,698	168,767	166,424
Overtime	9,125	8,116	9,970	9,695	11,153	10,000
Group Insurance - Health	16,798	26,485	24,840	22,440	25,816	20,746
Group Insurance - Life	1,060	959	580	502	577	441
Group Insurance - Dental	603	714	772	503	578	784
Group Insurance - LT Disab.	780	818	822	713	820	1,055
Group Insurance - ST Disab.	400	352	185	193	222	136
Social Security	9,340	10,557	9,516	9,183	10,565	10,939
Medicare	2,184	2,469	2,227	2,148	2,471	2,559
Defined Benefit Plan	10,629	12,414	10,189	9,895	11,384	10,398
Defined Benefit Reduction	0	0	0	0	0	(10,398)
Total Personal Services	**196,836**	**234,569**	**222,400**	**201,969**	**232,353**	**213,084**
Professional	8,704	4,779	8,361	5,112	5,881	6,646
Repairs and Maintenance	316	288	500	119	137	500
Vehicle Maintenance	12,556	15,564	16,200	9,766	11,235	20,000
Rental of Equipment & Vehicles	0	0	300	0	0	30
Insurance, Other Benefits	4,221	0	0	0	0	0
Communications	1,702	1,933	6,534	2,529	2,910	5,500
Postage	(2)	0	100	32	37	100
Advertising	0	0	350	0	0	300
Printing & Binding	864	1,350	1,790	748	861	1,720
Travel	1,129	476	811	202	233	1,080
Education and Training	1,558	358	1,125	850	978	1,125
Other Purchased Services	21	0	50	0	0	50
General Supplies and Materials	2,947	2,888	3,986	2,884	3,318	3,986
Gasoline	33,015	23,928	26,000	23,512	27,049	26,500
Small Equipment	3,066	3,599	5,180	1,442	1,659	2,000
Other Supplies	1,829	2,952	3,997	1,494	1,719	3,997
Total Operating Services	**71,926**	**58,116**	**75,284**	**48,690**	**56,015**	**73,804**
Vehicles	65,130	0	0	0	0	0
Total Capital Outlays	**65,130**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**333,892**	**292,685**	**297,684**	**250,659**	**288,369**	**286,888**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

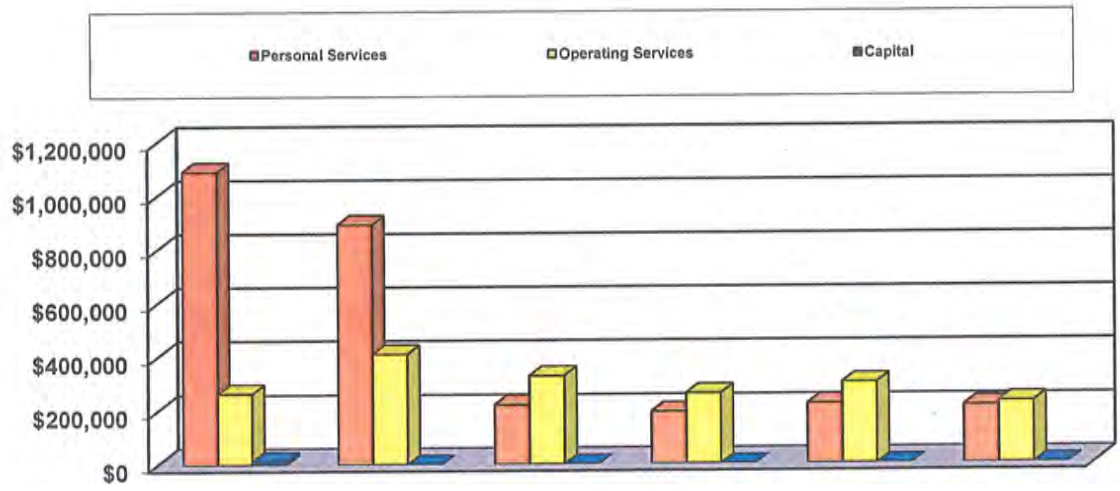
GENERAL FUND

DEPARTMENT: County Marshal **DIVISION: Animal Control**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Animal Control Officer	6	6	6	6	6	6
TOTAL BUDGETED POSITIONS	**6**	**6**	**6**	**6**	**6**	**6**

COMMUNITY DEVELOPMENT



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$1,091,249	$892,284	$220,454	$193,113	$222,166	$214,041
Operating Services	$262,961	$409,192	$327,321	$260,440	$299,621	$227,595
Capital	$13,643	0	0	0	0	0
Total Budget	$1,367,854	$1,301,476	$547,775	$453,553	$521,787	$441,636
Change Over Prior Year	---	-4.85%	-57.91%	---	-59.91%	-19.38%

Community Development Agency

GIS

2011 Specific Goals

- Create Board of Governance for GIS
- Develop robust web applications for delivery of GIS services and data
- Acquire lateral oblique photography and orthophotography
- Implement a GIS based mapping solution in the 911 call center delivering lateral oblique, aerial imagery, and development data to 911 call center

Team Objective: To provide GIS support, services and data to other County departments and the general public

Goal 1: Create Board of Governance for GIS

Current State – Where Are We Now?

- Little to no oversight or direction
- Most direction is ad hoc
- Most projects tend to be reactionary

Future State – What Does Success Look Like?

- Will establish two separate GIS boards
  - Internal Board comprised of Department Heads/Senior County Personnel
  - External Board comprised of concerned citizens

Implementation Plan – Steps to Achieve Success?

1. Identify potential members and recruit members to both board

Metrics – How Do We Know When We Achieved the Goal?

1. Create the board
2. Establish goals and objectives for the GIS Department based upon the needs and recommendations of the boards

Team Objective: To provide GIS support, services and data to other County departments and the general public

Goal 2:Develop web apps for delivery of GIS services and data

Current State – Where Are We Now?

- A single ArcIMS based public facing web portal delivering limited services
  - Parcel look-up, limited address search, and ownership information
  - Multiple ArcReader applications across the county for various departments
  - Includes Development Services Center, Fire Marshall, Planning & Zoning, and Engineering

Future State – What Does Success Look Like?

- Migrate Arc Reader application users to web based portals
- Provided added functionality to web portals including:
  - Ability to load and locate multiple addresses
  - Search crime incidents
  - Search fire incidents
  - Ability to update road closings
  - Access to historical imagery
  - Access to Future Development and Zoning
  - Access to georeferenced development data

Implementation Plan – Steps to Achieve Success?

1. Migrate to either of Flex or Silverlight based viewer
2. Develop custom widgets or plug ins to serve specific needs
3. Obtain and publish incident data from SO and Fire

Metrics – How Do We Know When We Achieved the Goal?

1. Check list of above capabilities for functioning web portal

Team Objective: To provide GIS support, services and data to other County departments and the general public

Goal 3: Implement GIS in 911 call center with imagery

Current State – Where Are We Now?

- Maverick mapping application used in 911 call center
  - No network routing capability
  - No imagery of any kind available
  - Map data not updated in 5+ years
  - No development data available
  - No capability to access lateral oblique imagery

Future State – What Does Success Look Like?

- A GIS based solution that provides the following capabilities
  - Network routing capability
  - Aerial Imagery available
  - Map data updated at least on a weekly basis
  - Development data (business licenses, Fire Marshall inspections etc) available through map viewer
  - Able to access lateral oblique imagery

Implementation Plan – Steps to Achieve Success?

1. Acquire lateral oblique imagery from Pictometry
2. Issue and award RFP for GIS based call center mapping client
3. Implement solution which wins RFP

Metrics – How Do We Know When We Achieved the Goal?

1. GIS based mapping client deployed in call center with these capabilities:
   - Network routing capability
   - Aerial Imagery available
   - Map data updated at least on a weekly basis
   - Development data (business licenses, Fire Marshall inspections etc) available through map viewer
   - Able to access lateral oblique imagery

Team Objective: To provide GIS support, services and data to other County departments and the general public

Goal 4:Acquire lateral oblique photography and aerail imagery

Current State – Where Are We Now?

- Most recent aerial imagery from 2009
- Most recemt lateral oblique imagery from 2006
- Lateral oblique imagery is of

Future State – What Does Success Look Like?

- Lateral oblique imagery and aerial photographs available through the County's GIS portals

Implementation Plan – Steps to Achieve Success?

Contract with Pictometry(sole source provider) to purchase licensing for lateral oblique imagery and aerial photography

Metrics – How Do We Know When We Achieved the Goal?

1. Acquisition, QAQC of imagery, and publication of imagery

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Development

DEPARTMENT: GIS/Mapping

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	179,188	178,247	175,864	152,853	175,848	181,793
Overtime	88	436	0	138	159	0
Group Insurance - Health	17,104	20,066	18,150	16,813	19,342	16,027
Group Insurance - Life	848	810	613	532	612	467
Group Insurance - Dental	452	504	465	563	647	865
Group Insurance - LT Disab.	624	718	882	764	879	838
Group Insurance - ST Disab.	320	295	196	207	238	146
Social Security	10,978	10,937	10,786	9,305	10,705	11,270
Medicare	2,567	2,558	2,524	2,176	2,504	2,635
Defined Benefit Plan	12,437	12,508	10,974	9,762	11,231	10,908
Defined Benefit Reduction	0	0	0	0	0	(10,908)
Total Personal Services	**224,606**	**227,079**	**220,454**	**193,113**	**222,166**	**214,041**
Professional	71,081	149,605	117,000	93,981	108,120	28,500
Disposal	0	0	0	104	120	0
Repairs and Maintenance	887	0	2,000	0	0	1,000
Rental of Equipment & Vehicles	311	86	2,000	0	0	1,00
Communications	4,846	3,730	5,001	3,960	4,555	6,960
Postage	390	17	500	558	642	500
Advertising	0	49	250	0	0	250
Printing and Binding	0	74	0	15	17	500
Dues and Fees	553	25	300	175	201	300
Education and Training	17,956	4,173	9,000	5,881	6,766	0
General Supplies and Materials	5,670	9,048	11,520	4,316	4,966	7,340
Water/Sewerage	119	0	0	0	0	0
Natural Gas	509	0	0	0	0	0
Electricity	2,981	0	0	0	0	0
Small Equipment	0	10	250	0	0	250
Non Asset Computer Equipment	53,879	44,019	40,000	42,882	49,333	52,995
Total Operating Services	**159,182**	**210,835**	**187,821**	**151,872**	**174,720**	**99,595**
Computers	13,643	0	0	0	0	0
Total Capital Outlays	**13,643**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**397,431**	**437,915**	**408,275**	**344,985**	**396,886**	**313,636**

GENERAL FUND

AGENCY: Community Development **DEPARTMENT: GIS/Mapping**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
GIS - Mapping Manager	1	1	1	1	1	1
Senior Tax Mapper	1	1	1	1	1	0
GIS Analyst	1	1	1	1	1	1
GIS Technician	1	1	1	1	1	2
TOTAL BUDGETED POSITIONS	**4**	**4**	**4**	**4**	**4**	**4**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Development **DEPARTMENT: Building Inspections**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	635,281	532,149	0	0	0	0
Overtime	343	269	0	0	0	0
Group Insurance - Health	59,713	51,616	0	0	0	0
Group Insurance - Life	2,756	2,524	0	0	0	0
Group Insurance - Dental	1,900	1,415	0	0	0	0
Group Insurance - LT Disab.	0	654	0	0	0	0
Group Insurance - ST Disab.	1,040	925	0	0	0	0
Social Security	37,535	30,850	0	0	0	0
Medicare	8,778	7,433	0	0	0	0
Defined Benefit Plan	41,440	37,371	0	0	0	0
Total Personal Services	**788,787**	**665,205**	**0**	**0**	**0**	**0**
Professional	98	394	0	0	0	0
Technical	27	0	0	0	0	0
Repairs and Maintenance	0	7	0	0	0	0
Vehicle Maintenance	10,261	6,302	0	0	0	0
Rental of Equipment & Vehicles	437	1,116	0	0	0	0
Insurance, Other Benefits	8,354	8,300	0	0	0	
Communications	10,676	8,500	0	0	0	0
Postage	555	268	0	0	0	0
Printing and Binding	1,577	579	0	0	0	0
Travel	4,510	3,903	0	0	0	0
Dues and Fees	1,785	1,315	0	0	0	0
Education and Training	7,103	3,650	0	0	0	0
Licenses	75	0	0	0	0	0
General Supplies and Materials	6,669	3,055	0	0	0	0
Water/Sewerage	123	0	0	0	0	0
Natural Gas	382	0	0	0	0	0
Electricity	2,153	0	0	0	0	0
Gasoline	26,261	15,422	0	0	0	0
Food	387	746	0	0	0	0
Books and Periodicals	1,479	584	0	0	0	0
Small Equipment	2,270	1,287	0	0	0	0
Other Supplies	383	243	0	0	0	0
Total Operating Services	**85,564**	**55,672**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**874,351**	**720,876**	**0**	**0**	**0**	**0**

Moved to Insurance Premium Fund FY2010

GENERAL FUND

AGENCY: Community Development **DEPARTMENT: Building Inspections**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	0	0	0	0
Senior Building Inspector	1	1	0	0	0	0
Building Inspector	7	6	0	0	0	0
Building Inspector - Commercial	1	1	0	0	0	0
Commercial Plan Reviewer	1	1	0	0	0	0
Senior Clerk	3	2	0	0	0	0
TOTAL BUDGETED POSITIONS	**14**	**12**	**0**	**0**	**0**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Development

DEPARTMENT: Business Licenses

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	57,765	0	0	0	0	0
Overtime	967	0	0	0	0	0
Group Insurance - Health	9,846	0	0	0	0	0
Group Insurance - Life	424	0	0	0	0	0
Group Insurance - Dental	460	0	0	0	0	0
Group Insurance - LT Disab.	312	0	0	0	0	0
Group Insurance - ST Disab.	160	0	0	0	0	0
Social Security	3,148	0	0	0	0	0
Medicare	736	0	0	0	0	0
Defined Benefit Plan	4,039	0	0	0	0	0
Total Personal Services	**77,857**	**0**	**0**	**0**	**0**	**0**
Professional	1,985	0	0	0	0	0
Repairs and Maintenance	838	0	0	0	0	0
Communications	697	0	0	0	0	0
Postage	5,537	0	0	0	0	
Travel	228	0	0	0	0	0
General Supplies and Materials	6,339	0	0	0	0	0
Water	20	0	0	0	0	0
Natural Gas	64	0	0	0	0	0
Electricity	340	0	0	0	0	0
Total Operating Services	**16,048**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**93,905**	**0**	**0**	**0**	**0**	**0**

Moved to Insurance Premium Fund - Development Services FY 2009

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Senior Clerk	1	0	0	0	0	0
Clerk I	1	0	0	0	0	0
TOTAL BUDGETED POSITIONS	**2**	**0**	**0**	**0**	**0**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Development — DIVISION: Environmental Health

Resources Conservation - Payments to Other Agencies

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Water Resources Conservation	0	10,000	0	0	0	0
Total Operating Services	**0**	**10,000**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**10,000**	**0**	**0**	**0**	**0**

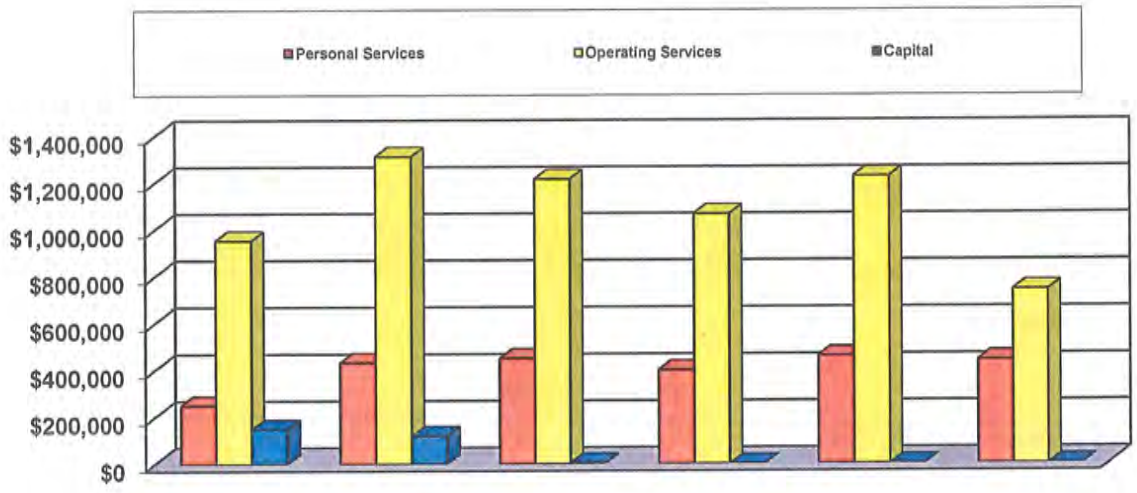
Moved to Insurance Premium Fund FY2010

GROUP: Community Development — DEPARTMENT: Printing & Copy Center

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	0	79,613	85,000	60,687	69,817	77,000
Rental of Equipment & Vehicle	1,873	42,088	40,000	35,697	41,067	40,000
Postage	0	97	4,500	0	0	500
Printing and Binding	0	53	0	243	279	500
General Supplies & Materials	294	10,834	10,000	9,888	11,376	10,000
Electricity	0	0	0	2,053	2,362	0
Total Operating Services	**2,167**	**132,685**	**139,500**	**108,568**	**124,901**	**128,000**
TOTAL ANNUAL BUDGET	**2,167**	**132,685**	**139,500**	**108,568**	**124,901**	**128,000**

PUBLIC WORKS



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$249,105	$432,585	$450,301	$399,392	$459,477	$441,297
Operating Services	$953,554	$1,313,140	$1,216,223	$1,066,654	$1,227,124	$740,814
Capital	$147,813	$119,064	$4,534	0	0	0
Total Budget	$1,350,472	$1,864,789	$1,671,058	$1,466,045	$1,686,601	$1,182,111
Change Over Prior Year	---	38.08%	-10.39%	---	-9.56%	-29.26%



PROPERTY MANAGEMENT
2011 GOALS AND OBJECTIVES

Goal: Timely and Proactive Maintenance and Improvement of County Facilities

Current State – Where Are We Now?

- Strive to maintain and improve all existing County facilities in a timely and proactive manner.
- Maintain and improve all existing County facilities in a reactive manner when the need arises.
- Maintain and improve all existing County facilities with limited funds and current staffing.

Future State – What Does Success Look Like?

- All Cherokee County facilities will be maintained in a manner in which routine, preventative, and required maintenance of all systems will make for a safe, efficient, easily-accessible facility.
- All Cherokee County facilities will have the proper signage, lighting, and security measures in place.
- All Cherokee County facilities will have adequate and well-maintained parking areas.

Implementation Plan – Steps To Achieve Success?

- Evaluate the needs of all County facilities and schedule routine, preventative maintenance on mechanical, electrical, and structural systems and establish standards for each.
- Innovate proactive maintenance as well as reactive maintenance.
- Install occupancy sensors on lighting and systems to save electricity.
- Implement a web-based work order program to better serve clients, thereby establishing proper communication procedures for clients to request services from the department.
- Create a detailed equipment inventory.
- Review staffing needs and training issues.
- Provide sufficient resources and staff to all departments to enable appropriate customer service.
- Evaluate the need for other services.

Metrics – How Do We Know When We have Achieved the Goal?

- A master plan and inventory of all facilities addressing: accessibility, signage, safety (security & lighting), building maintenance, and parking is developed.
- A safe work environment is provided for all employees.
- A training program is implemented and established.
- Roles and responsibilities for department employees are identified which makes them both innovative and motivated.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Public Works **DEPT: Property Management**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	177,507	331,696	345,206	302,678	348,214	345,203
Overtime	4,183	5,213	10,000	9,184	10,566	10,000
Group Insurance - Health	29,072	43,164	43,480	40,860	47,008	53,145
Group Insurance - Life	1,272	1,297	1,209	1,048	1,206	921
Group Insurance - Dental	1,308	1,571	1,661	1,468	1,689	2,373
Group Insurance - LT Disab.	936	1,193	1,730	1,501	1,726	2,195
Group Insurance - ST Disab.	480	469	388	406	467	287
Social Security	14,140	19,776	20,330	18,194	20,931	22,023
Medicare	3,307	4,625	4,757	4,255	4,895	5,150
Defined Benefit Plan	16,901	23,580	21,540	19,797	22,775	21,312
Defined Benefit Reduction	0	0	0	0	0	(21,312)
Total Personal Services	**249,105**	**432,585**	**450,301**	**399,392**	**459,477**	**441,297**
Professional	65,000	63,524	65,000	46,372	53,348	51,339
Technical	144,395	156,863	163,855	134,872	155,162	160,000
Disposal (e.g. Garbage Pick-up)	11,204	17,682	27,220	9,421	10,839	0
nstruction Disposal	0	0	0	0	0	4,000
.stodial	191,497	485,000	422,605	402,690	463,272	0
Lawn Care	90,476	89,904	90,000	71,277	82,000	80,000
Repairs and Maintenance	169,417	199,458	188,161	136,843	157,430	125,000
Vehicle Maintenance	4,132	4,896	4,500	5,728	6,590	9,500
Rental of Equipment & Vehicles	1,669	867	3,000	1,488	1,712	4,500
Communications	11,236	15,302	13,182	9,817	11,294	12,500
Postage	67	21	150	383	440	150
Advertising	0	54	150	45	52	150
Printing and Binding	0	3	0	102	117	150
Education and Training	853	1,805	2,000	899	1,034	0
General Supplies and Materials	50,269	47,810	50,000	47,543	54,696	50,000
General Supplies - Custodial	39,121	10,446	10,000	9,741	11,206	66,525
Electricity	0	10,336	0	0	0	0
Gasoline	14,087	14,803	13,000	16,828	19,359	17,000
Food	664	351	400	238	274	0
Other Supplies	19,984	15,515	13,000	8,884	10,220	10,000
Total Operating Services	**814,070**	**1,134,640**	**1,066,223**	**903,171**	**1,039,046**	**590,814**
Site Improvements	130,563	7,865	0	0	0	0
Buildings	0	86,399	4,534	0	0	0
Vehicles	17,250	24,800	0	0	0	0
Total Capital Outlays	**147,813**	**119,064**	**4,534**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,210,988**	**1,686,289**	**1,521,058**	**1,302,562**	**1,498,523**	**1,032,111**

GENERAL FUND

AGENCY: Public Works **DEPARTMENT: Property Management**

PERSONNEL DETAIL

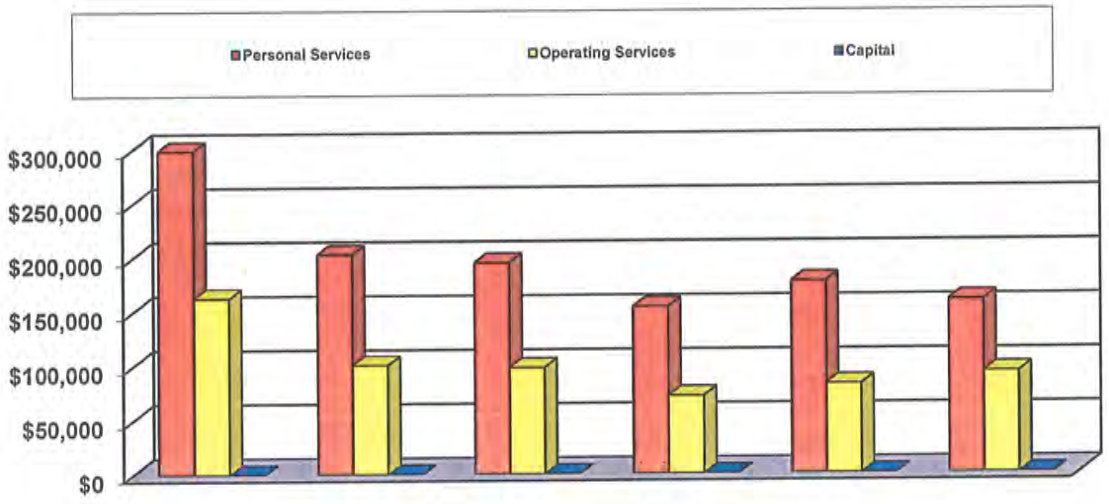
Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director - Property Management	1	1	1	1	1	1
Maintenance Worker I	3	1	1	1	1	1
Maintenance Technician	3	7	7	7	7	7
TOTAL BUDGETED POSITIONS	**7**	**9**	**9**	**9**	**9**	**9**

AGENCY: Public Works **DIV: Blalock Road Landfill Closure**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	139,484	178,500	150,000	152,110	174,994	150,000
General Supplies/Stone	0	0	0	11,373	13,084	0
Total Operating Services	**139,484**	**178,500**	**150,000**	**163,483**	**188,078**	**150,000**
TOTAL ANNUAL BUDGET	**139,484**	**178,500**	**150,000**	**163,483**	**188,078**	**150,000**

COMMUNITY SERVICES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$298,971	$202,951	$194,990	$153,912	$177,067	$159,651
Operating Services	$162,635	$100,581	$97,960	$71,433	$82,180	$93,110
Capital	$0	$0	$0	$0	$0	$0
Total Budget	$461,606	$303,532	$292,950	$225,345	$259,247	$252,761
Change Over Prior Year	---	-34.24%	-3.49%	---	-14.59%	-13.72%

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Services

Department: Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	110,126	97,152	87,363	64,100	73,743	72,358
Group Insurance - Health	8,123	7,890	7,694	5,297	6,093	5,362
Group Insurance - Life	424	413	337	224	258	522
Group Insurance - Dental	307	315	320	206	237	343
Group Insurance - LT Disab.	312	370	483	320	368	721
Group Insurance - ST Disab.	160	29	102	83	96	102
Social Security	6,504	5,810	5,751	3,874	4,457	4,486
Medicare	1,521	1,359	1,345	906	1,042	1,049
Defined Benefit Plan	8,070	6,800	6,026	4,097	4,713	4,341
Defined Benefit Reduction	0	0	0	0	0	(4,341)
Total Personal Services	**135,548**	**120,139**	**109,421**	**79,107**	**91,008**	**84,943**
Professional	3,571	1,408	2,000	215	248	1,200
Disposal	0	0	250	160	184	0
Repairs and Maintenance	34	0	500	0	0	500
Vehicle Maintenance	806	534	1,200	217	250	1,000
Communications	2,839	3,959	3,660	4,042	4,650	3,660
Postage	37	44	500	3	3	100
Advertising	152	0	500	19	22	500
Printing and Binding	78	41	500	10	12	250
Travel	1,072	956	2,000	396	455	2,000
Dues and Fees	350	117	800	0	0	500
Education and Training	25	0	1,000	21	24	1,000
General Supplies and Materials	2,295	1,151	2,000	1,779	2,046	2,000
Water/Sewerage	56	0	0	0	0	0
Natural Gas	235	0	0	0	0	0
Electricity	1,315	0	0	0	0	0
Gasoline	624	362	1,000	461	531	600
Food	1,165	498	750	457	526	500
Other Miscellaneous Equipment	1,852	1,541	2,000	696	801	2,000
Total Operating Services	**16,505**	**10,611**	**18,660**	**8,477**	**9,752**	**15,810**
TOTAL ANNUAL BUDGET	**152,052**	**130,750**	**128,081**	**87,583**	**100,760**	**100,753**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Services

Department: Administration

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Community Services Agency Dir	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**2**	**2**	**2**	**2**	**2**	**2**

Goal 1: Implement an Additional Amnesty Day Recycling Event

Current State – Where Are We Now?

- Currently have Amnesty Day Recycling **once a year** to collect residential recyclables such as: paint, oil, tires, metals, etc.
- In 2009, the Amnesty Day Event was held at Blalock Rd location. Event was successful; approximately 176 cans of paint (which equated to approximately 120 gallons of paint, along with 37 tires and numerous metal materials.
- Cost of disposal was approximately $4000.

Future State – What Does Success Look Like?

- Implement an additional Amnesty Day Recycling Event in the spring to coincide with the Electronics Day Event held at City Hall.
- The goal/hope is by adding an additional opportunity for residents to recycle this type materials will *reduce* amount of illegal dumping.
- Provides a great way to continue to foster the spirit of going green in our communities and residents appreciate the convenience of disposing hazardous waste.

Implementation Plan – Steps to Achieve Success?

1. Get County Manager Approval to the goal and partnership with local recycling vendors.
2. Get Michael Johnson to contact appropriate disposal vendors.
3. Contact Waste Management to Coordinate Event during its Electronics Recycling Day at City Hall or choose different day/location altogether.
4. Inform public of the event using local newspaper, website and other medium.
5. Budget for the additional costs associated w/the additional project. I've already identified the funds in the FY 2011 budget to implement this project.

Metrics – How Do We Know When We Achieved the Goal?

1. Compare Quantity of Amnesty Dave Recyclable Materials collected in 2009 and 2010 with collections in 2011.
2. Compare number of illegal dumps of such items in 2009-10 with those in 2011. May not know with complete accuracy/validity (not scientific) if there's a direct correlation; however, the less of these materials found along side County roadways the better for our communities and the environment.
3. Positive goodwill and feedback from residents is always a good indicator. Could request resident feedback on-line as part of the Electronics Recycling Survey.

Goal 2: Implement an Electronics Recycling Day in Each County Post

Current State – Where Are We Now?

- Currently have Electronics Recycling Day at City Hall/Canton and at the Bluffs Parkway Administration Facility.
- Electronic Recycling Events are sponsored in partnership w/Waste Management.
- In May 2009, during the Electronics Recycling Day held at City of Hall, approximately 25,500 pounds of metal, plastic and glass computer housing peripheral equipment were received at Atlanta Recycling Solutions.
- In October 2009, during the Electronics Recycling Day held at the Bluffs, approximately 32,000 pounds of metal, plastic and glass computer housing peripheral equipment were received by Atlanta Recycling Solutions.
- In May of 2010, during the E-recycling Day at City Hall, approximately 26,000 pounds of electronic recyclables were collected.

Future State – What Does Success Look Like?

- Implementing an Electronics Recycling Day in each Commission Post would encourage residents to participate in E-recycling and make it more convenient for residents.
- Increasing the amount of electronic recycling materials by a minimum of 10-20% would mean less of these items in our County landfill.
- Making recycling efforts more convenient and feasible for residents is great PR for Commissioners and communicates a clear message of goodwill and concern for residents' interests & participation in "going green."
- Increases awareness of public/private partnerships and gets the commissioners engaged with their constituents—if we make a big deal about the event.
- Get the Chamber and local businesses to participate. Brings recognition to their "going green initiatives".
- Provides a great way to gather feedback from residents the future will change when you are successful in meeting the goal

Implementation Plan – Steps to Achieve Success?

1. Get County Manager Approval to Partner w/Waste Management
2. Contact appropriate municipal personnel as a partner
3. Contact Waste Management to Coordinate Events with Atlanta Solutions, Inc.
4. Schedule Dates for each Electronics Recycling Event
5. Work with WM and local municipal officials/personnel (if necessary) to publicize the dates.
6. Get Board of Commissioners to recommend a team leader in which to represent his/her post. Garner community spirit/neighborhood participation.
7. Develop a brief questionnaire that will be placed on the County's website and distributed to participants during each E-cycling event--to gather residents' feedback about the event and their experience and how the County can enhance recycling in Cherokee County.

Metrics – How Do We Know When We Achieved the Goal?

1. Compare Quantity of Electronic Recyclable Materials collected in 2009 and 2010 with collections in 2011.
2. Communicate with residents via on-line &/or brief survey questionnaire about the event(s) to gather residents' feedback/experience to determine level of goodwill and favorability of such events in residents' neighborhoods.
3. Compile the data; make report to County Mgr, Board of Commissioners and place results on website.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

GENERAL FUND

AGENCY: Community Services **DEPARTMENT: Recycling**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	136,238	56,071	78,041	63,240	72,754	62,390
Overtime	69	600	0	4,203	4,835	7,000
Group Insurance - Health	8,110	250	0	0	0	0
Group Insurance - Life	1,060	826	111	96	111	85
Group Insurance - Dental	336	9	0	0	0	0
Group Insurance - LT Disab.	780	233	160	139	160	187
Group Insurance - ST Disab.	400	85	36	38	43	27
Social Security	8,229	3,484	3,574	4,160	4,786	4,302
Medicare	1,924	815	836	973	1,119	717
Defined Benefit Plan	6,277	2,382	2,811	1,957	2,252	2,339
Defined Benefit Reduction	0	0	0	0	0	(2,339)
Unemployment Insurance	0	18,056	0	0	0	0
Total Personal Services	**163,423**	**82,812**	**85,569**	**74,805**	**86,059**	**74,708**
Professional	4,434	160	0	0	0	0
Disposal (e.g. Garbage Pic)	56,928	10,232	10,000	22,286	25,638	10,000
Repairs and Maintenance	2,156	156	300	167	192	300
Vehicle Maintenance	11,664	3,291	4,000	432	497	4,000
Insurance, Other Benefits	11,500	2,500	0	0	0	0
Communications	5,687	3,493	3,000	1,836	2,113	3,000
Advertising	481	0	0	156	179	0
Travel	(450)	0	0	0	0	0
Dues and Fees	52	60	0	0	0	0
Education and Training	20	0	0	0	0	0
Other Purchased Services	0	60,872	50,000	32,164	37,003	50,000
General Supplies and Materials	9,544	2,863	5,000	2,508	2,885	5,000
Water/Sewerage	247	105	0	8	9	0
Electricity	5,752	3,710	0	0	0	0
Bottled Gas	1,731	0	0	0	0	0
Gasoline	17,610	2,527	7,000	3,400	3,912	5,000
Small Equipment	18,774	0	0	0	0	0
Total Operating Services	**146,131**	**89,970**	**79,300**	**62,957**	**72,428**	**77,300**
TOTAL ANNUAL BUDGET	**309,554**	**172,783**	**164,869**	**137,762**	**158,487**	**152,008**

GENERAL FUND

AGENCY: Community Services **DEPARTMENT: Recycling**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Recycling Supervisor	0	1	1	1	1	1
Litter Program Supervisor	1	0	0	0	0	0
Recycling Operator	2	0	0	0	0	0
Part-Time Operations Assistant	1	0	0	0	0	0
Part-Time Recycling Center Driver	1	2	4	4	4	3
TOTAL BUDGETED POSITIONS	**5**	**3**	**5**	**5**	**5**	**4**

Two Part-time Positions moved here from Roads & Bridges FY2010

GENERAL FUND

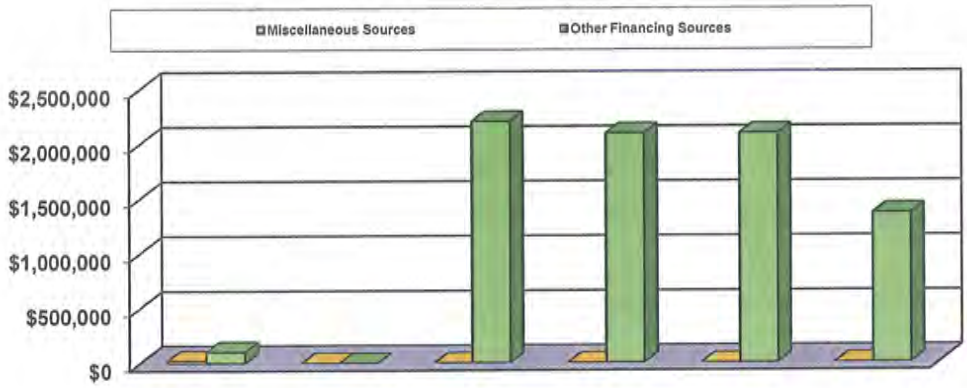
FUND: General Fund **DIVISION: Interfund Transfers**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfers to Senior Services Fund	562,991	526,277	576,060	528,054	576,060	588,855
Transfers to Parks & Rec Fund	1,158,592	906,643	1,046,750	959,521	1,046,750	730,689
Transfers to Insurance Premium Fund	7,565	0	0	0	0	0
Transfers to Transportation Fund	63,460	0	0	0	0	0
Transfers to Grant Fund	172,363	173,579	124,065	51,256	124,065	52,324
Transfers to CDBG Fund	0	0	37,500	0	0	0
Transfers to Animal Services Fund	877,333	858,871	794,935	728,690	794,935	749,359
Transfers to DUI Court Fund	20,000	0	0	0	0	0
Transfers to SPLOST V Fund	322,376	0	0	0	0	0
Transfers to EMS Fund	613,717	0	0	0	0	538,004
Total Other Financing Uses	**3,798,397**	**2,465,370**	**2,579,310**	**2,267,521**	**2,541,810**	**2,659,231**
TOTAL ANNUAL BUDGET	**3,798,397**	**2,465,370**	**2,579,310**	**2,267,521**	**2,541,810**	**2,659,2**

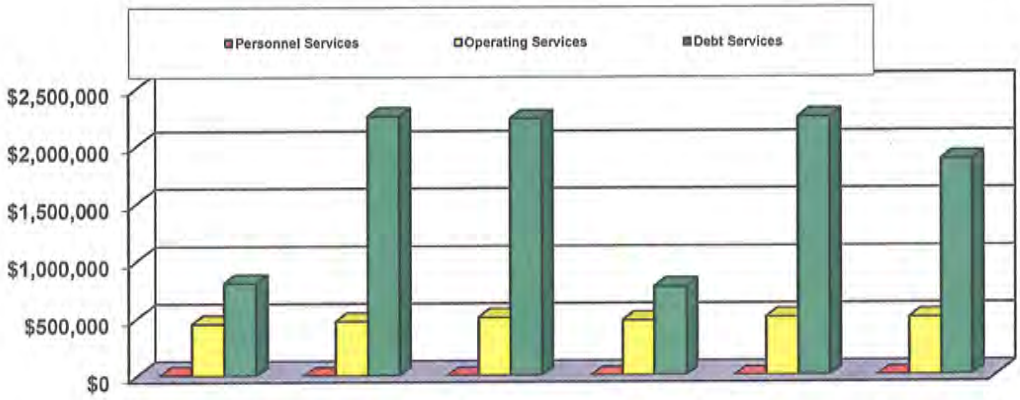
ECONOMIC DEVELOPMENT FUND

ECONOMIC DEVELOPMENT FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Miscellaneous Sources	$25,000	$0	$0	$0	$0	$0
Other Financing Sources	$105,038	$0	$2,205,865	$2,094,017	$2,094,017	$1,361,000
Total Budget	$130,038	$0	$2,205,865	$2,094,017	$2,094,017	$1,361,000
Change Over Prior Year	---	-100.00%	0.00%	0.00%	#DIV/0!	-38.30%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personnel Services	$6,717	0	0	0	0	0
Operating Services	$452,340	$472,814	$506,374	$477,880	$506,374	$500,566
Debt Services	$808,833	$2,253,219	$2,234,078	$773,213	$2,244,410	$1,874,081
Total Budget	$1,267,890	$2,726,032	$2,740,452	$1,251,093	$2,750,784	$2,374,647
Change Over Prior Year	---	115.01%	0.53%	---	0.91%	-13.35%

ESTIMATED FUND BALANCE AS OF 11/30/10: $842,924

ECONOMIC DEVELOPMENT FUND

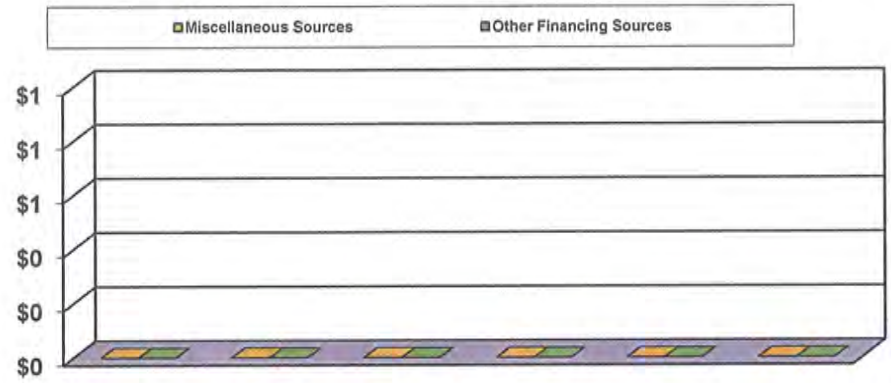
AGENCY: Community Development **DIVISION: Economic Development**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	6,240	0	0	0	0	0
Social Security	387	0	0	0	0	0
Medicare	90	0	0	0	0	0
Total Personal Services	**6,717**	**0**	**0**	**0**	**0**	**0**
Professional	5,681	0	0	0	0	0
Payments to Other Agencies	446,659	472,814	506,374	477,880	506,374	500,566
Total Operating Services	**452,340**	**472,814**	**506,374**	**477,880**	**506,374**	**500,566**
Principal on Bonds	635,000	680,000	725,000	725,000	725,000	169,677
Capital Lease Principal	37,843	0	0	0	0	0
Interest on Bonds	135,660	93,433	48,213	48,213	48,214	278,757
Other Debt Payments	330	1,479,786	1,460,865	0	1,471,196	1,425,648
Total Debt Service	**808,833**	**2,253,219**	**2,234,078**	**773,213**	**2,244,410**	**1,874,081**
TOTAL ANNUAL BUDGET	**1,267,890**	**2,726,032**	**2,740,452**	**1,251,093**	**2,750,784**	**2,374,647**

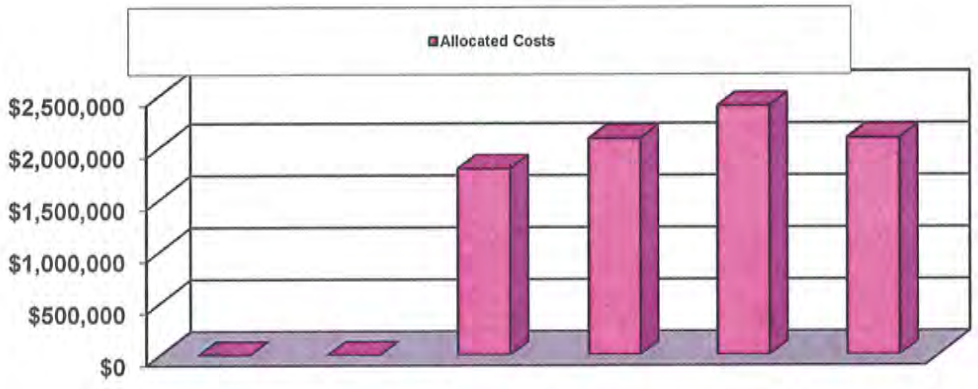
GENERAL ADMINISTRATION FUND

GENERAL ADMINISTRATION FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Miscellaneous Sources	$0	$0	$0	$0	$0	$0
Other Financing Sources	$0	$0	$0	$0	$0	$0
Total Budget	$0	$0	$0	$0	$0	$0
Change Over Prior Year	---	---	---	---	---	---

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Allocated Costs	$0	$0	$1,793,395	$2,082,100	$2,395,336	$2,088,479
Total Budget	$0	$0	$1,793,395	$2,082,100	$2,395,336	$2,088,479
Change Over Prior Year	---	---	---	---	---	16.45%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($2,082,100)

GENERAL ADMINISTRATION FUND

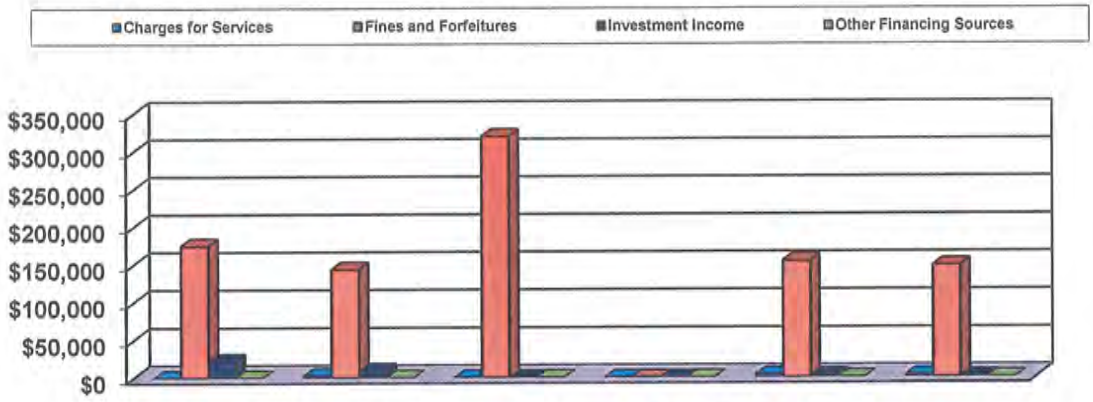
AGENCY: General Administration **DIVISION: All Departments**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	0	71,976	13,792	15,867	0
Workers Compensation	0	0	344,873	737,034	847,915	810,410
Disposal	0	0	0	0	0	41,170
Custodial	0	0	0	0	0	264,540
Other Insurance	0	0	212,500	220,410	253,570	390,514
Water/Sewerage	0	0	222,550	177,418	204,110	69,580
Natural Gas	0	0	135,188	61,816	71,115	27,070
Electricity	0	0	806,308	871,630	1,002,760	485,195
Total Allocated Costs	**0**	**0**	**1,793,395**	**2,082,100**	**2,395,336**	**2,088,479**
TOTAL ANNUAL BUDGET	**0**	**0**	**1,793,395**	**2,082,100**	**2,395,336**	**2,088,479**

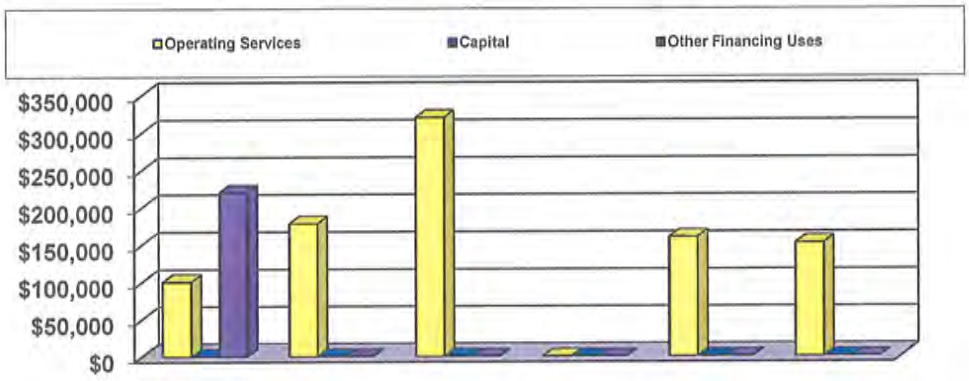
LAW LIBRARY FUND

LAW LIBRARY FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$0	$3,416	$0	$0	$3,500	$3,000
Fines and Forfeitures	$175,020	$143,543	$320,000	$0	$154,000	$148,000
Investment Income	$22,426	$9,093	0	0	$3,000	$1,000
Other Financing Sources	$0	0	0	0	0	0
Total Revenue	$197,446	$156,051	$320,000	$0	$160,500	$152,000
Change Over Prior Year	---	-20.96%	105.06%	---	2.85%	-52.50%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Operating Services	$100,488	$178,142	$320,000	0	$160,000	$152,000
Capital	$0	$0	$0	$0	$0	$0
Other Financing Uses	$220,000	0	0	0	0	0
Total Expenditures	$320,488	$178,142	$320,000	$0	$160,000	$152,000
Change Over Prior Year	---	-44.42%	79.63%	---	-10.18%	-52.50%

ESTIMATED FUND BALANCE AS OF 11/30/10: $477,774

LAW LIBRARY FUND

AGENCY: Judicial Services

DEPARTMENT: Probate Court

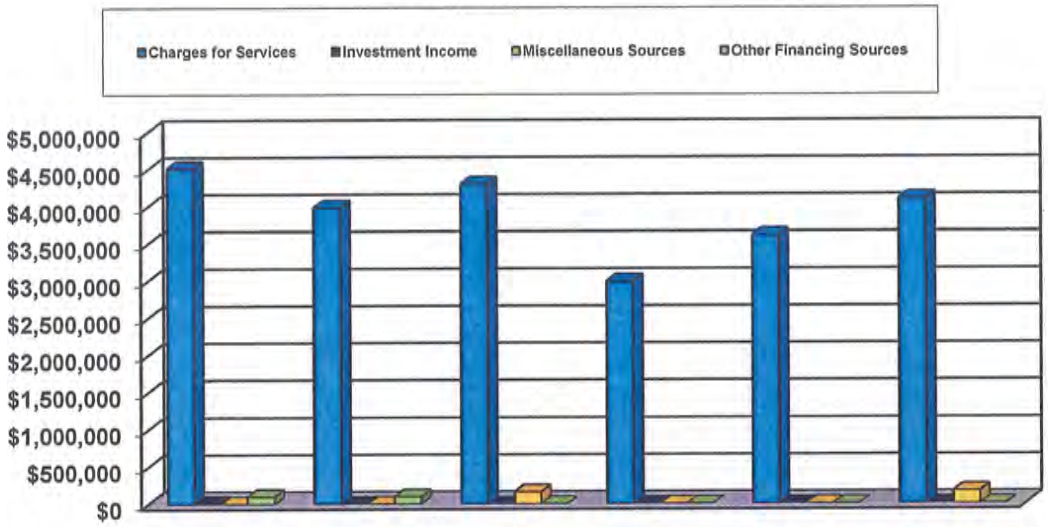
EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	95,142	164,927	0	0	0	0
Communications	0	28	0	0	0	0
General Supplies and Materials	5,346	13,186	320,000	0	160,000	152,000
Total Operating Services	**100,488**	**178,142**	**320,000**	**0**	**160,000**	**152,000**
Transfers to General Fund	220,000	0	0	0	0	0
Total Interfund Transfers	**220,000**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**320,488**	**178,142**	**320,000**	**0**	**0**	**152,000**

EMERGENCY 911
TELEPHONE FUND

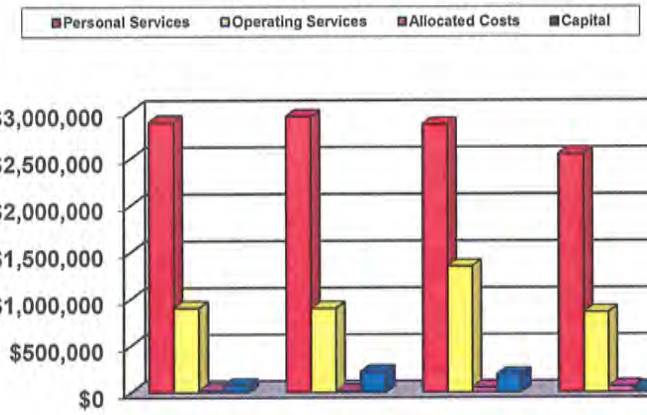
EMERGENCY 911 TELEPHONE FUND

REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$4,516,553	$3,987,642	$4,301,406	$2,990,311	$3,610,976	$4,100,000
Investment Income	$21,162	$6,914	$0	$2,785	$2,985	$3,000
Miscellaneous Sources	$803	$1,194	$160,000	$581	$581	$167,843
Other Financing Sources	$100,000	$100,000	$0	$0	$0	0
Total Revenue	$4,638,518	$4,095,750	$4,461,406	$2,993,677	$3,614,542	$4,270,843
Change Over Prior Year	---	-11.70%	8.93%	---	-11.75%	-4.27%

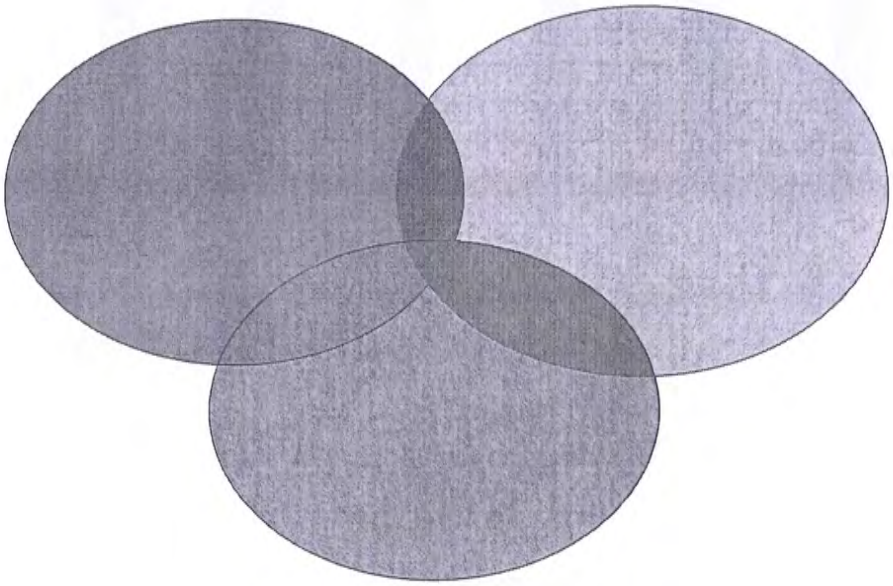
EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$2,887,855	$2,946,840	$2,864,494	$2,551,662	$2,935,540	$2,912,490
Operating Services	$905,158	$900,983	$1,350,471	$857,994	$987,073	$1,134,596
Allocated Costs	$24,194	$20,930	$54,941	$62,889	$72,350	$54,203
Capital	$75,410	$223,516	$191,500	$37,300	$42,912	$169,554
Total Expenditures	$3,892,617	$4,092,268	$4,461,406	$3,509,845	$4,037,875	$4,270,843
Change Over Prior Year	---	5.13%	9.02%	---	-1.33%	-4.27%

ESTIMATED FUND BALANCE AS OF 11/30/10: $1,219,737

Measurable Objectives and Expected Outcomes: 2011 Projection



7 December 2010

Measurable Objectives and Expected Outcomes

Mission Statement:

To receive and relay information in the shortest, most accurate form while ensuring the public safety of Cherokee County Citizens.

Vision:

To earn the trust of every citizen in Cherokee County that when a call for help is placed to 9-1-1, they will get the help they need.

Cherokee County E-911 continuously strives to meet our mission and fulfill our vision. To maintain the quality of service that we provide to our citizens we must be pro-active and plan for the future. For 2011, our goals consist of gaining CALEA Accreditation, relocating the 911 Back Up Facility, and improving countywide radio communications in and outside of the Communications Center.

1. CALEA Accreditation

In January 2010, the Commission on Accreditation for Law Enforcement Agencies (CALEA) accepted E-911's application package. For the past year, we have been in the self-assessment phase of accreditation, meaning we have been evaluating statistical reporting, performance evaluations, public education, research and development, training, recruitment, interoperability, and disaster management. The accreditation manager has been organizing all necessary resources for CALEA review, such as the county budget, updated policy manual, risk management files, and insurance certificates. Measurable objectives for 2011 include:

- Hold an official CALEA mock inspection
- Compiling all resources for on-site inspection
- Complete on-site inspection
- Receive CALEA Accreditation

The policy manual is complete and will be reviewed and amended as needed. 911 Staff has, and will continue to receive in-service training on updated policies. To complete CALEA Files, the accreditation manager will compile proof of 218 CALEA standards, which will be tracked using CACE software. Staff will receive in-services to become familiar with updated policies and the accreditation process before the mock inspection.

Expected outcome of measurable objectives: Complete a CALEA on-site inspection and receive CALEA Accreditation by July 2011.

2. Back Up Facility

Our current Back Up location has been the Cherokee County South Annex conference room since 1997. Currently, this facility does not meet our needs. The equipment is outdated and unreliable as proved in our recent evacuation in November 2010. In order to complete our mission in the case of a disaster, we must have a Back Up Facility that we can relocate to quickly and resume operations in a more timely manner. In addition, a new Back Up Facility will also enable us to train new employees in a more realistic environment. Measurable objectives for 2011 include:

- Select a new location for the Back Up Facility
- Plan for equipment needed to operate a Back Up Facility
- Implement Back Up Facility

A project manager was selected in November 2010 to oversee the planning of a new Back Up Facility. Information gathering has already begun on logistics such as phone line capabilities, radio equipment, antenna's, etc. The project manager is working with County Buildings and Grounds, outside vendors and maintenance technicians. A location should be selected by January 2011, implementation by June 2011.

Expected outcome of measurable objectives: The 911 Back Up Facility Go-Live date will be in September 2011.

3. Federal Communications Commission (FCC) Narrowband Compliant

Currently, our radio broadcast is on a 25kh bandwith. The FCC has mandated that all frequencies be cut in half to allow them (FCC) to issue additional radio frequencies to other subscribers. The FCC has placed a deadline for narrowbanding completion by January 1, 2013.

- Updated existing equipment
- Complete Communications Service Agreements

Expected outcome of measurable objectives: Cherokee County E-911 will complete Narrowband requirements by December 31, 2011. (FCC's deadline is January 1, 2013, however 911 would like 12 months to correct any radio deficiencies that may occur because of narrowbanding. Possible radio deficiencies may include a decrease in radio coverage.)

4. Redundant Power Source at Univeter Tower

The tower on Univeter Road houses the main source of power for most radios in the county. If there is a power failure in the area, 911 loses radio communications with field units for a small amount of time until the generator powers on. This could take

up to 1.5 minutes. With the installation of a UPS at the Univeter Tower, 911 will not lose radio communications with field units even in the event of a power failure.

- Obtain quotes on UPS equipment including installation
- Installing UPS

Expected outcome of measurable objectives: Cherokee County 911 can have a UPS installed at the Univeter Road Tower by March 2011.

End

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

EMERGENCY 911 TELEPHONE FUND

GROUP: General Services **DEPARTMENT: Emerg 911 Telephone Svc**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,876,434	1,906,456	1,920,053	1,648,396	1,896,384	1,857,862
Temporary Employees	61,325	63,268	75,000	76,364	87,852	75,000
Overtime	402,148	397,627	378,500	306,726	352,870	378,500
Group Insurance - Health	188,620	223,028	213,120	226,851	260,979	261,647
Group Insurance - Life	11,024	9,843	5,731	4,939	5,682	5,185
Group Insurance - Dental	6,776	6,933	7,083	7,024	8,080	11,580
Group Insurance - LT Disab.	8,112	8,342	8,213	7,078	8,143	10,132
Group Insurance - ST Disab.	4,160	3,621	1,836	2,045	2,352	1,583
Social Security	139,406	138,382	107,578	119,528	137,511	143,304
Medicare	32,603	32,363	25,177	27,954	32,160	33,515
Retirement Contribution/401a	60	0	0	0	0	0
Defined Benefit Plan	157,188	156,977	122,203	124,758	143,526	134,182
Total Personal Services	**2,887,855**	**2,946,840**	**2,864,494**	**2,551,662**	**2,935,540**	**2,912,490**
Professional	35,034	22,376	28,000	27,175	31,264	28,000
Technical	138,017	146,964	149,646	157,682	181,404	170,146
Repairs and Maintenance	13,152	14,195	12,000	14,919	17,164	12,00
Vehicle Maintenance	2,162	1,313	1,000	904	1,039	2,00
Rental of Equipment & Vehicles	5,477	5,786	7,800	5,331	6,133	7,800
Communications	250,768	241,039	332,011	243,854	280,540	330,074
Postage	598	557	700	607	699	1,000
Advertising	100	239	500	34	40	500
Printing and Binding	2,322	1,597	2,900	920	1,058	1,500
Travel	7,261	6,492	22,574	8,305	9,555	10,000
Dues and Fees	486	559	600	999	1,149	700
Education and Training	9,946	8,589	10,540	9,531	10,965	10,540
Licenses	0	150	1,200	0	0	700
General Supplies and Materials	11,168	29,899	21,000	13,927	16,022	23,186
Gasoline	525	1,514	1,000	2,380	2,738	3,000
Food	1,311	922	1,500	1,235	1,421	1,500
Small Equipment	3,745	3,174	12,500	4,964	5,711	5,000
Non Asset Computer Equipment	94,116	84,131	115,000	86,233	99,206	131,950
Other Supplies	3,348	13,366	30,000	13,236	15,227	25,000
Payments to Other Agencies	325,620	318,122	600,000	265,757	305,738	370,000
Total Operating Services	**905,158**	**900,983**	**1,350,471**	**857,994**	**987,073**	**1,134,596**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

EMERGENCY 911 TELEPHONE FUND

GROUP: General Services

DEPARTMENT: Emerg 911 Telephone Svc

EXPENDITURE DETAIL (CON'T)

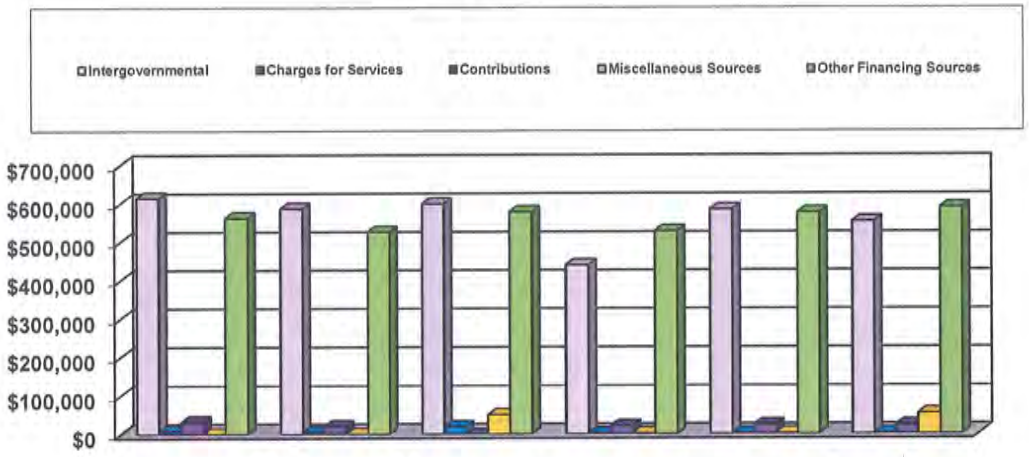
Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	3,770	6,065	7,920	9,112	11,065
Worker's Compensation	0	0	30,324	38,811	44,650	13,712
Custodial	6,822	0	0	0	0	1,609
Insurance, Other Benefits	0	0	0	0	0	9,757
Water/Sewerage	3,822	4,625	3,800	3,518	4,048	4,100
Natural Gas	784	171	1,000	729	838	1,460
Electricity	12,766	12,364	13,752	11,910	13,702	12,500
Total Allocated Costs	**24,194**	**20,930**	**54,941**	**62,889**	**72,350**	**54,203**
Machinery	0	10,536	15,000	0	0	7,000
Computers	60,785	212,980	83,000	22,539	25,930	73,000
Other Equipment	14,625	0	93,500	14,761	16,982	89,554
Total Capital Outlays	**75,410**	**223,516**	**191,500**	**37,300**	**42,912**	**169,554**
TOTAL ANNUAL BUDGET	3,892,617	4,092,268	4,461,406	3,509,845	4,037,875	4,270,843

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	1	1	1	1
Assistant Director	1	1	1	1	1	1
Acreditation Manager	0	0	0	0	0	1
Communications Officer I	2	2	2	2	2	1
Communications Officer II	3	3	3	3	3	0
Communications Officer III	18	18	18	18	18	30
Communication Officer in Training	8	8	8	8	8	2
Administrative Assistant	1	1	1	1	1	1
Lead Communications Officer	3	3	3	3	3	4
CAD Manager	1	1	1	1	1	1
TAC Officer	1	1	1	1	1	1
Training Officer	8	8	8	8	8	1
Communications Supervisor	4	4	4	4	4	4
Records Coordinator	0	0	0	0	0	1
Part-Time Call Takers	14	14	14	14	14	9
TOTAL BUDGETED POSITIONS	65	65	65	65	65	58

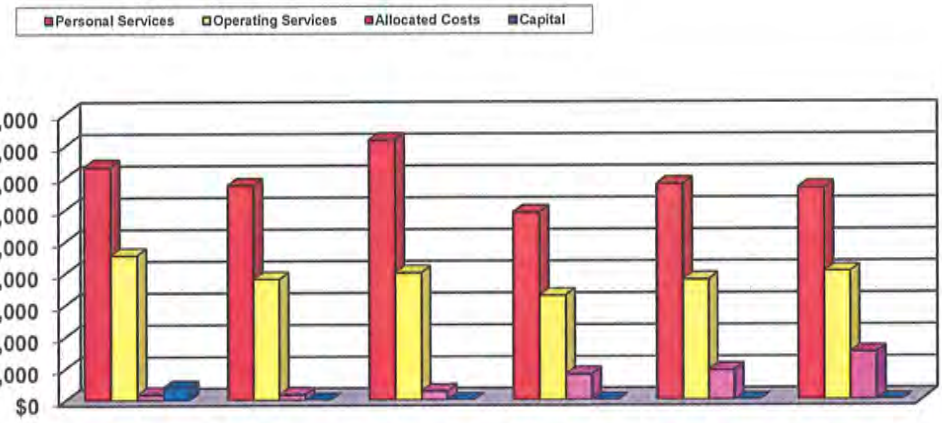
SENIOR SERVICES FUND

SENIOR SERVICES FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Intergovernmental	$614,890	$587,005	$599,720	$439,724	$584,623	$552,786
Charges for Services	$9,176	$6,258	$19,090	$2,623	$3,223	$3,000
Contributions	$32,105	$20,796	0	$21,398	$25,199	$24,000
Miscellaneous Sources	$0	0	$50,000	$1,950	$1,950	$53,302
Other Financing Sources	$562,991	$526,277	$578,339	$528,055	$576,060	$588,855
Total Budget	$1,219,161	$1,140,336	$1,247,149	$993,750	$1,191,055	$1,221,943
Change Over Prior Year	---	-6.47%	9.37%	---	4.45%	-2.02%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$734,456	$675,531	$818,227	$590,509	$679,347	$666,866
Operating Services	$456,280	$380,571	$400,686	$329,245	$378,778	$404,545
Allocated Costs	$18,444	$17,804	$28,236	$81,723	$94,017	$150,532
Capital	$38,767	0	0	0	0	0
Total Budget	$1,247,947	$1,073,906	$1,247,149	$1,001,477	$1,152,142	$1,221,943
Change Over Prior Year	---	-13.95%	16.13%	---	7.29%	-2.02%

ESTIMATED FUND BALANCE AS OF 11/30/10: $45,575

Team Objective: Provide services that improve and enhance the quality of life for active seniors

Goal 1: Improve the Delivery of Social Service Information to Residents of Cherokee County

Current State – Where Are We Now?

•Information and Assistance staff share office space
•Case Management currently has average of 59 client per case manager.
•Transportation Voucher Program has waiting list of 19 people.
•Homemaker & Respite services has waiting list of 15 people.
•Senior Services has confusing contact information with phone numbers listed by departments that the general public does not understand.

Future State – What Does Success Look Like?

•Information & Assistance staff will be in private offices providing confidentiality according to ARC guidelines.
•One additional Case Manager will be hired to absorb waiting lists in programs offered funded full/part time through County budget.
•A clear understanding of contact information that is widely known by citizens of Cherokee County resulting in an increase in Case Management Clients.
•Information & Assistance staff will also speak to civic clubs providing Social Service information at least one time per quarter.

Implementation Plan – Steps to Achieve Success?

1. Acquire additional office space for Information & Assistance through renovation of Senior Center.
2. Request additional $14.00 per hour full/part time. Case Management staff in order to accommodate waiting lists in HDM, Transportation Voucher and Homemaker Programs .
3. Create a marketing strategy for disseminating information about senior Services.

•2010b

Metrics – How Do We Know When We Achieved the Goal?

1. Waiting lists for Home Delivered Meals, Homemaker, Respite and Transportation Voucher Programs will be reduced by 10% to approximately 55 total for all programs.
2. A new website with Seniors Services information will be linked to the county's website.
3. New offices will accommodate current I & A staff providing private space.
4. I & A staff will engage in speaking opportunities 4 times per year in the county to provide social service information .

Team Objective: Provide services that improve and enhance the quality of life for active seniors

Goal 2: Provide Additional Nutritional Support for Active and Homebound Seniors

Current State – Where Are We Now?

- There is a waiting lists of 28 clients needing Home Delivered Meals
- We need a northern distribution point for customers in north Cherokee County
- Home Delivered meals now shares a kitchen with Congregate Meal Program
- Congregate Program has staff vacancy
- NSI results not being effective for further nutritional counseling
- Currently requesting RFPs in order to evaluate food vendor options

Future State – What Does Success Look Like?

- There waiting list for seniors needing nutritional services will be reduced from 28 to 20 with a measurable increase in the number of HDM customers
- The Community Services Building in the Clayton Community will have a staging area for distribution of HDM
- Congregate will have one full-time and two part-time staff
- Routes for HDM will be shorter and more efficient
- Award food vendor contract no later than December 2010

Implementation Plan – Steps to Achieve Success?

1. Work with Case Management in order to enroll as many customers as possible from waiting list
2. Communicate with County in order to secure Community Services Building space in the Clayton Community for northern distribution of HDM
3. Incorporate new staging area in building renovation project 2011
4. Fill vacant position in Congregate in order to better serve active seniors in nutrition program
5. 4 nutritional classes will be offered in connection with Community Garden

•2010b

Metrics – How Do We Know When We Achieved the Goal?

1. Waiting list for Home Delivered Meals will be reduced from 28 to 20
2. Community Services Building in Clayton will serve northern Cherokee County for HDM
3. New staging kitchen for HDM will be available for HDM distribution to northern Cherokee County
4. Congregate will have a new part-time Congregate Aid on board to assist in daily congregate programming
5. Nutritional classes taught through ARC for those participating in Community Garden will positive satisfaction ratings on surveys

Team Objective: Provide services that improve and enhance the quality of life for active seniors

Goal 3: Enhance Seniors Independence by Improving Transportation & In-Home Services

Current State – Where Are We Now?

•Census reports the fastest growing segment of our population is 60 yrs. & over.
•Cherokee County is experiencing rapid growth in the over 60 age group. In the year 1012 over 19% of the population of 238,213 will be over 60 yrs. Of age. (Chamber statistics).
•Homemaker/Respite Department serves 78 clients but has combined waiting list of 15 clients.
•Transportation Voucher program provided 345 trips for the quarter but has a waiting list of 19 clients.
•Many potential clients are unaware of available resources.

Future State – What Does Success Look Like?

•The waiting list for seniors needing Homemaker/Respite will be reduced from 15 to 10.
•Additional funds from new sources such as; civic groups and donors are available for Transportation Voucher Program reducing the waiting list from 19 to 15.
•Information about services available through Cherokee County Senior Services is widely known and easily accessible resulting in higher number of inquiries.

Implementation Plan – Steps to Achieve Success?

1. Work with Case Management in order to reduce as many customers as possible from waiting lists.
2. Look for additional resources for Transportation/Voucher program through grants and donors.
3. Create a marketing strategy for disseminating information about Senior Services.

Metrics – How Do We Know When We Achieved the Goal?

1. Waiting list for Homemaker/Respite services will be reduced from 15 to 10.
2. Waiting list for Transportation Voucher Program will be reduced from 19 to 15 at no cost to the County.
3. New website and easy to remember phone numbers are published.
4. Congregate will have a new part-time Congregate Aid on board to assists in the daily congregate programming.

•2010

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Services

DIVISION: Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	542,074	410,206	285,502	328,453	319,601
Overtime	0	657	0	234	269	0
Group Insurance - Health	0	57,507	57,080	47,092	54,177	43,154
Group Insurance - Life	0	404	1,477	1,184	1,362	1,353
Group Insurance - Dental	0	2,054	2,167	1,720	1,978	2,470
Group Insurance - LT Disability	0	562	2,053	1,644	1,892	3,485
Group Insurance - ST Disability	0	125	461	517	594	418
Social Security	0	31,344	28,127	28,425	32,701	30,886
Medicare	6,554	7,331	6,445	6,648	7,648	7,225
Defined Benefit	28,298	32,275	41,193	27,106	31,184	28,087
Defined Benefit Reduction	0	0	0	0	0	(28,087)
Total Personal Services	**34,853**	**674,332**	**549,209**	**400,070**	**460,258**	**408,592**
Professional	131	0	0	15,000	17,257	240
Repairs and Maintenance	0	0	0	0	0	3,300
Communications	498	0	0	0	0	14,400
Postage	0	914	0	0	0	1,000
Advertising	0	0	0	0	0	1,000
Printing & Binding	390	36	0	0	0	0
Travel	95	0	0	0	0	0
Education and Training	306	180	0	0	0	0
General Supplies and Materials	757	0	0	0	0	0
Food	41	0	0	0	0	0
Small Equipment	0	0	0	0	0	1,000
Other Supplies	6,556	0	0	0	0	0
Total Operating Services	**8,774**	**1,130**	**0**	**15,000**	**17,257**	**20,940**
Unemployment Insurance	0	0	2,123	0	0	0
Worker's Compensation	0	0	10,613	60,896	70,058	109,851
Disposal	1,665	2,035	0	2,035	2,341	2,300
Custodial	0	0	0	0	0	8,000
Insurance, Other Benefits	0	0	3,500	2,772	3,190	4,281
Water/Sewerage	1,782	2,815	0	0	0	2,600
Electricity	14,997	12,954	12,000	16,019	18,429	23,500
Total Allocated Costs	**18,444**	**17,804**	**28,236**	**81,723**	**94,017**	**150,532**
Vehicles	38,767	0	0	0	0	0
Total Capital Outlays	**38,767**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	100,837	693,267	577,445	496,793	571,532	580,064

SENIOR SERVICES FUND

AGENCY: Community Services **DIVISION: Alzheimer Grant**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	12,550	10,790	12,413	12,549
Total Personal Services	**0**	**0**	**12,550**	**10,790**	**12,413**	**12,549**
Professional	0	449	0	0	0	0
Printing and Binding	0	32	0	0	0	0
Travel	0	4,938	0	0	0	0
Dues and Fees	0	471	0	0	0	0
Education and Training	0	1,120	0	0	0	0
Food	22,103	5,719	0	0	0	0
Total Operating Services	**22,103**	**12,729**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**22,103**	**12,729**	**12,550**	**10,790**	**12,413**	**12,549**

AGENCY: Community Services **DIVISION: ARRA - Congregate**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Food	0	0	30,932	17,723	20,389	0
Total Operating Services	**0**	**0**	**30,932**	**17,723**	**20,389**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**30,932**	**17,723**	**20,389**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Services **DIV: ARRA - Home Delivered Meals**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	10,000	0	0	0
Total Personal Services	**0**	**0**	**10,000**	**0**	**0**	**0**
Food	0	0	5,225	5,225	6,011	0
Total Operating Services	**0**	**0**	**5,225**	**5,225**	**6,011**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**15,225**	**5,225**	**6,011**	**0**

AGENCY: Community Services **DIVISION: CBS**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	94,933	0	0	0	0	0
Social Security	1,199	0	0	0	0	0
Medicare	331	0	0	0	0	0
Defined Benefit	1,449	0	0	0	0	0
Total Personal Services	**97,912**	**0**	**0**	**0**	**0**	**0**
Professional	65	0	0	0	0	0
Postage	409	0	0	0	0	0
Travel	1,874	578	0	0	0	0
Dues and Fees	165	0	0	0	0	0
Education and Training	844	0	0	0	0	0
General Supplies and Materials	192	0	0	0	0	0
Small Equipment	20,281	4,038	0	1,418	1,632	0
Non-Asset Computer Equipment	4,407	0	0	0	0	0
Other Supplies	862	0	0	0	0	0
Total Operating Services	**29,100**	**4,616**	**0**	**1,418**	**1,632**	**0**
TOTAL ANNUAL BUDGET	**127,012**	**4,616**	**0**	**1,418**	**1,632**	**0**

SENIOR SERVICES FUND

AGENCY: Community Services **DIVISION: CBS Caregiver**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	0
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**0**
Food	34,502	20,209	0	0	0	0
Total Operating Services	**34,502**	**20,209**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**34,502**	**20,209**	**0**	**0**	**0**	**0**

AGENCY: Community Services **DIV: HCBS - Information & Assistance**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	5,619	5,421	6,237	6,218
Total Personal Services	**0**	**0**	**5,619**	**5,421**	**6,237**	**6,218**
Communications	0	0	10,000	11,132	12,807	0
Postage	0	0	2,000	2,011	2,314	0
Travel	0	0	2,500	2,040	2,347	0
Dues and Fees	0	0	2,000	1,023	1,177	1,737
Education and Training	0	0	1,000	918	1,056	0
General Supplies and Materials	0	0	10,500	7,868	9,052	0
Non-Asset Computer Equipment	0	0	4,000	3,962	4,558	0
Other Supplies	0	0	1,000	745	857	0
Total Operating Services	**0**	**0**	**33,000**	**29,698**	**34,166**	**1,737**
TOTAL ANNUAL BUDGET	**0**	**0**	**38,619**	**35,119**	**40,403**	**7,955**

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Caregiver Title IIIE**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Postage	0	0	0	0	0	500
Travel	0	823	0	0	0	1,000
Oher Purchased Services	0	0	0	0	0	700
General Supplies and Materials	0	236	0	0	0	1,960
Food	0	2,441	0	0	0	0
Other Supplies	0	4,381	0	0	0	2,000
Total Operating Services	**0**	**7,881**	**0**	**0**	**0**	**6,160**
TOTAL ANNUAL BUDGET	**0**	**7,881**	**0**	**0**	**0**	**6,160**

AGENCY: Community Service **DIVISION: Case Management CBS**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	63,726
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**63,726**
Dues and Fees	0	0	0	0	0	1,400
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**1,400**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**65,126**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Case Management Title IIIB

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	3,529	0	0	0	0	0
Social Security	256	0	0	0	0	0
Medicare	60	0	0	0	0	0
Defined Benefit	289	0	0	0	0	0
Total Personal Services	**4,134**	**0**	**0**	**0**	**0**	**0**
Communications	896	0	0	0	0	0
Education and Training	91	0	0	0	0	0
General Supplies and Materials	217	0	0	0	0	0
Total Operating Services	**1,204**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**5,339**	**0**	**0**	**0**	**0**	**0**

AGENCY: Community Service

DIVISION: Case Management SSBG

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	11,183	9,708	11,168	0
Total Personal Services	**0**	**0**	**11,183**	**9,708**	**11,168**	**0**
Postage	0	0	250	250	288	0
Travel	0	0	12,500	10,632	12,231	0
Education and Training	0	0	2,000	1,994	2,294	0
General Supplies and Materials	0	0	26,000	16,649	19,154	0
Total Operating Services	**0**	**0**	**40,750**	**29,525**	**33,967**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**51,933**	**39,233**	**45,136**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Congregate Meals NSIP & Title IIIC**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	45,444	0	0	0	0	0
Social Security	515	0	0	0	0	0
Medicare	121	0	0	0	0	0
Defined Benefit	527	0	0	0	0	0
Total Personal Services	**46,607**	**0**	**0**	**0**	**0**	**0**
Insurance and Other Benefits	1,000	0	0	0	0	0
Communications	2,601	0	0	0	0	0
Postage	250	0	0	0	0	0
Travel	28	0	0	0	0	0
Dues and Fees	338	0	0	0	0	0
Other Purchased Services	446	0	0	0	0	0
General Supplies and Materials	476	0	0	0	0	0
Water/Sewerage	287	0	0	0	0	0
Gasoline	6,351	3,638	0	0	0	0
Food - NSIP	5,985	0	0	0	0	0
Food - Title IIIC	94,373	38,518	0	0	0	0
Small Equipment	34,569	0	0	0	0	0
Other Supplies	751	0	0	0	0	0
Total Operating Services	**147,453**	**42,156**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**194,059**	**42,156**	**0**	**0**	**0**	**0**

AGENCY: Community Service **DIVISION: Meals on Wheels FEMA Grant**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Food	5,998	22,215	0	0	0	0
Total Operating Services	**5,998**	**22,215**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**5,998**	**22,215**	**0**	**0**	**0**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Home Delivered CBS

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	5,000	0	0	0
Total Personal Services	**0**	**0**	**5,000**	**0**	**0**	**0**
Education and Training	0	0	1,317	1,208	1,390	0
Food	0	0	5,412	5,412	6,226	0
Total Operating Services	**0**	**0**	**6,729**	**6,620**	**7,616**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**11,729**	**6,620**	**7,616**	**0**

AGENCY: Community Service

DIV: Home Delivered Meals NSIP & Title III

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees - NSIP	73,136	0	0	0	0	0
Regular Employees - Title III	252,504	0	75,000	55,200	63,504	0
Overtime	409	0	0	0	0	0
Group Insurance - Health	58,489	0	0	0	0	0
Group Insurance - Dental	2,308	0	0	0	0	0
Social Security	31,900	0	0	0	0	0
Medicare	856	0	0	0	0	0
Defined Benefit	3,749	0	0	0	0	0
Total Personal Services	**423,352**	**0**	**75,000**	**55,200**	**63,504**	**0**
Repairs and Maintenance	283	0	0	0		0
Vehicle Maintenance	50	1,493	5,000	773	890	5,500
Communications	1,609	0	0	0	0	0
Travel	1,624	68	0	0	0	17,000
Dues and Fees	0	0	0	0	0	600
Education and Training	800	0	0	0	0	1,200
General Supplies and Materials	6,154	0	0	0	0	9,634
Gasoline	0	0	0	0	0	4,000
Food	24,792	66,523	120,967	110,338	126,937	143,608
Small Equipment	0	9,719	0	0	0	0
Non Asset Computer Equipment	0	0	0	0	0	4,000
Total Operating Services	**35,313**	**77,804**	**125,967**	**111,111**	**127,827**	**185,542**
TOTAL ANNUAL BUDGET	**458,665**	**77,804**	**200,967**	**166,311**	**191,331**	**185,542**

SENIOR SERVICES FUND

AGENCY: Community Service **DIV: Home Delivered Meals Independent**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Food	0	23,065	0	0	0	0
Total Operating Services	**0**	**23,065**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**23,065**	**0**	**0**	**0**	**0**

AGENCY: Community Service **DIV: Homemaker CBS**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	18,050	10,909	12,550	0
Total Personal Services	**0**	**0**	**18,050**	**10,909**	**12,550**	**0**
Travel	0	15,037	0	0		0
Food	0	3,262	0	0		0
Small Equipment	0	1,708	0	0		0
Other Supplies	0	2,849	2,500	1,078	1,240	0
Total Operating Services	**0**	**22,855**	**2,500**	**1,078**	**1,240**	**0**
TOTAL ANNUAL BUDGET	**0**	**22,855**	**20,550**	**11,987**	**13,790**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIV: Homemaker Title IIIB

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	20,000	0	0	0	0	0
Social Security	227	0	0	0	0	0
Medicare	53	0	0	0	0	0
Defined Benefit	232	0	0	0	0	0
Total Personal Services	**20,512**	**0**	**0**	**0**	**0**	**0**
Repairs and Maintenance	176	0	0	0	0	0
Vehicle Maintenance	1,929	1,958	0	0	0	0
Insurance and Other Benefits	1,000	0	0	0	0	0
Communications	1,101	0	0	0	0	0
Postage	250	0	0	0	0	0
Travel	22,394	2,392	0	0	0	0
Education and Training	695	0	0	0	0	0
General Supplies and Materials	11,498	0	0	0	0	0
Electricity	145	0	0	0	0	0
Gasoline	80	0	0	0	0	0
Food	12,794	0	0	0	0	0
Small Equipment	1,539	0	0	0	0	0
Total Operating Services	**53,600**	**4,350**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**74,112**	**4,350**	**0**	**0**	**0**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Homemaker SSBG**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	35,300	17,830	20,512	0
Total Personal Services	**0**	**0**	**35,300**	**17,830**	**20,512**	**0**
Communications	0	14,051	0	0	0	0
Travel	0	10,211	0	0	0	0
General Supplies & Materials	0	3,631	0	0	0	0
Food	0	8	0	0	0	0
Small Equipment	0	1,141	0	0	0	0
Other Supplies	0	4,945	0	0	0	0
Total Operating Services	**0**	**33,987**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**33,987**	**35,300**	**17,830**	**20,512**	**0**

AGENCY: Community Service **DIVISION: Homemaker Respite CBS**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	32,571
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**32,571**
Travel	0	0	0	0	0	10,500
Education and Training	0	0	0	0	0	1,000
General Supplies and Materials	0	0	0	0	0	15,541
Food	0	15,391	0	0	0	0
Total Operating Services	**0**	**15,391**	**0**	**0**	**0**	**27,041**
TOTAL ANNUAL BUDGET	**0**	**15,391**	**0**	**0**	**0**	**59,612**

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Information & Assistance SSBG**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	32,232
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**32,232**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**32,232**

AGENCY: Community Service **DIVISION: Income Tax Check-off**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Purchased Services	0	0	1,176	1,176	1,352	0
Total Operating Services	**0**	**0**	**1,176**	**1,176**	**1,352**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**1,176**	**1,176**	**1,352**	**0**

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Kinship CBS

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	0	280	0	0	0	0
Other Purchased Services	4,926	0	0	0	0	0
Food	0	240	0	0	0	0
Total Operating Services	**4,926**	**520**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**4,926**	**520**	**0**	**0**	**0**	**0**

AGENCY: Community Service

DIVISION: Respite Care - In Home Independent

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	15,900	11,864	13,649	7,396
Total Personal Services	**0**	**0**	**15,900**	**11,864**	**13,649**	**7,396**
Education and Training	0	0	600	427	491	0
General Supplies and Materials	0	130	0	0	0	0
Other Supplies	0	4,858	0	0	0	7,555
Total Operating Services	**0**	**4,988**	**600**	**427**	**491**	**7,555**
TOTAL ANNUAL BUDGET	**0**	**4,988**	**16,500**	**12,291**	**14,140**	**14,951**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Respite In Home CBS

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies & Materials	0	1,683	0	0	0	0
Food	0	177	0	0	0	0
Other Supplies	0	1,557	0	0	0	0
Total Operating Services	**0**	**3,417**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**3,417**	**0**	**0**	**0**	**0**

AGENCY: Community Service

DIVISION: Senior Community Garden Initiative

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	0	0	1,000	1,177	1,354	801
Total Operating Services	**0**	**0**	**1,000**	**1,177**	**1,354**	**801**
TOTAL ANNUAL BUDGET	**0**	**0**	**1,000**	**1,177**	**1,354**	**801**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Senior Services Block Grant (SSBG)**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	31,468	0	0	0	0	0
Social Security	803	0	0	0	0	0
Medicare	188	0	0	0	0	0
Defined Benefit	822	0	0	0	0	0
Total Personal Services	**33,281**	**0**	**0**	**0**	**0**	**0**
Professional	0	1,608	0	0	0	0
Communications	2,866	0	0	0	0	0
Postage	302	104	0	0	0	0
Travel	5,644	869	0	0	0	0
Dues and Fees	0	437	0	0	0	0
Education & Training	5,373	122	0	0	0	0
General Supplies and Materials	5,197	0	0	0	0	0
Gasoline	0	0	0	433	498	0
Small Equipment	6,219	0	0	0	0	0
Other Supplies	605	0	0	0	0	0
Total Operating Services	**26,206**	**3,139**	**0**	**433**	**498**	**0**
TOTAL ANNUAL BUDGET	**59,487**	**3,139**	**0**	**433**	**498**	**0**

AGENCY: Community Service **DIVISION: SSBG - Volunteer Development**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	1,499	0	0	0
Total Personal Services	**0**	**0**	**1,499**	**0**	**0**	**0**
Repairs and Maintenance	0	0	2,500	2,500	2,876	0
Printing & Binding	0	0	100	15	17	0
Travel	0	0	16,000	17,278	19,878	0
Water/Sewerage	0	0	3,550	1,610	1,852	0
Total Operating Services	**0**	**0**	**22,150**	**21,403**	**24,623**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**23,649**	**21,403**	**24,623**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Title IIIB - Caregiver Group**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	7,786	3,381	3,890	0
Total Personal Services	**0**	**0**	**7,786**	**3,381**	**3,890**	**0**
Printing & Binding	0	0	240	100	115	0
General Supplies and Materials	0	0	500	495	569	0
Electricity	0	0	3,534	1,316	1,514	0
Total Operating Services	**0**	**0**	**4,274**	**1,911**	**2,199**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**12,060**	**5,292**	**6,088**	**0**

AGENCY: Community Service **DIVISION: Title IIIB - Case Management**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	31,636	31,636	36,395	0
Total Personal Services	**0**	**0**	**31,636**	**31,636**	**36,395**	**0**
Advertising	0	0	2,500	0	0	0
Printing & Binding	0	0	200	118	136	0
Travel	0	0	10,000	8,912	10,253	0
Food	0	0	16,237	7,878	9,063	0
Natural Gas	0	0	500	0	0	0
Non-Asset Computer Equipment	0	0	550	45	52	0
Total Operating Services	**0**	**0**	**29,987**	**16,953**	**19,504**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**61,623**	**48,589**	**55,899**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Title IIIB - Information & Assistance**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Communications	0	0	650	0	0	0
Advertising	0	0	300	0	0	0
Travel	0	0	1,000	0	0	0
Education & Training	0	0	800	800	920	0
General Supplies and Materials	0	0	3,949	3,523	4,053	0
Non-Asset Computer Equipment	0	0	94	0	0	0
Total Operating Services	**0**	**0**	**6,793**	**4,323**	**4,974**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**6,793**	**4,323**	**4,974**	**0**

AGENCY: Community Service **DIVISION: Transportation Independent**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	.	0	0	0	3,643
Group Insurance - Health	0	0	0	0	0	1,300
Social Security	0	0	0	0	0	1,910
Medicare	0	0	0	0	0	447
Defined Benefit Plan	0	0	0	0	0	1,848
Defined Benefit Reduction	0	0	0	0	0	(1,848)
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**7,300**
Other Purchased Services	0	0	0	0	0	28,000
General Supplies and Materials	0	0	0	0	0	9,876
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**37,876**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**45,176**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Volunteer Dev/Opp Title IIIB

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	12,514
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**12,514**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**12,514**

AGENCY: Community Service

DIVISION: Title IIIC1 - Congregate

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	.	0	0	0	65,283
Social Security	0	0	0	0	0	1,854
Medicare	0	0	0	0	0	434
Defined Benefit Plan	0	0	0	0	0	1,765
Defined Benefit Reduction	0	0	0	0	0	(1,765)
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**67,571**
Travel	0	0	0	0	0	6,000
Dues and Fees	0	0	0	0	0	1,000
Education and Training	0	0	683	1,044	1,201	2,000
Other Purchased Services	0	0	0	0	0	4,000
General Supplies	0	0	0	40	46	20,566
Food	0	0	28,317	12,271	14,117	43,419
Other Supplies	0	0	0	0	0	2,000
Total Operating Services	**0**	**0**	**29,000**	**13,355**	**15,364**	**78,985**
TOTAL ANNUAL BUDGET	**0**	**0**	**29,000**	**13,355**	**15,364**	**146,556**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Title IIIE - Caregiver Group

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	10,765	10,765	12,385	8,780
Total Personal Services	**0**	**0**	**10,765**	**10,765**	**12,385**	**8,780**
Repairs and Maintenance	0	0	800	800	920	0
Communications	0	0	7,500	1,727	1,987	0
Total Operating Services	**0**	**0**	**8,300**	**2,527**	**2,908**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**19,065**	**13,292**	**15,292**	**8,780**

AGENCY: Community Service

DIVISION: Information & Assistance Title IIIE

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Suppliea and Materials	0	0	0	0	0	567
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**567**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**567**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Title III Kinship Care Respite

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	5,000	2,485	2,859	0
Total Personal Services	**0**	**0**	**5,000**	**2,485**	**2,859**	**0**
Other Purchased Services	0	0	2,345	2,345	2,698	0
Total Operating Services	**0**	**0**	**2,345**	**2,345**	**2,698**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**7,345**	**4,830**	**5,557**	**0**

AGENCY: Community Service

DIVISION: Title IIIE

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	11,834	0	0	0	0	0
Social Security	134	0	0	0	0	0
Medicare	31	0	0	0	0	0
Defined Benefit	137	0	0	0	0	0
Total Personal Services	**12,136**	**0**	**0**	**0**	**0**	**0**
Insurance and Other Benefits	1,300	0	0	0	0	0
Communications	0	210	0	0	0	0
Postage	549	113	0	0	0	0
Travel	500	0	0	0	0	0
Dues and Fees	827	0	0	0	0	0
Education and Training	3,055	0	0	0	0	0
General Supplies and Materials	4,003	0	0	0	0	0
Food	0	267	0	0	0	0
Small Equipment	335	0	0	0	0	0
Other Supplies	0	985	0	0	0	0
Total Operating Services	**10,568**	**1,575**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**22,704**	**1,575**	**0**	**0**	**0**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Transportation Independent CBS

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	20,000	20,000	23,009	0
Total Personal Services	**0**	**0**	**20,000**	**20,000**	**23,009**	**0**
Travel	0	21,599	0	0	0	0
Other Purchased Services	0	0	26,699	17,825	20,506	0
Total Operating Services	**0**	**21,599**	**26,699**	**17,825**	**20,506**	**0**
TOTAL ANNUAL BUDGET	**0**	**21,599**	**46,699**	**37,825**	**43,515**	**0**

AGENCY: Community Service

DIVISION: Transportation Title IIIB & Voucher

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees - Title IIIB	35,136	398	0	0	0	0
Regular Employees - Voucher	20,962	0	0	0	0	0
Social Security	472	0	0	0	0	0
Medicare	110	0	0	0	0	0
Defined Benefit	483	0	0	0	0	0
Total Personal Services	**57,163**	**398**	**0**	**0**	**0**	**0**
Technical	20,098	0	0	0	0	0
Repairs and Maintenance	438	0	0	0	0	0
Printing and Binding	0	0	0	0	0	900
Travel	37,700	578	0	0	0	4,376
Other Purchased Services	0	98	0	0	0	0
General Supplies and Materials	0	1,505	0	0	0	0
Other Supplies	0	458	0	0	0	0
Total Operating Services	**58,236**	**2,639**	**0**	**0**	**0**	**5,276**
TOTAL ANNUAL BUDGET	**115,399**	**3,037**	**0**	**0**	**0**	**5,276**

SENIOR SERVICES FUND

AGENCY: Community Service **DIVISION: Transportation Voucher CBS**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	801	3,730	450	518	0
Total Personal Services	**0**	**801**	**3,730**	**450**	**518**	**0**
Postage	0	0	250	250	288	0
Travel	0	25,466	15,339	14,215	16,353	0
Other Purchased Services	0	21,411	6,670	6,670	7,673	0
General Supplies and Materials	0	959	1,000	707	813	0
Small Equipment	385	0	0	0	0	0
Other Supplies	0	3,493	0	0	0	0
Total Operating Services	**385**	**51,329**	**23,259**	**21,842**	**25,128**	**0**
TOTAL ANNUAL BUDGET	**385**	**52,130**	**26,989**	**22,292**	**25,645**	**0**

AGENCY: Community Service **DIVISION: Transportation Voucher SSBG**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	0	0	6,305
Social Security	0	0	0	0	0	901
Medicare	0	0	0	0	0	211
Defined Benefit Plan	0	0	0	0	0	44
Defined Benefit Reduction	0	0	0	0	0	(44)
Total Personal Services	**0**	**0**	**0**	**0**	**0**	**7,417**
Travel	0	0	0	195	224	3,665
Other Purchased Services	0	0	0	5,955	6,851	23,000
Total Operating Services	**0**	**0**	**0**	**6,150**	**7,075**	**26,665**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**6,150**	**7,075**	**34,082**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SENIOR SERVICES FUND

AGENCY: Community Service

DIVISION: Volunteer Development

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	4,390	0	0	0	0	0
Social Security	51	0	0	0	0	0
Medicare	12	0	0	0	0	0
Defined Benefit	53	0	0	0	0	0
Total Personal Services	**4,506**	**0**	**0**	**0**	**0**	**0**
Communications	1,336	328	0	0	0	0
Travel	5,062	2,649	0	0	0	0
Dues and Fees	15	0	0	0	0	0
Education and Training	2,866	0	0	0	0	0
General Supplies and Materials	214	0	0	0	0	0
Food	0	0	0	0	0	4,000
Small Equipment	8,070	0	0	0	0	0
Non-Asset Computer Equipment	348	0	0	0	0	0
Total Operating Services	**17,912**	**2,977**	**0**	**0**	**0**	**4,000**
TOTAL ANNUAL BUDGET	**22,418**	**2,977**	**0**	**0**	**0**	**4,000**

SENIOR SERVICES FUND

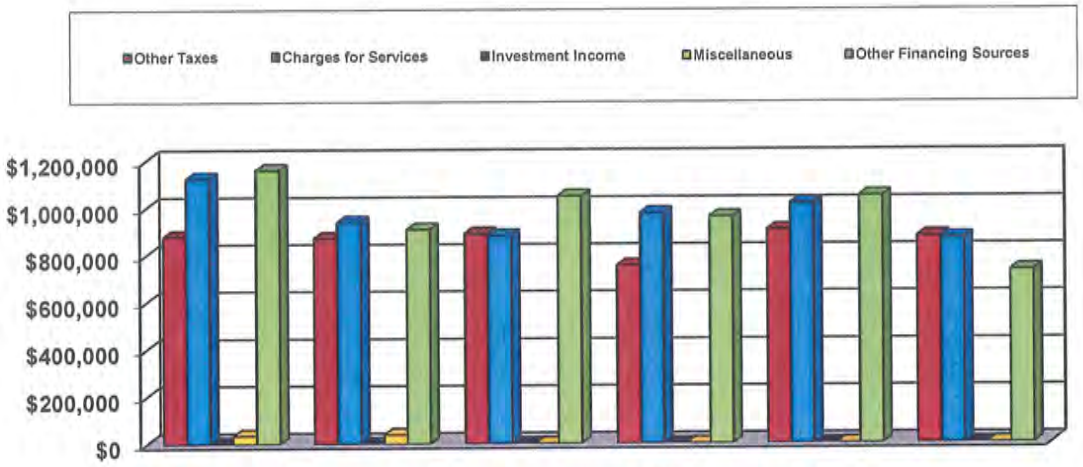
AGENCY: Community Services **DIVISION: Senior Services**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Case Manager	3	3	2	2	2	2
Compliance Budget Manager	0	0	1	1	1	1
Homemaker Aide	3	3	3	3	3	3
Homemaker Supervisor	1	1	1	1	1	1
Program Manager	1	1	1	1	1	1
Building Supervisor	1	1	0	0	0	0
Activities Coordinator	1	1	1	1	1	1
Meals Supervisor/Volunteer Coor	1	1	1	1	1	1
Meals Assistant	1	1	1	1	1	1
I & A Caregiver	2	2	2	2	2	2
Part-Time Meals Driver	1	1	1	1	1	1
Part-Time Meals Supervisor	1	1	1	1	1	1
Part-Time Homemaker Aid	1	1	1	1	1	1
Part-Time Activities Coordinator	1	1	1	1	1	1
Part-Time Congregate Aid	1	1	1	1	1	1
Part-Time Maintenance Worker	0	0	1	1	1	1
TOTAL BUDGETED POSITIONS	**21**	**21**	**21**	**21**	**21**	**21**

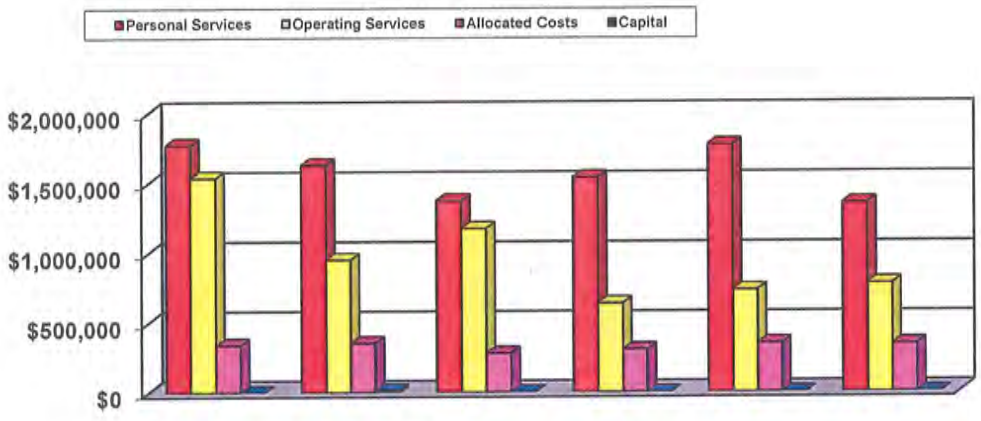
PARKS AND RECREATION FUND

PARKS & RECREATION FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Other Taxes	$876,871	$870,004	$889,800	$753,131	$903,131	$875,000
Charges for Services	$1,123,960	$938,347	$880,000	$974,302	$1,016,100	$866,318
Investment Income	$1,353	$88	0	0	0	0
Miscellaneous	$34,053	$38,001	0	0	0	0
Other Financing Sources	$1,158,592	$906,643	$1,046,750	$959,521	$1,046,750	$730,689
Total Budget	$3,194,830	$2,753,083	$2,816,550	$2,686,953	$2,965,981	$2,472,007
Change Over Prior Year	---	-13.83%	2.31%	---	7.73%	-12.23%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$1,773,779	$1,629,511	$1,373,395	$1,539,576	$1,771,194	$1,353,394
Operating Services	$1,537,372	$950,775	$1,172,574	$635,947	$731,620	$776,646
Allocated Costs	$339,180	$354,086	$279,118	$304,198	$349,962	$341,967
Capital	0	$15,013	0	0	0	0
Total Budget	$3,650,331	$2,949,384	$2,825,087	$2,479,720	$2,852,776	$2,472,007
Change Over Prior Year	---	-19.20%	-4.21%	---	-3.28%	-12.50%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($80,794)

Cherokee Recreation and Parks Agency
2011 Objective & Goals

Why We Are Here...Our Objective

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with

1) Quality recreation and leisure opportunities,
2) Safe and well-maintained parks and facilities
3) To enhance quality of life year-round.

1) Quality recreation and leisure opportunities

- Definition: Provide recreation and leisure opportunities through a variety of programs, activities, and services designed to meet the citizens' desires and needs.

- How to Accomplish This?
  - Offer opportunities through instructional programs and classes, youth & adult athletics, camps, therapeutic recreation, cultural arts, and special events.
  - Provide spaces for events such as parties, weddings, meetings, showers, practices and workshops.
  - Continue existing agreements with community youth associations and partnerships with sister agencies.

2) Safe and well-maintained parks and facilities

- Definition: Provide safe and well-maintained parks and facilities with a variety of amenities designed to meet the citizens' desires and needs.

- How to Accomplish This?
  - Provide public places for leisure activities including ball fields, gymnasiums, playgrounds, walking tracks, multi-use trails, tennis courts, pavilions, picnic areas, fishing dock, boat ramps, and disc golf.
  - Follow standard maintenance guidelines.
  - Perform safety inspections.

3) To enhance quality of life year-round

- Definition: Provide recreation, park and leisure opportunities throughout the year that enhance the lives of all citizens.

- How to Accomplish This?
  - Broaden programs based on ever-changing trends to meet the needs of the community.
  - Maintain and improve all parks and facilities.
  - Provide various opportunities monthly, quarterly, seasonally, and annually.

Leadership/Technical Skills Required to Meet Our Objective

- **Vision/Strategy**
  Understanding the agency's overall vision/strategy.
  Understanding how staff positions fall under the vision/strategy.

- **Collaboration**
  Reach out to work with other recreation based agencies.
  Reach out to work with other county departments.

- **Communication**
  Effective flow of needed information throughout the agency.
  Listen to others, follow up with answers or questions and respond accordingly.
  Valuable information between leaders and subordinates.

- **Teamwork**
  No one person can do it all. Each staff has different skill sets that is essential to the agency.
  Willingness to be a part of a team. Ask for help, give help.

- **Commitment**
  Provide quality public service.
  Provide quality customer service.
  Provide loyal and devoted staff.

2011 Specific Goals

- Continue to renovate existing parks and facilities as well as build new ones to better serve citizens of Cherokee County.
- Improve current programs, implement new ones and identify changing trends through professional development, certification and continuing education.
- Increase participation numbers through effective, low-cost marketing and public relations.
- Provide a variety of programs, events and leagues for people of any gender, age or ability.
- Provide safe, clean and aesthetically pleasing parks and facilities that are appealing to citizens of all ages.

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with quality recreation and leisure opportunities, safe and well-maintained parks and facilities to enhance quality of life year-round.

Goal 1: Continue to renovate existing parks and facilities as well as build new ones to better serve the citizens of Cherokee County.

Current State – Where Are We Now?

1. Renovation plans for Hobgood Park, Sequoyah Park, the Recreation Center and the Union Hill Community Center are in development.
2. Various new properties have been purchased for future development.
3. Concept plans for Kellogg Creek and East Park sites being developed.

Future State – What Does Success Look Like?

1. Renovations of existing parks/facilities is underway or complete.
2. New parks and facilities are under construction.
3. Grand openings of various amenities are scheduled.

Implementation Plan – Steps to Achieve Success?

1. Continue to work with the bond program to implement the plans for renovations.
2. Continue to work with the bong program to implement the plans for new parks/facilities.

Metrics – How Do We Know When We Achieved the Goal?

1. When renovations are complete and parks/facilities re-opened.
2. When new parks or facilities are utilized for the first time by citizens.
3. Feedback from constituents is positive.
4. People are proud to be a part of the park system.
5. Compare park system to counties with similar demographics.

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with quality recreation and leisure opportunities, safe and well-maintained parks and facilities to enhance quality of life year-round.

Goal 2: Improve current programs, implement new ones and identify changing trends through professional development, certification and continuing education.

Current State – Where Are We Now?

1. Adult Athletics needs improvement.
2. New programs/ideas are needed.
3. Currently researching ever-changing trends.
4. Staff regularly attend district, state and national events.

Future State – What Does Success Look Like?

1. Increased participation in Adult Athletics.
2. Add new programs/events.
3. Staff develops new programs/events through acquired knowledge.

Implementation Plan – Steps to Achieve Success?

1. Implement new policies and/or rules that affect current Adult Athletics.
2. Use governing bodies' networking system to identify new ideas.
3. Review research of new trends.
4. Staff continues to attend district, state and national events.

Metrics – How Do We Know When We Achieved the Goal?

1. Adult Athletics increases by 5%
2. We have added two new program/events.
3. Staff obtains 200 hours of professional development annually.

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with quality recreation and leisure opportunities, safe and well-maintained parks and facilities to enhance quality of life year-round.

Goal 3: Increase participation numbers through effective, low-cost marketing and public relations.

Current State – Where Are We Now?

1. Numbers are down from previous years.
2. Marketing budget is limited.
3. Currently use website, mass emailing, online brochure and in-house printing.
4. Minimal use of social networking.

Future State – What Does Success Look Like?

1. Participation numbers are increasing.
2. New participants are registering.
3. Technology allows us to instantly communicate information.

Implementation Plan – Steps to Achieve Success?

1. Develop new low-cost marketing strategies.
2. Ensure each staff member contributes to low-cost marketing.
3. Increase use of social networking tools.

Metrics – How Do We Know When We Achieved the Goal?

1. Our online registration tool reflects how people heard about us.
2. Final 2011 participation numbers increased by 5%.

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with quality recreation and leisure opportunities, safe and well-maintained parks and facilities to enhance quality of life year-round.

Goal 4: Provide a variety of programs, events and leagues for people of any gender, age or ability.

Current State – Where Are We Now?

1. We currently offer programs for children ages birth-adults 55+.
2. Programs are offered in athletics, camps, special populations, tournaments, instructional, cultural arts and special events.
3. We offer specialized programs for individuals with special needs.

Future State – What Does Success Look Like?

1. People of all ages and abilities are registering for programs.
2. New programs/services are implemented.
3. Participants are leaving local competitors' programs to participate in ours.

Implementation Plan – Steps to Achieve Success?

1. Perform online survey to find out the desires and needs of the constituents.
2. Compare to other local agencies as to their services provided.

Metrics – How Do We Know When We Achieved the Goal?

1. Identify different demographics that are serviced.
2. No less that two programs/activities are offered in each of the recreation categories (i.e. camps, athletics, special populations, etc.)
3. Increase new participant numbers from local competitive programs.

The objective of Cherokee Recreation and Parks Agency is to provide the citizens of Cherokee County with quality recreation and leisure opportunities, safe and well-maintained parks and facilities to enhance quality of life year-round.

Goal 5: Provide safe, clean and aesthetically pleasing parks and facilities that are appealing to citizens of all ages.

Current State – Where Are We Now?

1. Due to lack of staff, parks are not maintained to our high standards.
2. Parks are safe and playgrounds are inspected annually.
3. Athletic fields are not aesthetically pleasing due to overuse.

Future State – What Does Success Look Like?

1. Maintenance standards are being met.
2. Parks are clean and free from problem areas.
3. The opening of new athletic fields.
4. Fields looking more aesthetically pleasing.

Implementation Plan – Steps to Achieve Success?

1. Develop plan to utilize staff outside of Parks/Facilities Division
2. Hold weekly staff meetings to address non-routine maintenance needs.
3. With the addition of new fields, overuse will decrease and fields will be maintained easier.

Metrics – How Do We Know When We Achieved the Goal?

1. Parks/Facilities inspections are rated excellent.
2. Parks Division staff is able to maintain a certain standard
3. .

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

PARKS AND RECREATION FUND

AGENCY: Community Services

DIVISION: Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	285,515	280,777	253,897	221,604	254,943	213,858
Overtime	0	189	0	0	0	0
Group Insurance - Health	21,592	20,198	20,410	18,081	20,802	26,692
Group Insurance - Life	1,060	1,071	977	773	890	750
Group Insurance - Dental	763	881	885	762	877	1,359
Group Insurance - LT Disab.	780	977	1,388	1,098	1,264	1,317
Group Insurance - ST Disab.	400	383	296	288	332	222
Social Security	17,158	16,740	16,603	13,080	15,048	15,739
Medicare	4,013	3,915	3,884	3,059	3,520	3,681
Defined Benefit Plan	19,908	19,627	18,088	14,141	16,269	15,231
Defined Benefit Reduction	0	0	0	0	0	(15,231)
Other Employee Benefits	2,492	1,004	0	0	0	0
Total Personal Services	**353,681**	**345,764**	**316,428**	**272,888**	**313,942**	**263,618**
Professional	9,323	7,450	0	0	0	200
Technical	0	226	1,000	160	185	500
Repairs and Maintenance	294	71	800	471	542	500
Vehicle Maintenance	716	28,508	20,000	35,968	41,380	22,500
Rental of Equipment and Vehicle	225	225	200	0	0	0
Communications	28,156	57,864	48,700	49,633	57,100	40,000
Postage	2,892	2,322	4,000	2,085	2,399	2,000
Advertising	(35)	(620)	2,000	(500)	(575)	500
Printing & Binding	35,179	12,908	20,000	4,408	5,071	3,000
Travel	6,291	2,123	5,150	221	255	0
Dues and Fees	1,630	2,314	2,000	1,675	1,927	2,500
Education and Training	4,762	2,765	4,650	2,109	2,426	0
Other Purchased Services	12,758	12,187	0	0	0	0
General Supplies and Materials	18,038	21,531	8,000	9,327	10,731	7,200
Books and Periodicals	82	169	100	58	67	100
Small Equipment	5,967	4,177	4,000	3,171	3,648	0
Depreciation-Building	383,652	0	0	0	0	0
Total Operating Services	**509,929**	**154,220**	**120,600**	**108,787**	**125,153**	**79,000**
Unemployment Insurance	0	2,418	505	685	788	505
Workers Compensation	0	0	10,613	4,878	5,612	1,203
Custodial	0	0	0	0	0	18,156
Insurance, Other Benefits	55,000	55,000	25,000	19,268	22,167	1,228
Water/Sewerage	68,846	85,593	51,000	62,811	72,261	55,000
Natural Gas	29,132	20,395	15,000	18,155	20,886	18,000
Electricity	186,202	168,009	160,000	170,410	196,047	167,000
Total Allocated Costs	**339,180**	**331,415**	**262,118**	**276,207**	**317,760**	**261,092**
TOTAL ANNUAL BUDGET	**1,202,790**	**831,398**	**699,146**	**657,883**	**756,856**	**603,710**

PARKS AND RECREATION FUND

AGENCY: Community Services

DIVISION: Administration

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Parks & Recreation Director*	1	1	1	1	1	0.75
Assistant Director	1	1	1	1	1	0
Receptionist	1	1	1	1	1	1
Business Manager	1	1	1	1	1	1
Community Events Manager	1	1	1	1	1	0
Administrative Div Head	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**5**	**5**	**5**	**5**	**5**	**3.75**

*Position Split with Parks Bond Fund

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

PARKS AND RECREATION FUND

AGENCY: Community Services

DIVISION: Programs

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	470,959	451,661	339,422	632,644	727,821	474,634
Overtime	443	171	0	23	26	0
Group Insurance - Health	21,345	26,680	22,580	22,914	26,362	31,897
Group Insurance - Life	1,484	1,357	860	771	888	659
Group Insurance - Dental	946	1,009	990	955	1,098	1,235
Group Insurance - LT Disab.	1,092	1,159	1,198	1,069	1,230	1,070
Group Insurance - ST Disab.	560	496	269	293	337	240
Social Security	29,066	27,799	14,591	25,195	28,986	35,470
Medicare	6,798	6,501	3,415	5,892	6,779	8,296
Defined Benefit Plan	17,212	17,718	15,530	14,966	17,217	16,010
Defined Benefit Reduction	0	0	0	0	0	(16,010)
Total Personal Services	**549,905**	**534,550**	**398,855**	**704,724**	**810,744**	**553,501**
Professional	2,057	594	0	276	317	0
Communications	32,046	1,082	0	0	0	0
Postage	3,369	0	0	0	0	0
Advertising	(100)	0	0	0	0	0
Printing and Binding	12	690	0	0	0	0
Travel	257	0	0	0	0	0
Education and Training	314	0	0	0	0	0
General Supplies and Materials	608,576	529,674	748,079	264,310	304,073	446,096
Total Operating Services	**646,530**	**532,041**	**748,079**	**264,586**	**304,390**	**446,096**
Workers Compensation	0	0	0	0	0	19,967
Insurance, Other Benefits	0	0	0	0	0	20,885
Total Allocated Costs	**0**	**0**	**0**	**0**	**0**	**40,852**
TOTAL ANNUAL BUDGET	**1,196,435**	**1,066,591**	**1,146,934**	**969,309**	**1,115,135**	**1,040,449**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Recreation Leader	1	1	1	1	1	1
Recreation Div Head	0	0	0	0	0	1
Athletics Division Head	0	0	0	0	0	1
Recreation Supervisor	5	5	5	5	5	5
Recreation Assistant	1	1	1	1	1	1
Park Worker I	0	0	0	0	0	1
Temporary Park Employees	76	76	76	76	76	68
TOTAL BUDGETED POSITIONS	**83**	**83**	**83**	**83**	**83**	**78**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

PARKS & RECREATION FUND

AGENCY: Community Services **DIVISION: Maintenance**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	675,126	570,603	510,352	430,243	494,970	416,000
Overtime	1,243	1,321	0	0	0	0
Group Insurance - Health	86,457	86,180	73,230	68,082	78,324	79,836
Group Insurance - Life	4,240	3,678	1,757	1,494	1,718	1,409
Group Insurance - Dental	2,780	2,659	2,471	2,426	2,791	3,446
Group Insurance - LT Disab.	3,120	3,025	2,415	2,062	2,372	2,785
Group Insurance - ST Disab.	1,600	1,352	542	555	639	398
Social Security	40,053	33,665	28,218	24,938	28,689	26,259
Medicare	9,367	7,873	6,604	5,832	6,710	6,142
Defined Benefit Plan	46,206	38,840	32,523	26,333	30,295	24,960
Defined Benefit Reduction	0	0	0	0	0	(24,960)
Total Personal Services	**870,194**	**749,196**	**658,112**	**561,964**	**646,507**	**536,275**
Professional	45,530	18,445	35,830	29,615	34,070	35,000
Technical	16	15	250	0	0	100
Lawn Care	13,501	13,192	14,925	7,483	8,609	9,500
epairs & Maintenance	86,894	23,817	36,000	17,750	20,420	22,850
vehicle Maintenance	0	4,552	0	596	686	50,000
Facilities Maintenance	10,776	49,386	55,000	50,672	58,295	500
Rental of Equipment & Vehicles	4,652	1,680	2,750	2,438	2,805	100
Communications	144	0	0	0	0	0
Postage	5	0	0	0	0	0
Advertising	63	34	300	0	0	0
Printing and Binding	36	0	0	0	0	0
Travel	23	65	0	0	0	0
Education and Training	733	0	0	0	0	0
General Supplies and Materials	117,258	94,216	95,372	90,642	104,278	74,000
Gasoline	62,585	42,979	35,000	38,075	43,804	41,000
Small Equipment	6,584	3,917	6,000	5,774	6,643	0
Other Supplies	32,113	12,215	22,468	19,528	22,466	18,500
Total Operating Services	**380,912**	**264,514**	**303,895**	**262,574**	**302,076**	**251,550**
Worker's Compensation	0	0	0	409	471	6,189
Disposal	0	22,671	17,000	27,582	31,731	30,000
Insurance, Other Benefits	0	0	0	0	0	3,834
Total Allocated Costs	**0**	**22,671**	**17,000**	**27,991**	**32,202**	**40,023**
Professional Service Assets	0	15,013	0	0	0	0
Total Operating Services	**0**	**15,013**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,251,106**	**1,051,394**	**979,007**	**852,529**	**980,785**	**827,848**

PARKS AND RECREATION FUND

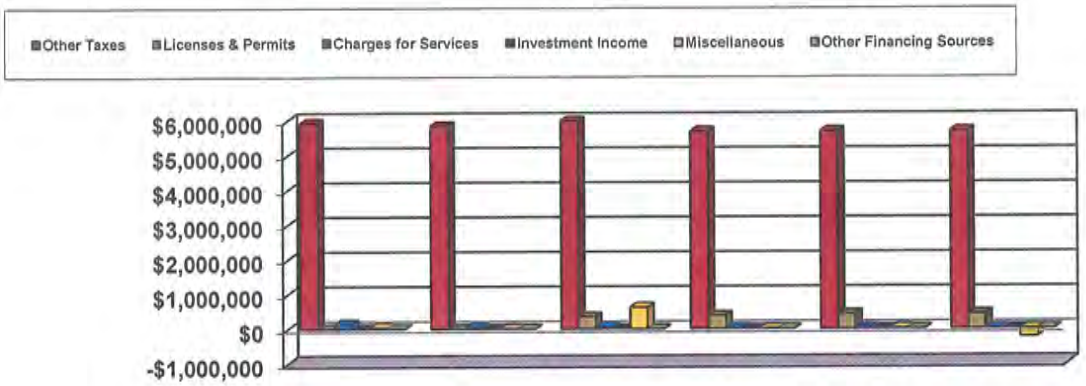
AGENCY: Community Services **DIVISION: Maintenance**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Facilities Custodian	1	1	1	1	1	1
Park Worker I	3	3	3	3	3	1
Park Worker II	3	3	3	3	3	2
Park Worker III	2	2	2	2	2	2
Crew Leader	5	3	3	3	3	3
Land/Facilities Coordinator	1	1	1	1	1	0
Park Services Coordinator	2	2	2	2	2	1
Parks/Facilities Manager	1	1	1	1	1	0
Parks Maint Superintendent	1	1	1	1	1	1
Park Maintenance Division Head	0	0	0	0	0	1
PT Park Worker	0	0	0	0	0	2
TOTAL BUDGETED POSITIONS	**19**	**17**	**17**	**17**	**17**	**14**

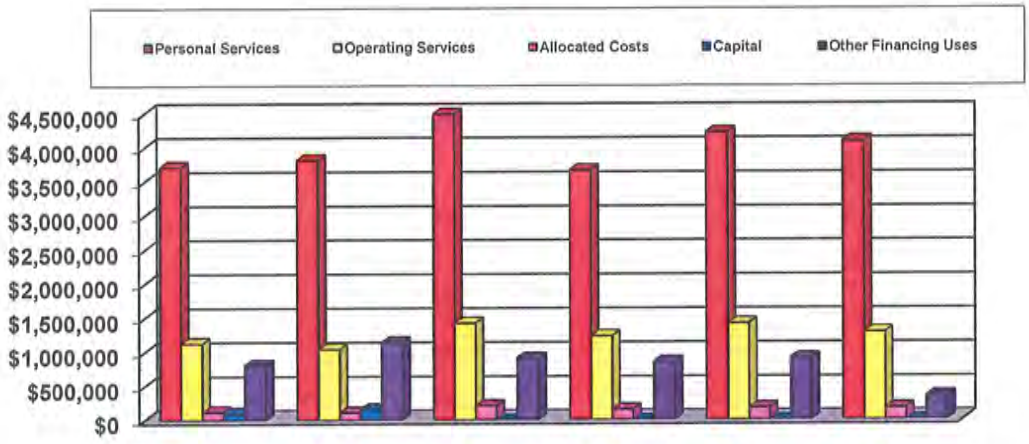
INSURANCE PREMIUM FUND

INSURANCE PREMIUM FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Other Taxes	$5,932,023	$5,846,968	$6,000,000	$5,686,599	$5,686,599	$5,700,000
Licenses & Permits	0	0	$350,000	$386,817	$416,817	$425,000
Charges for Services	$135,058	$37,897	$51,500	$13,486	$13,607	$6,750
Investment Income	$5,910	$1,041	0	$280	$330	$500
Miscellaneous	$39,004	$13,066	$621,173	$9,060	$16,168	-$230,080
Other Financing Sources	$7,565	$0	0	0	0	0
Total Revenue	$6,119,560	$5,898,973	$7,022,673	$6,096,242	$6,133,521	$5,902,170
Change Over Prior Year	---	-3.60%	19.05%	---	3.98%	-15.96%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$3,711,150	$3,814,996	$4,488,896	$3,665,688	$4,217,163	$4,091,425
Operating Services	$1,125,555	$1,037,555	$1,421,068	$1,231,616	$1,416,904	$1,287,543
Allocated Costs	$121,397	$109,286	$210,094	$154,489	$177,731	$173,202
Capital	$97,064	$153,294	$0	$0	$0	$0
Other Financing Uses	$800,000	$1,139,003	$905,158	$848,062	$905,158	$350,000
Total Budget	$5,855,167	$6,254,134	$7,025,216	$5,899,855	$6,716,956	$5,902,170
Change Over Prior Year	---	6.81%	12.33%	-16.02%	13.85%	-15.99%

ESTIMATED FUND BALANCE AS OF 11/30/10: $372,430

Community Development Agency

Development Service Center

2011 Specific Goals

- Goal 1: To provide consolidated, centralized services Address the needs of internal & external clients
- Goal 2: To improve our online services and website communications
- Goal 3: To continue to provide excellent customer service

Goal 1: To provide consolidated, centralized services

Current State – Where Are We Now?

- DSC uses more than one software system for processes – not effective and very time consuming
- DSC does not handle the process of all types of licenses and permits in the County (alcohol licenses, Sunday sales permits, manager permits, etc.) but the customer has to visit two sites to obtain these licenses (Marshal's Office and DSC offices)
- In order to obtain certain permits and licenses, customers need a background check; DSC does not provide this service and customer must make several trips to different locations

Future State – What Does Success Look Like?

- DSC staff will use one central software system for all our processes handled at the DSC
- DSC offers background checks at our IKON Business Center to eliminate trips for our customers when applying for business licenses and special permits.
- DSC handles all types of licenses and permits, to meet our mission statement of being a one point of contact and offering exceptional customer service.

Implementation Plan – Steps to Achieve Success?

1. To work with IT and Municipal Software to migrate from MUNIS to CityView our Business License processes
2. To work with the Marshal's Office to transfer the process of alcohol licenses, manager's permits, Sunday sales, etc.
3. Purchase a Livescan System to provide background checks in house.

Metrics – How Do We Know When We Achieved the Goal?

1. When DSC is able to house all processes in one software system – improvement is shown in our performance measures for efficiency and effectiveness.
2. Alcohol licenses and related permits issued at the DSC for centralized services
3. Background checks performed at the IKON Business Center for convenience to our customers

Goal 2: To improve our online services and website communications

Current State – Where Are We Now?

- Customers must come in for minor permits – takes a lot of traveling and time for a $30.00 permit (Electric, HVAC, plumbing, etc.) No web portal for customers to apply for these type of permits
- More detailed information could be accessible through the internet to avoid trips to County Offices i.e. building reports, businesses licenses, LDPs, etc.
- DSC is not able to accept digital submittals of plans for LDPs

Future State – What Does Success Look Like?

- Minor permits and licenses are issued over the internet and credit card payments are accepted
-
- Business Licenses renewals over the internet are more efficient with new software system (CityView)
- Plan Approval Team accepts digital submittals reducing review time and less costly to customers by reducing paper drawings and trips to county offices.

Implementation Plan – Steps to Achieve Success?

1. To work with IT and Finance for the implementation of Credit Card acceptance through PayGov
2. Work with IT and Municipal Software for the implementation of a Web Portal to issue permits, business licenses online
3. To work with IT to accept digital submittals for LDPs

Metrics – How Do We Know When We Achieved the Goal?

1. Credit Cards are accepted for all our processes. Online renewals will be a preference for the majority of our customers. Improved Customer Satisfaction in surveys
2. Minor permits and licenses issued online - Reports of online renewals will measure success
3. Land Disturbance Permits review time reduced further due to digital submittal. See Performance Report

Goal 3: To continue to provide excellent customer service

Current State – Where Are We Now?

- DSC does not accept credit cards over the counter – ***customers*** upset for not offering this convenient method
- ***Customers*** must come in for minor permits- internet permitting is not available – takes a lot of traveling and time for customers and the development community
- More detailed information could be accessible through the internet to avoid trips to ***customers*** to County Offices i.e. building reports, businesses licenses, LDPs, etc.
- DSC does not handle the process of all types of licenses and permits in the county and the ***customer/developer*** has to visit two sites to obtain these licenses plus extra trips to obtain background checks
- The ***developer/customer*** is not able to submit digitally for LDP and other type of permits causing numerous trips and unnecessary printing of drawings

Future State – What Does Success Look Like?

- Credit Cards are accepted at the counter and on the internet for payments, renewals, permits etc.
- Minor permits are issued over the internet avoiding unnecessary trips to our offices
- DSC offers background checks at our IKON Business Center to eliminate trips for our customers when applying for business licenses and special permits.
- DSC handles all types of licenses and permits, to meet our mission statement of being a one stop shop and offering exceptional customer service.
- Plan Approval Team accepts digital submittals reducing review time and less costly to customers by reducing paper drawings and trips to county offices.
- DSC offers exceptional customer service with efficient processes and experienced staff that adds value and quality to our department.

Implementation Plan – Steps to Achieve Success?

1. To work with IT and Finance for the implementation of Credit Card acceptance through PayGov
2. Work with IT and Municipal Software for the implementation of a Web Portal to issue permits, business licenses online
3. To work with the Marshal's Office to transfer the process of alcohol licenses, manager's permits, Sunday sales, etc.
4. Purchase a Livescan System to provide background checks in house.
5. Continued in house and outside training for DSC staff, acquiring certifications , continued participation in field related associations.
6. To work with IT to accept digital submittals for LDPs

Metrics – How Do We Know When We Achieved the Goal?

1. Credit Cards are accepted for all our processes. Online renewals will be a preference for the majority of our customers. Improved Customer Satisfaction in surveys
2. Alcohol licenses and related permits issued at the DSC. Will track customer surveys
3. Background checks performed at the IKON Business Center for convenience to our customers
4. Minor permits and licenses issued online – Will track customer surveys
5. DSC staff delivers exceptional customer service – Customer Service Surveys at a 95% excellent
6. Land Disturbance Permits review time reduced further due to digital submittal. See Performance Measures
7. Due to the nature of our business, customer surveys are a large indicator of our success, we strive for 95% or better we now are at 93%.

INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Development Services Center**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	146,317	151,226	120,092	138,159	134,646
Group Insurance - Health	0	19,546	20,780	15,543	17,881	18,272
Group Insurance - Life	0	851	490	385	443	332
Group Insurance - Dental	0	638	652	483	555	527
Group Insurance - LT Disab.	0	1,318	679	536	616	684
Group Insurance - ST Disab.	0	643	153	149	172	102
Social Security	0	8,381	8,704	6,850	7,880	8,348
Medicare	0	1,960	2,038	1,602	1,843	1,953
Defined Benefit Plan	0	10,204	9,830	7,688	8,845	8,079
Total Personal Services	**0**	**189,858**	**194,552**	**153,327**	**176,394**	**172,943**
Professional	0	3,174	3,684	3,025	3,480	4,000
Repairs and Maintenance	0	1,498	1,500	667	768	1,500
Rental of Equipment & Vehicle	330	2,973	2,500	2,342	2,695	3,000
Communications	0	6,736	6,000	2,142	2,464	2,000
Postage	0	7,262	8,500	7,092	8,159	8,500
Advertising	0	2,497	1,500	1,500	1,726	0
Travel	0	1,184	1,500	1,548	1,781	500
Dues and Fees	0	317	800	50	58	500
Education and Training	0	4,939	5,000	4,902	5,639	1,000
General Supplies and Materials	0	11,180	13,500	12,257	14,101	12,000
Other Supplies	0	2,497	2,500	2,500	2,876	2,500
Cash Overages/Shortage	0	100	0	0	0	0
Total Operating Services	**330**	**44,357**	**46,984**	**38,026**	**43,746**	**35,500**
Unemployment Insurance	0	0	505	0	0	0
Workers Compensation	0	0	2,527	1,093	1,257	962
Disposal	0	0	0	104	120	100
Custodial	0	0	0	0	0	1,389
Insurance, Other Benefits	0	0	2,500	1,927	2,217	745
Water/Sewerage	0	0	0	10	12	50
Electricity	0	0	6,300	2,174	2,501	2,400
Total Allocated Costs	**0**	**0**	**11,832**	**5,308**	**6,107**	**5,646**
TOTAL ANNUAL BUDGET	**330**	**234,215**	**253,368**	**196,661**	**226,247**	**214,089**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Development Services Supervisor	0	1	1	1	1	1
Development Services Rep	0	4	4	4	4	3
TOTAL BUDGETED POSITIONS	**0**	**5**	**5**	**5**	**5**	**4**



ENGINEERING DEPARTMENT
2011 GOALS AND OBJECTIVES

Goal 1: Improve Traffic Signal Maintenance Procedures

Current State – Where Are We Now?

- When issues for traffic signals are reported, a technician reports to the intersection to diagnose.
- Upon verification of an issue, the technician either corrects the problem or if additional assistance is needed then a work order is prepared for the signal contractor.
- Other than the work order, there is no documentation of the problem for historical purposes.
- Once the work is completed and an invoice is received, there is no link to the amount paid for the work to analyze the cost of each signal for maintenance.

Future State – What Does Success Look Like?

- A maintenance database is created that will record all work as related to each traffic signal and the costs to maintain.
- This system will record all maintenance work, preventative or reactive, so that we have the ability to analyze trends or issues that may occur.
- Create a link between the database and the current GIS Traffic Signal layers.

Implementation Plan – Steps to Achieve Success?

- Create a list of items to be tracked within the maintenance database.
- Once this list is created, work with the IT Department to develop the database so that it will meet the needs of the users.
- Work with the GIS Department to create the link between the database and the GIS layers.

Metrics – How Do We Know When We Achieved the Goal?

- Maintenance Database completed and implemented.

Goal 2: Establish Traffic Sign Inventory & Maintenance Procedures

Current State – Where Are We Now?

- Currently there is no inventory as to the location or number of traffic signs that are installed within Cherokee County.
- If a sign is reported missing, the County has to rely on the caller that the sign was there in the first place rather than knowing it was an existing sign and its actual location.

Future State – What Does Success Look Like?

- Per the MUTCD, it is now required that local jurisdictions implement a method to inventory all roadway signs by January 2012.
- Once the inventory is in place, there must be a method for replacement to ensure the minimum retro reflectivity levels are maintained.
- All regulatory and warning signs must be in compliance by 2015.
- All street name signs must be in compliance by 2018.

Implementation Plan – Steps to Achieve Success?

- Create a list of items to be tracked within the traffic sign inventory database.
- Once this list is created, work with the IT Department to develop the database so that it will meet the needs of the users.
- Work with the GIS Department to create the link between the database and the GIS layers to locate the signs.
- Analyze the number of signs in the County and project an estimated cost to bring the County in compliance.
- Develop a strategy to ensure the County is in compliance by the specified dates in the MUTCD.

Metrics – How Do We Know When We Achieved the Goal?

- Maintenance Database completed and implemented so that we have a record of all traffic signs on County maintained roadways.
- Accurate records of signs and whether or not they are in compliance with retro reflectivity standards.

Goal 3: Improve Traffic Count System

Current State – Where Are We Now?

- Traffic counts are currently conducted on an as needed basis.
- The records of the traffic counts are currently stored on a single computer with no shared access.

Future State – What Does Success Look Like?

- Develop a system to do annual or biannual traffic counts throughout the County to help monitor traffic patterns.
- Create a database that can track the traffic counts by location.
- Link that database to the GIS system and publish it out so that it can be accessed by the public.

Implementation Plan – Steps to Achieve Success?

- Create a list of items to be tracked within the traffic count database.
- Once this list is created, work with the IT Department to develop the database so that it will meet the needs of the users.
- Work with the GIS Department to create the link between the database and the GIS layers.

Metrics – How Do We Know When We Achieved the Goal?

- Maintenance Database completed and implemented with GIS component.

Goal 4: Improve Ability to Analyze Accident Data

Current State – Where Are We Now?

- Accident reports are currently completed by the Sheriff's Office.
- Monthly reports in Excel are produced by the Sheriff's Office and distributed.
- Those reports are then compiled in a database by the Sheriff's Office.
- If Engineering wants to access the accident history of an intersection, we must contact the Sheriff's Office to receive a list of the accidents for that location. The information from that is limited.
- We then have to submit a request to their records department to receive hard copies of the accident reports.

Future State – What Does Success Look Like?

- A single system that can be accessed by the Sheriff's Office, Engineering, and any other Agency within Cherokee County that may need to access and utilize accident data.
- This system would have a database that would allow you to search for accidents by different parameters as well as provide hyperlinks to review the reports based on search results.
- Combine the database with GIS layers to allow for easy analysis of high accident location in Cherokee County to identify locations where road improvements may be necessary.

Implementation Plan – Steps to Achieve Success?

- Meet with the Sheriff's Office to determine their current process and analyze what format the current data is stored.
- Determine what the needs of each department would be for a single system.
- Determine the additional equipment needs to make the system a success.
- Create a database that will allow everyone to access the data they need.
- Link the database to the GIS system to be able to display data graphically.

Metrics – How Do We Know When We Achieved the Goal?

- A single system to research and analyze accident data for all departments within Cherokee County.

Goal 5: Streamline the Utility Permitting Process

Current State – Where Are We Now?

- Utility permit requests are received by mail for review and approval. They are manually assigned a permit number and that number is manually recorded in a listing of approved utility permits.
- Transmit roadway construction plans to the appropriate utility companies requesting existing and proposed utility information.
- Receive special encroachment permits requests and process accordingly.

Future State – What Does Success Look Like?

- Receive utility permit requests digitally.
- Transmit digital roadway construction plans to the appropriate utility companies requesting utility information and specifying the correct time from for return per Georgia code.
- Process special encroachment permits through City View.

Implementation Plan – Steps to Achieve Success?

- Create a new utility permit application and include the new process on the County website.
- Indicate the Georgia code requirements regarding time restraints in the permit.
- Implement the permitting process into City View.

Metrics – How Do We Know When We Achieved the Goal?

- A digital process for utility permitting is implemented within City View.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Engineering**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	451,851	355,440	281,257	263,700	303,371	300,169
Group Insurance - Health	28,136	25,855	21,920	21,855	25,143	28,033
Group Insurance - Life	1,908	1,720	1,007	853	981	818
Group Insurance - Dental	1,576	1,060	971	829	953	1,312
Group Insurance - LT Disab.	1,404	1,468	1,446	1,224	1,408	1,686
Group Insurance - ST Disab.	720	627	303	323	371	243
Social Security	26,718	19,645	18,335	15,389	17,704	18,610
Medicare	6,249	4,594	4,290	3,599	4,140	4,352
Defined Benefit Plan	31,070	23,382	18,807	16,828	19,360	18,010
Total Personal Services	**549,632**	**433,790**	**348,336**	**324,600**	**373,433**	**373,233**
Professional	347	228	10,600	10,644	12,246	500
Prof Svcs/Contract Paving	0	179	0	0	0	0
Technical	52,073	37,116	60,000	40,452	46,537	40,000
Vehicle Maintenance	9,069	8,054	5,000	2,278	2,621	4,000
Rental of Equipment and Vehicle	0	0	1,000	0	0	1,000
Communications	15,525	5,615	4,920	5,109	5,877	4,920
Postage	1,349	742	1,500	999	1,149	1,500
Advertising	468	195	1,000	66	76	500
Printing and Binding	0	0	0	0	0	500
Travel	45	18	1,000	2	2	0
Dues and Fees	0	533	11,000	10,393	11,957	300
Education and Training	1,850	315	3,500	1,223	1,407	600
Other Purchased Services	0	0	20,000	26,118	30,048	0
General Supplies and Materials	2,966	1,567	5,000	665	766	1,000
Electricity - Traffic Signals	48,509	5,273	54,000	44,664	51,383	54,000
Electricity - Street Lights	0	0	0	20,470	23,550	35,000
Gasoline	16,904	9,120	9,600	8,639	9,939	9,600
Non-Asset Computer Equipment	0	1,780	0	0	0	0
Other Supplies	4,170	1,290	10,000	6,047	6,957	1,000
Total Operating Services	**153,275**	**72,023**	**198,120**	**177,770**	**204,514**	**154,420**
Unemployment Insurance	0	22,770	1,112	1,591	1,830	0
Workers Compensation	0	0	5,559	2,404	2,766	1,203
Disposal	0	0	0	104	120	100
Custodial	0	0	0	0	0	1,552
Insurance, Other Benefits	9,000	4,000	5,000	3,854	4,433	2,380
Water/Sewerage	231	(84)	0	13	15	50
Natural Gas	1,663	(390)	0	60	69	0
Electricity	2,774	1,504	6,300	4,864	5,596	2,700
Total Allocated Costs	**13,668**	**27,800**	**17,971**	**12,891**	**14,830**	**7,985**
TOTAL ANNUAL BUDGET	**716,575**	**533,613**	**564,427**	**515,260**	**592,777**	**535,638**

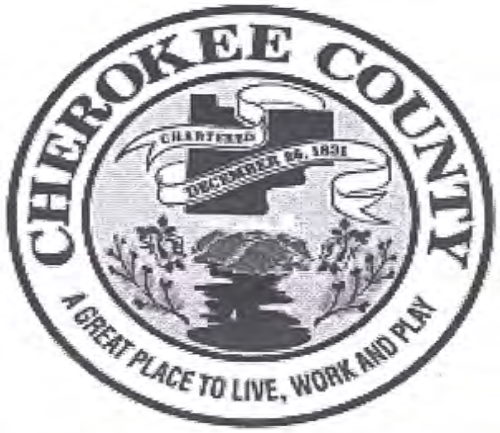
INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Engineering**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Erosion Technician	3	0	0	0	0	0
Public Works Agency Director	1	1	1	1	1	1
Assistant Director	1	0	0	0	0	0
County Transportation Engineer	0	1	1	1	1	1
Engineering Technician	1	2	2	2	2	1
Administrative Assistant*	1	1	1	1	1	0.5
Hwy/Utility Permit Clerk	1	0	0	0	0	0
Arborist	1	0	0	0	0	0
Preconstruction Eng Transportation	1	1	1	1	1	1
Part-Time Development Inspector	1	0	0	0	0	0
Part-Time Erosion Technician	1	0	0	0	0	0
TOTAL BUDGETED POSITIONS	**12**	**6**	**6**	**6**	**6**	**4.5**

***Position split with Parks Bond Fund**



ENGINEERING DEVELOPMENT INSPECTION 2011 GOALS AND OBJECTIVES

Goal: Ensure all Site Development Projects are Constructed per Approved Site Plans and Developers Follow all Local/State/Federal Regulations During Construction

Current State – Where Are We Now?

- Reviewing site plans/ inspection of sites under construction/ checking erosion control issues / verifying state waters.
- Working to implement paperless site plan review.
- Working to keep sites in compliance with current NPDES/EPD regulations and current County regulations.
- Working to add inspection results into CityView.

Future State – What Does Success Look Like?

- All inspection results and paperwork on CityView.
- Review and accept site plans electronically.
- Up to date with all latest EPD regulations.
- Up to date with all latest NPDES regulations.
- Send completed site plan review checklists to client before site plan review meeting.

Implementation Plan – Steps To Achieve Success?

- Improve of plan review process / site inspections / erosion control and NPDES inspections.
- Continue education of all inspectors of latest NPDES/EPD regulations and of current Development Regulations.
- Keep all inspectors current on GSWCC certifications.
- Work on the day to day operations with inspectors.

Metrics - How Do We Know When We Achieved the Goal?

- Check CityView to see if all inspections and paperwork are being entered.
- Regularly review EPD erosion control and County erosion control regulations with inspectors.
- Continue to provide quality site plan reviews.
- Make sure the inspectors are reviewing NPDES paperwork for each site in the field.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Public Works

DEPARTMENT: Engineering

DIVISION: Development Review & Inspections

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	229,592	213,070	230,581	200,426	230,578	210,106
Group Insurance - Health	20,477	27,692	32,740	29,712	34,182	36,202
Group Insurance - Life	1,060	1,024	809	700	805	499
Group Insurance - Dental	868	990	1,161	986	1,135	1,411
Group Insurance - LT Disab.	780	913	1,155	1,002	1,153	1,158
Group Insurance - ST Disab.	400	373	258	271	312	130
Social Security	13,634	12,663	13,717	11,882	13,670	13,027
Medicare	3,189	2,962	3,210	2,779	3,197	3,046
Defined Benefit Plan	15,620	14,881	14,988	12,788	14,712	12,080
Total Personal Services	**285,619**	**274,566**	**298,619**	**260,547**	**299,745**	**277,659**
Professional	0	0	500	115	133	500
Vehicle Maintenance	2,386	3,817	5,000	3,581	4,120	5,000
Rental of Equipment and Vehicle	0	0	1,000	0	0	1,000
Communications	3,317	3,059	2,700	1,832	2,108	2,700
Advertising	0	30	0	30	35	0
Printing and Binding	0	1	0	26	30	500
Travel	0	0	500	48	55	500
Education and Training	420	60	1,000	294	338	500
General Supplies and Materials	1,054	520	4,000	145	167	1,000
Gasoline	12,307	8,234	12,000	12,091	13,910	12,000
Other Supplies	937	58	4,500	4,400	5,062	500
Total Operating Services	**20,420**	**15,779**	**31,200**	**22,563**	**25,957**	**24,200**
Workers Compensation	0	0	0	0	0	1,203
Disposal	0	0	0	104	120	100
Custodial	0	0	0	0	0	1,552
Insurance, Other Benefits	5,000	5,000	5,000	3,854	4,433	1,079
Water/Sewerage	61	0	0	13	15	50
Natural Gas	191	0	0	0	0	0
Electricity	911	0	6,300	4,715	5,424	2,700
Total Allocated Costs	**6,163**	**5,000**	**11,300**	**8,686**	**9,993**	**6,684**
TOTAL ANNUAL BUDGET	**312,203**	**295,345**	**341,119**	**291,796**	**335,694**	**308,543**

INSURANCE PREMIUM FUND

AGENCY: Public Works DEPARTMENT: Engineering

DIVISION: Development Review & Inspections

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Development Inspection Manager	1	1	1	1	1	1
Arborist	0	1	1	1	1	1
Development Coordinator	1	0	0	0	0	0
Development Inspector	3	3	3	3	3	2
Part-Time Development Inspector	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**5**	**5**	**5**	**5**	**5**	**5**



STORMWATER ENGINEERING
2011 GOALS AND OBJECTIVES

Goal 1: Ensure County compliance with Metro North GA Water Planning District's (MNGWPD) Watershed Management Plan –Water Quality Monitoring

Current State – Where Are We Now?

- Metro North GA Water Planning District's (MNGWPD) Watershed Plan requires "long term ambient trend monitoring" to track local watershed conditions.
- Currently, the County relies on monitoring performed by TetraTech as part of the Lake Allatoona-Upper Etowah Watershed Study.
- This contracted monitoring will end in 2011.
- County needs a plan for meeting monitoring requirements after 2011. Options: a) partner with CCWSA to perform monitoring or b) contract to a consultant.
- Lake Allatoona-Upper Etowah Partners within the Metro District may decide to partner on this effort and hire a consultant to perform monitoring (Cobb, Cherokee, Bartow, etc.).

Future State – What Does Success Look Like?

- Partner agreements are in place.
- Budget for monitoring work is developed and funding approved by governing bodies.
- Consultant hired (if necessary) and monitoring work is accomplished on an on-going basis. Any monitoring data showing outliers or unanticipated results are adequately explained by consultant (quality control).
- Monitoring Reports are submitted to MNGWPD annually.

Implementation Plan – Steps to Achieve Success?

- Find potential partners to fund/perform required monitoring.
- Discuss with Cherokee Co Water & Sewer Authority (CCWSA) potential to partner.
- Clarify with partners that MNGWPD monitoring requirements are different from LA-UE monitoring and future monitoring efforts should meet MNGWPD standards.
- Determine if CCWSA can perform required monitoring or if a consultant will need to be hired.
- Develop plan & budget for monitoring work with partners.
- If a consultant is hired, coordinate with CCWSA's regular water quality monitoring efforts to avoid duplication.

Metrics – How Do We Know When We Achieved the Goal?

- Partnership agreements result in a cost-effective solution.
- Annual Budget for monitoring work is sufficient and can be sustained over time.
- Monitoring work is produced according to required protocols.
- Monitoring Reports are submitted to county according to schedule and county submits reports to MNGWPD annually.
- GA EPD approves monitoring work during Audit review of County's compliance with MNGWPD Watershed Management Plan.

Goal 2: Ensure County compliance with NPDES Phase II MS4 Stormwater Permit - BMP Inspection Program/BMP Maintenance Agreements

Current State – Where Are We Now?

- BMP Inspection Program is difficult to manage because of lack of standard procedures for follow-up of BMPs found in need of maintenance.
- County Inspection Reports are currently on paper only.
- Only a small percentage of owners of stormwater BMPs under a Maintenance Agreement are submitting regular inspection reports to County.
- County Stormwater Inspectors cannot inspect proprietary water quality treatment devices and cannot determine if devices need maintenance.

Future State – What Does Success Look Like?

- BMP Inspection Program will have a documented work plan that results in improved and more time-effective management.
- Digital records will be available to all involved staff.
- Database of all BMP Inspections will provide effective tracking of BMPs in need of maintenance and follow-up with BMP owners.
- Stormwater staff will provide education and information to individual out-of-compliance BMP owners to assist them in maintenance efforts.
- County will have effective procedures for enforcing BMP Maintenance Agreements to achieve a greater degree of compliance.

Implementation Plan – Steps to Achieve Success?

- Develop management procedures for BMP Inspection Program.
- Digitize all individual Detention Pond Inspection Reports currently on paper.
- Create database to track non-compliant ponds and organize work efforts to follow-up for more efficient oversight of Inspection Program.
- Assess BMP Maintenance Agreement program for effectiveness.
- Develop a work process to review all Stormwater BMP Maintenance Agreements at regular intervals to check for compliance and contact non-compliant owners.
- Determine best methods to enforce Maintenance Agreements.
- Research and develop protocols for Stormwater Inspectors to use during site inspections of BMPs with proprietary devices.

Metrics – How Do We Know When We Achieved the Goal?

- BMP Inspection Program will have a documented work plan.
- Records will be fully digital.
- Database of all BMP Inspections will be kept up to date.
- 100% of out-of-compliance BMP owners will be notified in a timely manner and provided informational assistance.
- County will receive independent inspection reports on a greater percentage of BMPs with Maintenance Agreements.

Goal 3: Ensure County compliance with NPDES Phase II MS4 Stormwater Permit & Illicit Discharge Detection & Elimination BMP / Illicit Discharge & Illegal Connection Ordinance

Current State – Where Are We Now?

- Some detention ponds have been found by Stormwater Inspectors to be used for toxic waste disposal by dumping, draining or washing toxic chemicals off equipment.
- Have received specific reports of concrete trucks dumping excess concrete into stormdrains; and septic tank and portable toilet waste haulers dumping waste into streams; lawn care companies & golf courses washing fertilizer, herbicides and pesticides into stormwater BMPs.
- Currently have lack of consistent follow-up on detention pond inspections where significant problems are found.

Future State – What Does Success Look Like?

- Reduced number of illegal discharges and illicit connections by local businesses or other property owners.
- Established on-going program of educational site inspections at local commercial/industrial businesses.
- Successful enforcement of County's Illicit Discharge and Illegal Connection Ordinance.

Implementation Plan – Steps to Achieve Success?

- Develop a step-by-step protocol for inspection, investigation, and follow-up with county Environmental Marshal and GA EPD regarding illicit discharges and illegal connections.
- Develop a program for educational site visits to local commercial/industrial businesses to inspect for illicit connections and illicit discharges into detention ponds, drainage swales/ditches or directly to streams.
- Educate County Building Inspectors and Development Inspectors to help spot violators on constructions sites.

Metrics – How Do We Know When We Achieved the Goal?

- Increase in number of illegal discharge activities discovered and stopped.
- Increase in successful enforcement of County's Illicit Discharge and Illegal Connection Ordinance.
- Increased knowledge of how to work with GA EPD Hazardous Waste unit.
- Reduced number of illegal discharges reported by citizens.

Goal 4: Assist design professionals with implementation of efficient, aesthetically pleasing and maintainable detention and water quality facilities.

Current State – Where Are We Now?

- Facilities are fairly efficient, but not aesthetically pleasing or easily maintained.

Future State – What Does Success Look Like?

- Cherokee County setting high water quality standards among all future metro developments.

Implementation Plan – Steps to Achieve Success?

- Meet with design professionals within community to discuss options to meet goal.
- Meet with other municipalities in metro area about experience with other methods.
- Encourage new methods to be implemented early on in the design process (when we meet for preliminary).
- Follow through with implementation of new methods even when challenges occur.

Metrics – How Do We Know When We Achieved the Goal?

- When streams, rivers and lakes in our community return to their native condition prior to Cherokee County's big growth.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Public Works

DEPARTMENT: Engineering

DIVISION: Stormwater Management Engineering

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	190,522	197,265	197,111	171,361	197,141	175,919
Group Insurance - Health	12,417	15,201	15,550	13,653	15,707	12,120
Group Insurance - Life	848	828	690	594	683	407
Group Insurance - Dental	604	669	642	629	724	776
Group Insurance - LT Disab.	624	744	988	851	979	889
Group Insurance - ST Disab.	320	301	220	231	265	116
Social Security	11,208	11,589	7,838	10,039	11,550	10,732
Medicare	2,621	2,710	1,835	2,348	2,701	2,510
Defined Benefit Plan	13,009	13,768	12,812	10,933	12,578	9,768
Total Personal Services	**232,173**	**243,076**	**237,686**	**210,640**	**242,329**	**213,235**
Professional	106,307	43,695	54,000	149	172	4,600
Vehicle Maintenance	2,776	2,311	4,000	661	760	4,000
Rental of Equipment and Vehicle	0	0	1,000	0	0	1,000
Communications	2,590	2,825	2,160	1,814	2,087	2,160
Advertising	0	0	0	10	12	0
Printing and Binding	0	3	0	88	101	500
Travel	173	464	1,000	13	15	0
Dues & Fees	965	961	2,000	861	991	10,000
Education and Training	2,208	1,309	5,000	2,806	3,228	500
General Supplies and Materials	1,697	1,090	2,000	744	856	1,000
Gasoline	2,889	3,757	9,600	1,789	2,058	9,600
Other Supplies	2,299	2,419	4,000	1,639	1,886	1,000
Total Operating Services	**121,902**	**58,833**	**84,760**	**10,574**	**12,165**	**34,360**
Worker's Compensation	0	0	0	0	0	962
Disposal	0	0	0	0	0	100
Custodial	0	0	0	0	0	1,552
Insurance, Other Benefits	4,000	4,000	4,000	3,083	3,547	894
Water/Sewerage	61	0	0	0	0	50
Natural Gas	191	0	0	0	0	0
Electricity	897	0	0	259	298	2,700
Total Allocated Costs	**5,150**	**4,000**	**4,000**	**3,342**	**3,845**	**6,258**
TOTAL ANNUAL BUDGET	**359,225**	**305,908**	**326,446**	**224,556**	**258,338**	**253,853**

INSURANCE PREMIUM FUND

AGENCY: Public Works

DEPARTMENT: Engineering

DIVISION: Stormwater Management Engineering

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Stormwater Inspector	1	3	3	3	3	1
GIS Technician	1	1	1	1	1	0
Stormwater Coordinator	1	1	1	1	1	1
Preconst Eng Storm Water	1	1	1	1	1	1
Part-Time Stormwater Inspector	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**4**	**6**	**6**	**6**	**6**	**4**

ROADS & BRIDGES DIVISION
2011 GOALS AND OBJECTIVES

Goal 1: Pavement Management – proactive pavement maintenance of the County's roadway system.

Current State – Where Are We Now?

- Established database of all County-maintained roads.
- Using an evaluation and rating system for road pavements.
- Roads rated and updated annually.
- Pavement Manager is responsible for managing program and related work.
- Roads selected for resurfacing are based on need.

Future State – What Does Success Look Like?

- Continued improvement of functionality of system and data management.
- Provide data and share information through GIS with other departments and outside agencies (GDOT).
- Annual resurfacing program (list of streets and mapped locations) posted on department webpage.

Implementation Plan – Steps to Achieve Success?

- Annually rate and evaluate all County maintained roads.
- Prepare annual paving program based on evaluations and resources.
- Prepare project list and schedule for paving-related work.
- Work with GIS Department to link current database with available GIS layers.
- Work with IT Department to link GIS street maps to department webpage.

Metrics – How Do We Know When We Achieved the Goal?

- Continued decrease in number of roads that rate in very poor and poor condition.
- Annual paving program that addresses roads that rate in poor or fair condition each year.
- GDOT continues to accept majority of roadways submitted for consideration for Local Maintenance and Improvement Grants (LMIG).
- Public better informed of annual resurfacing program since it will now be posted on the department's webpage.

Goal 2: Storm Drainage System Management – proactive maintenance of the County's stormwater management system to meet NPDES MS4 requirements.

Current State – Where Are We Now?

- Continue efforts to establish an inventory of the County's storm drainage system.
- Working with Engineering Department to expand inventory to include pipe and structure assessments.
- Crew and equipment have been dedicated specifically for drainage system maintenance and repairs.
- Drainage system maintenance activities also include bridge repairs and maintenance.
- Specific bridge and drainage system inspection and maintenance procedures have been established.

Future State – What Does Success Look Like?

- Reduction in number of drainage related phone-in complaints.
- Reduction in drainage structures or bridge structures damaged during major storm events; reduction in roadway closings.
- Provide data and share information through GIS with other departments.

Implementation Plan – Steps to Achieve Success?

- Continue to implement a pro-active drainage system and bridge maintenance program.
- Continue culvert and bridge repairs to eliminate critical items .
- Establish a system to provide for the replacement of obsolete and defective drainage structures and bridges.
- Schedule and perform repairs to bridges and major culverts identified in GDOT's bi-annual bridge inspection report.
- Continue to improve database of drainage structures and condition ratings.
- Work with GIS Department to link current data bases with available GIS layers.

Metrics – How Do We Know When We Achieved the Goal?

- Drainage structure repairs and replacement can be better budgeted and the number of emergency/unbudgeted repairs is decreased.
- Roadway closings as a result of storm drainage system flooding or failures are significantly reduced.
- Improved drainage and ditching along all County maintained roadways.
- Drainage system maintenance program that addresses minor problems and maintenance before becoming major repairs or replacements.

Goal 3: Proactive response to all roadside maintenance issues.

Current State – Where Are We Now?

- Routine mowing and trimming of all roadway rights-of-way.
- Urbanized areas with curb and gutter, grassed medians and sidewalks are requiring more frequent and time consuming mowing and maintenance.
- Routine maintenance of all street signs and traffic control signs.
- Routine patching of all roadways.
- Aging infrastructure (sidewalks and curbs) in urbanized area requiring more frequent repairs and replacement.

Future State – What Does Success Look Like?

- Continued mowing and trimming of rights-of-way.
- Street signs upgraded on a regular schedule to conform with new MUTCD requirements for reflectivity.
- Sidewalk and curb repairs performed on a regular basis based upon sidewalk inventory and survey.

Implementation Plan – Steps to Achieve Success?

- Work with Engineering Department and GIS Department to develop a sign inventory.
- Designate two work crews to exclusively perform concrete repairs to sidewalks and curbs.
- Work with Engineering Department and GIS Department to develop a sidewalk inventory.
- Budget sufficient funds for annual concrete replacement and repair work and sign replacement .

Metrics – How Do We Know When We Achieved the Goal?

- Reduction in number of resident calls requesting roadside mowing.
- All County's street name signs and traffic control signs meet proposed MUTCD requirements for reflectivity.
- Reduction in number of calls and insurance claims for injuries on defective sidewalks and curbs.

Goal 4: Improve in-house construction of improvements to substandard County roadways.

Current State – Where Are We Now?

- Paving at least one (1) mile of unpaved roadway each year.
- Widening approximately 10 miles per year of substandard width roads (roads less than 18 feet wide).
- Complete one (1) major roadway reconstruction project per year.
- Provide improved ditching and drainage along all county roadways.

Future State – What Does Success Look Like?

- Majority of unpaved roads will be paved.
- Majority of county roads will be a minimum 18 feet wide.
- Majority of county roads will have adequate roadside ditches and functioning drainage.

Implementation Plan – Steps to Achieve Success?

- Work with Engineering Department to acquire required rights-of-way on substandard and unpaved roads.
- Prioritize roadway improvements where there are minimal right-of-way and/or utility conflicts.
- Work with Engineering Department to prioritize in-house designs for substandard roadway reconstruction projects.

Metrics – How Do We Know When We Achieved the Goal?

- Decreased unpaved road maintenance costs.
- Roadway edge rut maintenance costs will be decreased since all roadways will be a minimum 18 feet wide.
- Decreased roadway reconstruction costs due to work being performed in-house will allow additional projects to be completed.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Public Works

DEPARTMENT: Roads and Bridges

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	1,100,618	1,002,588	1,443,775	1,088,050	1,251,739	1,205,113
Overtime	14,886	15,247	23,255	10,321	11,874	23,255
Group Insurance - Health	108,396	114,981	156,707	132,561	152,503	173,553
Group Insurance - Life	3,377	4,197	4,533	4,858	5,589	3,830
Group Insurance - Dental	2,693	3,316	4,624	4,166	4,793	6,046
Group Insurance - LT Disab.	130	2,606	6,398	7,479	8,604	8,768
Group Insurance - ST Disab.	590	(3,724)	1,436	1,466	1,687	1,078
Social Security	66,639	60,791	90,956	70,855	81,514	74,717
Medicare	15,579	14,214	20,934	16,571	19,064	17,474
Retirement Contribution/401a	(11,241)	(10,709)	0	(1,139)	(1,310)	0
Defined Benefit Plan	15,149	17,263	87,995	33,423	38,451	72,307
Total Personal Services	**1,316,816**	**1,220,771**	**1,840,613**	**1,368,610**	**1,574,507**	**1,586,141**
Professional	2,480	2,752	23,290	6,638	7,637	10,000
Prof Svcs/Tree Removal	6,900	4,975	12,000	9,590	11,033	12,000
Prof Svcs/Curb-Gutter; Concrete	0	0	9,000	0	0	2,000
Prof Svcs/Tornado Debris Removal	109,844	65,331	0	0	0	0
Technical	1,500	0	3,000	0	0	1,000
Disposal - Road Debris	0	0	0	0	0	38,088
Repairs and Maintenance	3,941	0	3,500	377	433	1,500
Vehicle Maintenance	98,382	71,064	130,000	102,996	118,491	112,130
Rentals	0	236	0	4,167	4,794	0
Rental of Equipment & Vehicles	190	6,643	8,000	870	1,001	3,000
Communications	12,987	12,999	35,475	13,509	15,541	35,475
Postage	0	0	0	31	36	0
Advertising	243	86	800	42	48	0
Travel	0	166	1,000	153	176	0
Education and Training	1,778	635	2,700	2,652	3,051	500
General Supplies and Materials	(19,876)	31,543	60,698	48,486	55,780	60,000
Gen Supplies/Asphalt, Mix;	48,500	103,742	65,000	72,079	82,923	50,000
Gen Supplies/Concrete	2,514	3,071	8,500	17,499	20,131	6,600
Gen Supplies/Erosion Control	2,703	5,505	9,000	7,066	8,129	9,000
Gen Supplies/Operational Supplies	0	0	0	22,787	26,215	0
Gen Supplies/Pipe, Drainage	1,424	1,992	17,000	47,768	54,954	25,000
Gen Supplies/Signs	27,591	22,281	35,684	9,072	10,436	25,000
Gen Supplies/Stone	67,557	66,880	85,000	80,090	92,139	75,000
Gasoline	222,363	153,202	102,900	175,631	202,054	170,000
Small Equipment	3,629	2,020	10,500	316	363	5,000
Other Supplies	15,485	14,490	24,075	14,645	16,848	19,000
Total Operating Services	**610,136**	**569,613**	**647,122**	**636,463**	**732,214**	**660,293**

INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Roads and Bridges**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	7,212	5,215	286	329	5,000
Workers Compensation	0	0	26,074	33,806	38,892	25,606
Disposal (e.g. Garbage Pic)	8,347	24,671	18,000	4,467	5,139	1,912
Custodial	10,075	0	12,054	12,300	14,150	12,300
Insurance, Other Benefits	36,225	36,225	25,000	19,268	22,167	27,335
Water/Sewerage	2,027	342	2,700	4,049	4,658	4,700
Natural Gas	4,785	(501)	4,000	1,319	1,517	2,000
Electricity	10,479	534	10,000	10,985	12,638	11,600
Total Allocated Costs	**71,938**	**68,483**	**103,043**	**86,479**	**99,489**	**90,453**
Machinery	9,520	153,294	0	0	0	0
Vehicles	18,994	0	0	0	0	0
Total Capital Outlays	**28,514**	**153,294**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**2,027,405**	**2,012,161**	**2,590,778**	**2,091,551**	**2,406,210**	**2,336,887**

INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Roads and Bridges**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	1	1	1	1
Supervisor	7	6	6	6	6	3
Manager	2	3	3	3	3	2
Truck Driver I	1	1	1	1	1	1
Truck Driver II	10	9	9	9	9	5
Truck Driver III	1	1	1	1	1	0
Equipment Operator I	7	6	6	6	6	2
Equipment Operator II	6	2	2	2	2	2
Lead Heavy Equipment Operator	1	5	5	5	5	1
Heavy Equipment Operator	5	6	7	7	7	3
Laborer I	15	14	14	14	14	6
Laborer II	6	5	7	7	7	8
Administrative Assistant	2	1	1	1	1	1
Sign Technician	1	1	1	1	1	1
Part-Time Laborer I	11	11	10	10	10	0
Part-Time Temp	0	0	0	0	0	4
TOTAL BUDGETED POSITIONS	**76**	**72**	**74**	**74**	**74**	**40**

Positions moved to SPLOST V Fund in 2011

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Public Works **DEPARTMENT: Stormwater Mgt Maint**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	215,377	313,100	0	0	0	0
Group Insurance - Health	26,758	45,509	0	0	0	0
Group Insurance - Life	732	699	0	0	0	0
Group Insurance - Dental	1,276	914	0	0	0	0
Group Insurance - LT Disab.	2,469	1,880	0	0	0	0
Group Insurance - ST Disab.	810	749	0	0	0	0
Social Security	13,146	18,636	0	0	0	0
Medicare	3,075	4,361	0	0	0	0
Retirement Contribution/401a	1,462	1,888	0	0	0	0
Defined Benefit Plan	25,845	37,572	0	0	0	0
Total Personal Services	**290,949**	**425,309**	**0**	**0**	**0**	**0**
Vehicle Maintenance	14,533	39,869	0	0	0	0
Rentals	0	2,142	0	0	0	0
Insurance, Other Benefits	2,300	2,300	0	0	0	0
nmunications	1,152	1,152	0	0	0	0
ɔeneral Supplies and Materials	4,751	8,653	0	0	0	0
Gen Supplies/Asphalt, Mix;	4,562	3,185	0	0	0	0
Gen Supplies/Concrete	2,923	3,716	0	0	0	0
Gen Supplies/Erosion Control	2,684	3,757	0	0	0	0
Gen Supplies/Operational Supplies	0	204	0	0	0	0
Gen Supplies/Pipe, Drainage	15,614	25,114	0	0	0	0
Gen Supplies/Signs	0	173	0	0	0	0
Gen Supplies/Stone	19,447	22,451	0	0	0	0
Gasoline	4,475	3,301	0	0	0	0
Small Equipment	391	0	0	0	0	0
Other Supplies	1,549	1,970	0	0	0	0
Total Operating Services	**74,381**	**117,989**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**365,330**	**543,298**	**0**	**0**	**0**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Heavy Equipment Operator	1	1	0	0	0	0
ı aborer II	2	2	0	0	0	0
ΓAL BUDGETED POSITIONS	**3**	**3**	**0**	**0**	**0**	**0**

Stormwater Management Maintenance combined with Roads & Bridges FY2010

SOIL CONSERVATION/
NRCS COUNTY TECHNICIAN
2011 GOALS AND OBJECTIVES

NRCS COUNTY TECHNICIAN GOALS AND OBJECTIVES 2011

Current State – Where Are We Now?

- Introduction to CityView.
- Working to improve timelines for completing practices both in office and in the field.
- Working to keep current with erosion control plan review criteria
- Learning "Toolkit".

Future State – What Does Success Look Like?

- Paperless plan review.
- Customers satisfied with timelines.
- Ability to answer more questions without needing assistance.
- Being proficient with "Toolkit".

Implementation Plan – Steps To Achieve Success?

- Continue to improve on using City View.
- Work to learn the process and make fewer mistakes as continue with plan reviews.
- Provide customers with a reasonable timeline while continuing to provide quality service.
- Keep Level 2 certification current and be familiar with revisions to the manual.
- Work on designs with the "Toolkit" in place of Arcview.

Metrics – How Do We Know When We Achieved the Goal?

- Feel comfortable working with the paperless review process.
- Positive feedback from customers.
- Continue providing a quality review.
- Ability to do designs in "Toolkit" without relying on someone to direct me to the design programs.

INSURANCE PREMIUM FUND

AGENCY: Community Development **DEPT: Conservation Administration**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	40,935	39,933	39,780	34,578	39,780	39,780
Group Insurance - Health	5,386	6,110	5,830	6,200	7,133	8,419
Group Insurance - Life	212	198	139	120	138	106
Group Insurance - Dental	272	271	272	239	275	388
Group Insurance - LT Disab.	156	174	199	173	199	193
Group Insurance - ST Disab.	80	73	44	47	54	33
Social Security	2,272	2,195	2,194	1,882	2,165	2,466
Medicare	532	513	513	440	506	577
Defined Benefit Plan	2,825	2,795	2,586	2,206	2,538	2,387
Total Personal Services	**52,671**	**52,262**	**51,557**	**45,885**	**52,789**	**54,349**
Communications	702	600	600	379	436	500
General Supplies and Materials	145	40	500	595	684	400
Small Equipment	0	0	500	0	0	400
Total Operating Services	**847**	**640**	**1,600**	**973**	**1,120**	**1,300**
Unemployment Insurance	0	0	101	0	0	101
Workers Compensation	0	0	12,129	5,245	6,034	241
Disposal	0	0	0	0	0	150
Custodial	0	0	0	0	0	2,007
Water/Sewerage	12	0	0	0	0	0
Natural Gas	64	0	0	0	0	0
Electricity	359	0	6,300	3,140	3,612	4,000
Total Allocated Costs	**434**	**0**	**18,530**	**8,385**	**9,646**	**6,499**
TOTAL ANNUAL BUDGET	**53,952**	**52,902**	**71,687**	**55,244**	**63,555**	**62,148**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Conservation Administrator	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	1	1	1	1	1	1

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Community Development — DIVISION: Environmental Health
Resources Conservation - Payments to Other Agencies

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Forest Resources Conservation	7,200	5,930	7,250	14,825	17,055	15,000
Total Operating Services	**7,200**	**5,930**	**7,250**	**14,825**	**17,055**	**15,000**
TOTAL ANNUAL BUDGET	**7,200**	**5,930**	**7,250**	**14,825**	**17,055**	**15,000**

Community Development Agency

Building Inspections

2011 Specific Goals

- Cross train all inspectors to be qualified to inspect residential, commercial and Industrial structures
- Receive continuing education and maintain Erosion Control certifications
- Receive and maintain OSHA certifications in General Industrial Safety and Health
- Create work flows for all processes in the Building Inspection Department to increase efficiency and customer service

Goal 1: Cross Training

Current State – Where Are We Now?

- All inspectors have had "field training" and taken online computer courses from ICC. Several have passed the Plumbing exam.
- One inspection member has passed the IBC, IMC and the IPC and is currently working toward their becoming certified in the NEC.

Future State – What Does Success Look Like?

- Describe how the future will change when you are successful in meeting the goal

We no longer have residential and commercial inspectors. Instead, we have a staff cross trained to conduct either type of inspection. This will change the routes and areas where inspection staff works saving the customer time and the county money by eliminating the need to cross into another inspectors' zone.

Success will be : being able to do more work with less staff, better customer service, less vehicle and fuel costs and more satisfied workforce.

Implementation Plan – Steps to Achieve Success?

1. List the Steps Required to achieve the successful future state

    1. Continuing education courses from ICC
    2. Field training
    3. Passing Certification Exams
    4. Develop new work zones

Metrics – How Do We Know When We Achieved the Goal?

1. Define the metrics you will use to quantify/measure your success

We can measure the certifications attempted and passed by Inspectors

We can measure the costs of staff, fuel and vehicle costs as well as conducting customer surveys by handing our comments cards as well as doing regular call backs to customers

Goal 2: Work Flows

Current State – Where Are We Now?

Currently developing work flow for commercial permits and plan reviews

Future State – What Does Success Look Like?

- Describe how the future will change when you are successful in meeting the goal

Implementation Plan – Steps to Achieve Success?

1. List the Steps Required to achieve the successful future state

    1. Identify and eliminate redundant or non value adding steps in our processes
    2. Reduce and eliminate paper forms
    3. Find solutions which add value and increase productivity

Metrics – How Do We Know When We Achieved the Goal?

1. Define the metrics you will use to quantify/measure your success

    Reduction in amount of redundant paper or steps in a process flow

    Increased response time related to conducting inspections and then posting results

    Increasing the number of inspections per man

    Better results on customer comment cards

Goal 3: Adding Services to Customer

Current State – Where Are We Now?

Receive and maintain our OSHA Certifications in General Industry Safety and Health

Future State – What Does Success Look Like?

- Describe how the future will change when you are successful in meeting the goal

Have achieved this goal, but will strive to continue to maintain all certifications

Implementation Plan – Steps to Achieve Success?

1. List the Steps Required to achieve the successful future state

    1. Provide in-house training on Industry Safety
    2. Work with County contractors and OSHA in reporting safety issues we see during building inspections

Metrics – How Do We Know When We Achieved the Goal?

1. Define the metrics you will use to quantify/measure your success

Reduction in accidents and safer work environment for construction workers in Cherokee county

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Community Development DEPARTMENT: Building Inspections

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	406,508	364,552	419,396	346,630
Overtime	0	0	0	15	17	0
Group Insurance - Health	0	0	46,825	42,478	48,869	49,824
Group Insurance - Life	0	0	1,622	1,205	1,386	883
Group Insurance - Dental	0	0	1,458	1,270	1,461	1,580
Group Insurance - LT Disab.	0	0	2,317	1,721	1,980	2,177
Group Insurance - ST Disab.	0	0	517	461	530	288
Social Security	0	0	32,436	21,409	24,630	21,685
Medicare	0	0	6,447	5,008	5,761	5,071
Defined Benefit Plan	0	0	25,364	23,263	26,763	18,994
Total Personal Services	**0**	**0**	**523,494**	**461,382**	**530,794**	**447,132**
Official/Administrative	0	0	500	0	0	0
Professional	0	0	250	0	0	0
Repairs and Maintenance	0	0	200	0	0	0
Vehicle Maintenance	0	0	7,000	7,124	8,195	8,500
Rental of Equipment and Vehicle	0	0	0	930	1,070	0
Communications	0	821	10,000	5,840	6,718	8,000
Postage	0	0	200	404	465	200
Advertising	0	0	100	0	0	0
Printing and Binding	0	0	1,000	620	713	500
Travel	0	0	3,500	1,438	1,654	0
Dues and Fees	0	0	1,300	735	846	750
Education and Training	0	0	7,500	4,935	5,678	2,000
Licenses	0	0	100	0	0	100
General Supplies and Materials	0	0	3,969	1,795	2,065	2,000
Gasoline	0	0	15,000	14,482	16,661	15,000
Food	0	0	400	238	274	0
Books and Periodicals	0	0	1,000	81	93	500
Small Equipment	0	0	1,000	0	0	0
Non-Asset Computer Equipment	0	0	2,000	0	0	0
Other Supplies	0	0	1,000	104	120	0
Total Operating Services	**0**	**821**	**56,019**	**38,727**	**44,553**	**37,550**
Unemployment Insurance	0	0	1,011	0	0	0
Worker's Compensation	0	0	5,054	2,186	2,514	2,406
Disposal	0	0	0	104	120	250
Custodial	0	0	0	0	0	3,773
Insurance, Other Benefits	0	0	2,500	1,927	2,217	2,791
Water/Sewerage	0	0	2,000	13	15	50
Electricity	0	0	6,300	5,904	6,792	6,500
Total Allocated Costs	**0**	**0**	**16,865**	**10,134**	**11,658**	**15,770**
TOTAL ANNUAL BUDGET	**0**	**821**	**596,378**	**510,243**	**587,005**	**500,452**

Moved from General Fund: Community Development FY2010

INSURANCE PREMIUM FUND

AGENCY: Community Development **DEPARTMENT: Building Inspections**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	0	0	1	1	1	1
Senior Building Inspector	0	0	0	0	0	1
Building Inspector	0	0	6	6	6	4.5
Building Inspector - Commercial	0	0	1	1	1	1
Commercial Plan Reviewer	0	0	1	1	1	0
Senior Clerk	0	0	1	1	1	0.5
TOTAL BUDGETED POSITIONS	**0**	**0**	**10**	**10**	**10**	**8**

Senior Clerk position split with Fire Marshal

One Building Inspector split with CDBG

Community Development Agency

Planning and Land Use Mgmt

2011 Specific Goals

- Improve communication with and the education of the public, other departments, and colleagues with regards to the responsibilities and goals of Land Use Management.

- Training of Staff specific to job responsibilities and support for other County services.

- Encourage Staff to seek self improvement and professional development. Induce Staff to bring ideas to management regarding procedures that will improve service.

Goal 1: Improve Communication

Current State – Where Are We Now?

- Lack of understanding by the public of our role and responsibilities.
- Lack of understanding by other departments and colleagues of our role and responsibilities.

Future State – What Does Success Look Like?

- Respect and understanding by the public of our role and responsibilities.
- Improved customer service and perception of Land Use Management.

Implementation Plan – Steps to Achieve Success?

- New handout for the general public and another for developers.
- More information on our website by our Staff with education of the public in mind.
- Architectural review flow chart revised to include distribution of plans to Land Use Management when submitted.

Metrics – How Do We Know When We Achieved the Goal?

- Improved communication with the public and developers, more positive feedback.
- No longer will plans be delayed due to a failure to receive plans in Land Use Management until all other departments have reviewed and approved.

Goal 2: Increased Training and Education

Current State – Where Are We Now?

- Lack of cross-training and understanding of skills required for other positions where back up and support are needed.
- Opportunity to acquire some needed skills has not been provided and is therefore not available.

Future State – What Does Success Look Like?

- Cross-training with DSC representatives resulting in full service and support.
- Skills acquired with additional education enhancing productivity and support.

Implementation Plan – Steps to Achieve Success?

- Land Use Management administrative and technical staff will spend an average of four hours a week supplementing the DSC counter.
- Land Use Management administrative and technical staff will be offered classes and training, both online and onsite.
- RLI for Zoning Administrator, Planner to be offered CAD classes and Planning Tech internal GIS instruction.

Metrics – How Do We Know When We Achieved the Goal?

- Full support of the DSC can be provided as needed.
- Skills needed to enhance personal development and operations have been acquired by Staff.

Goal 3: Encouragement and Motivation

Current State – Where Are We Now?

- Low morale and confusion of defined responsibilities and chain of command.
- Perception of lack of appreciation for work.
- Lack of growth or advancement in current positions.

Future State – What Does Success Look Like?

- Motivated Staff with a clear understanding of the responsibility of their position and the structure of the Department.
- Enthusiastic Staff knowing their contributions to the Department and the County are noticed and appreciated.

Implementation Plan – Steps to Achieve Success?

- Work with Director to define responsibilities and define organization structure.
- More recognition of consistent quality work and initiative.
- Broaden job duties, develop path of advancement and/or reclassification.

Metrics – How Do We Know When We Achieved the Goal?

- Evidence of improved morale.
- Increased initiative by Staff.
- Improved overall work environment and subsequently, customer service.

Community Development Agency

Community Planning

2011 Specific Goals

- IMPLEMENT DEVELOPMENT CODE CHANGES
  - Address the needs of internal & external clients
  - Train Development & Engineering Staff on new ordinance document
  - Educate builders, developers & designers on the impact of changes
  - Inform the general public on changes
  - Modify existing review processes as needed
- INCREASE PUBLIC DIGITIAL INFORMATION
  - Focus on adding more material to website
  - Train other users to manage content
  - More information should be publically available 24/7
  - Work with GIS to make more data available to public and internal users
- ENHANCE PROJECT REPORTING & TRANSPARENCY
  - Leverage SharePoint to manage new projects
  - Investigate how to link to website for live project reporting
  - Explore new techniques for citizen participation
- IMPROVE MEETING LEADERSHIP SKILLS
  - Seek to make project meetings more effective
  - Will be able to facilitate public meetings to get better public input
  - Gain skills that could be useful to other departments

Team Objective: Implement Plans

Goal 1: IMPLEMENT DEVELOPMENT CODE CHANGES

Current State – Where Are We Now?

- Development Code is still under development
- No current plan of how to transition from Zoning Ordinance & Development Regulations to the Cherokee Development Code
- Little to no knowledge of changes in the general public, development community, and county staff, which will cause frustration

Future State – What Does Success Look Like?

- Day-to-day questions will be easier for staff to answer
- Engineers and Architects will better understand new regulations
- Plans will be submitted that are closer to compliance
- Our new ordinance will match the improvements that we are making in the site plan and building permit processes and customer service in general
- Smooth changeover to new document/regulations

Implementation Plan – Steps to Achieve Success?

1. Indentify groups that will be impacted by new regulations
2. Plan outreach events to meet the needs of each of the groups
3. Host events at suitable locations around Cherokee County
4. Offer an on-line walk-thru as well
5. Solicit feedback at though evaluation surveys

Metrics – How Do We Know When We Achieved the Goal?

1. Quantitative and Qualitative evaluation surveys from events
2. Monitor Customer Comment Cards
3. Look for trends in Plan Approval comments, or meetings for variance requests

Team Objective: Implement Plans

Goal 2: ENHANCE PUBLIC DIGITAL INFORMATION

Current State – Where Are We Now?

- Major initiatives and data not available through website:
  - Bells Ferry LCI Plan
  - Impact Fees / Capital Planning
  - Existing Land Use Data
  - Historic Resources
- One individual is responsible for most website maintenance and development, excluding IT staff assistance
- Good information is available but may not be intuitive for users to find

Future State – What Does Success Look Like?

- Information to common Planning & Land Use questions is easy for the public to find
- Website includes more major initiatives and data
- Other PLU staff make minor updates such as updating forms and documents

Implementation Plan – Steps to Achieve Success?

1. List missing information, initiatives and data.
2. Determine how to incorporate that into existing pages or if new pages or projects are needed.
3. Develop new resources.
4. Train staff to perform updates and minor maintenance.
5. Premier new resources to Board of Commissioners and other county staff.

Metrics – How Do We Know When We Achieved the Goal?

1. Work with IT to track usage of Department website – Look for a way to track trends on PLU website.
2. Monitor the information available to ensure increasing quantity and quality.
3. Collect anecdotal evidence from customers through DSC and over the phone.
4. Keep track of Customer Comment Cards related to PLU website issues.

Team Objective: Make Plans & Implement Plans

Goal 3: ENHANCE PROJECT REPORTING & TRANSPARENCY

Current State – Where Are We Now?

- Work on projects happens quietly behind closed doors and the only public input is during public meetings
- It is hard to keep interested citizens in the loop on the status of a project, i.e. labor intensive to put out massive emails on a regular schedule
- Internal departments are unaware of projects until they are almost ready for adoption so opportunities for collaboration are missed

Future State – What Does Success Look Like?

- Projects are visible to the general public and internally to County staff
- Citizens who are interested in specific projects or topics can stay current with a minimal amount of staff effort
- County staff can work together between departments and agencies seamlessly on projects

Implementation Plan – Steps to Achieve Success?

1. Describe what type of information might interest general public and other departments. Define level of transparency.
2. Partner with IT staff to research and/or receive training on implementing reporting through SharePoint.
3. Test reporting on one active project.
4. Solicit feedback from users.
5. Roll out reporting on all active projects.

Metrics – How Do We Know When We Achieved the Goal?

1. Work with IT to track usage of Department website – Look for a way to track trends on PLU website.
2. Monitor the information available to ensure quality.
3. Collect anecdotal evidence from customers through DSC and over the phone.
4. Keep track of Customer Comment Cards related to PLU website issues.

Team Objective: Make Plans

Goal 4: IMPROVE MEETING LEADERSHIP SKILLS

Current State – Where Are We Now?

- Staff runs meetings based on basic training and experience
- Public meetings may or may not be productive
- Types of meetings are limited by staff skills
- Larger projects, like Comp. Plan, require facilitation from outside consultant
- Need to have capability to host Charrette-type meetings

Future State – What Does Success Look Like?

- Planning staff are able to facilitate and lead a wide variety of meetings
- Public planning meetings are efficient, effective and a wide variety of viewpoints are heard
- Can use meetings to reach consensus on critical planning issues

Implementation Plan – Steps to Achieve Success?

1. Select staff attend training
2. Build toolkit of materials & resources
3. Staff shares new knowledge with other staff
4. Use new skills at next meeting

Metrics – How Do We Know When We Achieved the Goal?

1. Track time spent in focused training
2. Record number of subsequent meetings where new skills were used

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

AGENCY: Community Development **DEPARTMENT: Planning and Zoning**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	400,261	399,367	409,995	339,590	390,678	379,941
Overtime	2,500	0	2,500	12	14	0
Group Insurance - Health	37,349	38,866	35,100	32,745	37,671	39,018
Group Insurance - Life	1,272	1,326	1,310	1,120	1,288	921
Group Insurance - Dental	1,694	1,535	1,424	1,426	1,641	2,175
Group Insurance - LT Disab.	1,092	1,352	1,878	1,606	1,847	1,823
Group Insurance - ST Disab.	560	536	412	426	490	282
Social Security	23,428	23,208	22,322	19,625	22,578	23,721
Medicare	5,479	5,427	5,222	4,590	5,280	5,547
Defined Benefit Plan	26,354	26,468	26,650	20,441	23,516	20,885
Total Personal Services	**499,988**	**498,085**	**506,813**	**421,580**	**485,003**	**474,313**
Professional	0	26,645	212,900	207,985	239,275	212,900
Repairs and Maintenance	0	0	500	0	0	500
Rental of Equipment & Vehicles	558	4,807	0	4,054	4,664	5,000
Communications	5,587	6,605	6,500	4,189	4,819	4,500
Postage	975	261	4,500	857	986	1,500
Advertising	2,436	1,758	5,000	2,064	2,375	1,500
Printing and Binding	6,440	5,375	9,000	1,372	1,578	1,500
Dues and Fees	1,275	3,221	3,000	1,160	1,334	3,500
Education and Training	9,387	6,343	10,000	9,816	11,293	1,500
General Supplies and Materials	7,817	4,549	8,000	6,611	7,606	6,500
Non-Asset Computer Equipment	11,331	1,845	1,845	1,485	1,708	0
Total Operating Services	**45,807**	**61,409**	**261,245**	**239,594**	**275,639**	**238,900**
Unemployment Insurance	0	0	2,426	0	0	0
Workers Compensation	0	0	0	0	0	2,165
Disposal	0	0	0	0	0	350
Custodial	0	0	0	0	0	5,308
Insurance, Other Benefits	0	0	1,500	1,156	1,330	1,861
Water/Sewerage	61	0	60	13	15	50
Natural Gas	127	0	0	0	0	0
Electricity	1,436	0	6,300	8,751	10,068	9,300
Total Allocated Costs	**1,624**	**0**	**10,286**	**9,920**	**11,413**	**19,034**
TOTAL ANNUAL BUDGET	**547,420**	**559,494**	**778,344**	**671,094**	**772,055**	**732,247**

INSURANCE PREMIUM FUND

AGENCY: Community Development **DEPARTMENT: Planning and Zoning**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Community Development Agency Director	1	1	1	1	1	1
Principal Planner	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Planner	1	1	1	1	1	2
Planning Technician	3	3	3	3	3	1
Zoning Administrator	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	8	8	8	8	8	7



Code Enforcement Goals & Objectives

JULY 2010

Team Objective: Maintain our state certification

Goal 1: Obtain State Re-certification

Current State – Where Are We Now?

- Performing self assessment.
- Certification files being updated.
- Certification files document being gathered.
- Waivers for standards have been submitted to the Committee.

Future State – What Does Success Look Like?

- Complete self assessment.
- All 115 files updated.
- All 115 files documentation gathered.
- Waiver letters received.

Implementation Plan – Steps to Achieve Success?

1. Identify standards to be updated.
2. Identify missing documentation.
3. Ensuring all personnel are knowledgeable of the certification process.
4. Waivers letters submitted.

Metrics – How Do We Know When We Achieved the Goal?

1. Date finished updating standard files.
2. Letter granting waivers received.
3. Date complete mock assessment.
4. Date Re-Certification is recommended by the State Certification Committee.

Team Objective: Better communication

Goal 2: Upgrade current mobile radios

Current State – Where Are We Now?

- Current radios will no longer be functional as of January 1, 2013.
- Difficult transmission in areas of the county.
- F.C.C. has issued a requirement to use narrow band radios by January 1st, 2013.

Future State – What Does Success Look Like?

- Compliance with FCC requirements by January 1st, 2013.
- Good quality transmission in all areas of the county.

Implementation Plan – Steps to Achieve Success?

1. Identify current equipment not narrow band compatible.
2. Identify areas in the county with communication difficulties.
3. Obtain radio replacement cost.

Metrics – How Do We Know When We Achieved the Goal?

1. Date equipment identified.
2. Date approval of allocated budget.
3. Date bids obtained
4. Initial date officers are using narrow band radios.

Team Objective: Cleaner Cherokee County

Goal 3: Property Maintenance Compliance

Current State – Where Are We Now?

- High volume of property maintenance complaints received.
- Average of 72 hours for complete investigation.

Future State – What Does Success Look Like?

- Officers are knowledgeable in most ordinance and procedures.
- Higher compliance rate achieve.
- Records of complaints are update.

Implementation Plan – Steps to Achieve Success?

1. Within the first 24 hours of receiving a complaint.
   - Conduct onsite inspections .
   - Identify violations within the first 24 hours of receiving a complaint.
   - Identify and notify the legal property owner.
   - Issue a compliance date.

Metrics – How Do We Know When We Achieved the Goal?

1. Date the number of complaints is decreased.
2. Value of properties has not been affected.
3. Public health and safety is not affected.

Team Objective: More proficient personnel

Goal 4: Enhance officer's training

Current State – Where Are We Now?

- Officers showing lack of knowledge on certain ordinances and procedures.
- Successful prosecution rate can improve.
- No training evaluation in place.

Future State – What Does Success Look Like?

- Officers are knowledgeable in most ordinances and procedures.
- Higher successful prosecution rate.
- Training evaluation in place.
- Full 2011 training calendar.

Implementation Plan – Steps to Achieve Success?

1. Identify officer's weaknesses.
2. Develop training evaluation process.
3. Develop 2011 training calendar.
4. Develop liaisons with other government officials to provide specialized training.

Metrics – How Do We Know When We Achieved the Goal?

1. Log of officer's weaknesses.
2. Date completed training evaluation process.
3. Date completed 2011 training calendar
4. Date liaison log is finished.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE PREMIUM FUND

DEPARTMENT: County Marshal **DIVISION: Code Enforcement**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	380,493	371,009	380,422	324,767	373,626	380,322
Overtime	3,824	2,609	4,000	4,105	4,723	4,500
Group Insurance - Health	38,418	44,630	45,300	41,210	47,409	50,004
Group Insurance - Life	2,120	1,967	1,328	1,122	1,291	1,014
Group Insurance - Dental	1,540	1,622	1,696	1,233	1,418	1,516
Group Insurance - LT Disab.	1,560	1,709	1,899	1,607	1,849	2,311
Group Insurance - ST Disab.	800	719	424	435	500	315
Social Security	22,511	21,804	22,229	19,230	22,123	23,859
Medicare	5,265	5,099	5,201	4,497	5,174	5,580
Defined Benefit Plan	26,771	26,113	24,727	20,911	24,056	22,999
Total Personal Services	**483,302**	**477,280**	**487,226**	**419,117**	**482,170**	**492,420**
Professional	5,908	6,913	11,473	3,837	4,414	8,843
Repairs and Maintenance	113	11,913	4,000	140	161	2,500
Vehicle Maintenance	12,607	13,234	17,400	10,675	12,281	17,400
Rental of Equipment & Vehicles	0	410	500	0	0	500
Communications	12,734	14,885	15,376	12,102	13,922	14,152
Postage	2,573	385	1,000	5	6	910
Advertising	20	0	300	80	92	100
Printing and Binding	1,677	1,279	2,265	952	1,096	2,165
Travel	2,408	1,136	1,871	1,485	1,709	2,695
Dues and Fees	100	150	350	75	86	625
Education and Training	1,531	743	1,200	1,110	1,277	900
Other Purchased Services	63	0	0	0	0	0
General Supplies and Materials	4,165	4,845	4,948	4,024	4,629	4,948
General Supplies/Weapons & Ammunition	234	1,040	1,062	428	492	962
Gasoline	18,033	13,109	12,000	13,805	15,881	16,500
Small Equipment	16,092	8,805	5,678	324	372	7,620
Non-Asset Computer Equipment	7,377	6,174	1,500	836	962	0
Other Supplies	5,621	5,141	5,845	2,225	2,560	5,200
Total Operating Services	**91,256**	**90,162**	**86,768**	**52,102**	**59,941**	**86,020**

INSURANCE PREMIUM FUND

DEPARTMENT: County Marshal **DIVISION: Code Enforcement**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	0	1,617	0	0	0
Workers Compensation	0	0	0	0	0	1,925
Disposal	733	739	900	687	790	450
Custodial	5,442	0	0	0	0	4,760
Insurance, Other Benefits	5,481	0	6,500	5,010	5,763	2,678
Water/Sewerage	956	846	1,550	928	1,068	750
Natural Gas	808	284	2,200	467	538	350
Electricity	8,999	2,133	3,500	2,253	2,591	3,960
Total Allocated Costs	**22,419**	**4,003**	**16,267**	**9,345**	**10,750**	**14,873**
Vehicles	68,550	0	0	0	0	0
Total Capital Outlays	**68,550**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**665,528**	**571,445**	**590,261**	**480,564**	**552,861**	**593,313**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Chief Marshal	1	1	1	1	1	1
Chief Deputy Marshal	1	1	1	1	1	1
Deputy Marshal	6	5	5	5	5	5
Administrative Assistant	1	1	1	1	1	1
Clerk II	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**10**	**9**	**9**	**9**	**9**	**9**

INSURANCE PREMIUM FUND

FUND: Insurance Premium

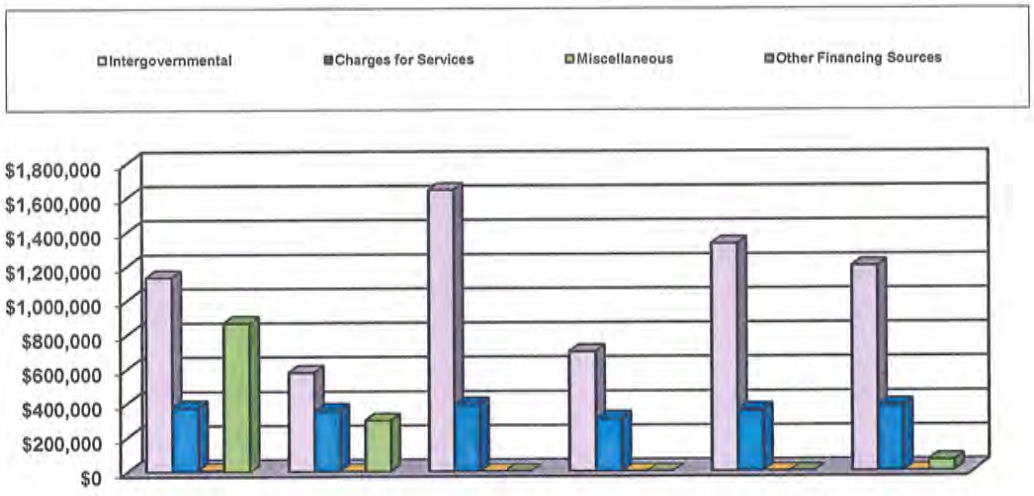
DIVISION: Interfund Transfers

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfers to General Fund	0	739,003	555,158	527,228	555,158	0
Transfers to EMS Fund	800,000	400,000	350,000	320,833	350,000	350,000
Total Other Financing Uses	**800,000**	**1,139,003**	**905,158**	**848,062**	**905,158**	**350,000**
TOTAL ANNUAL BUDGET	**800,000**	**1,139,003**	**905,158**	**848,062**	**905,158**	**350,000**

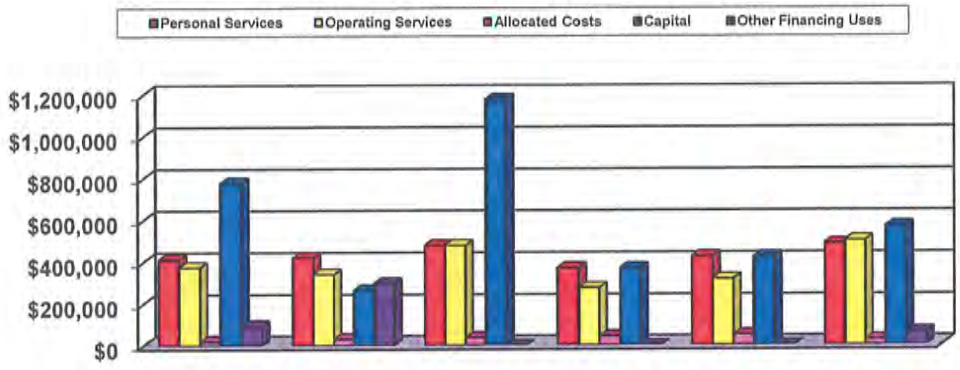
TRANSPORTATION FUND

TRANSPORTATION FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Intergovernmental	$1,134,885	$578,413	$1,644,105	$697,326	$1,327,859	$1,197,236
Charges for Services	$373,041	$356,383	$389,780	$307,634	$357,534	$382,535
Miscellaneous	$9,193	$1,494	$0	$0	$0	$0
Other Financing Sources	$866,909	$297,647	$0	$0	$0	$61,978
Total Budget	$2,384,028	$1,233,937	$2,033,885	$1,004,960	$1,685,393	$1,641,749
Change Over Prior Year	---	-48.24%	64.83%	---	36.59%	-19.28%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$411,997	$419,877	$478,717	$369,923	$425,575	$486,296
Operating Services	$373,948	$339,746	$478,244	$275,305	$316,723	$500,690
Allocated Costs	$19,013	$30,280	$37,575	$43,039	$49,514	$25,354
Capital	$776,334	$264,072	$1,175,567	$368,538	$423,982	$567,431
Other Financing Uses	$93,620	$297,647	$0	$0	$0	$61,978
Total Budget	$1,674,912	$1,351,622	$2,170,103	$1,056,805	$1,215,793	$1,641,749
Change Over Prior Year	---	-19.30%	60.56%	-51.30%	15.04%	-24.35%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($193,710)

Goal 1: Reduce the *Number* of CATS Vehicle Accidents

Current State – Where Are We Now?

- The number of CATS accidents over the past 3 years have incrementally risen.
- 2007 2
- 2008 3
- 2009 7
- In 2007 and 2008, all accidents were attributed to CATS drivers.
- In 2009, four (4) of the accidents CATS drivers were not at fault. Three (3) of the accidents CATS drivers were at fault, two (2) accidents were reversing; and one (1) accident was due to driving too closely to a curb.
- June 2010, all drivers took the AAA defensive driving course.
- At the time of this report, (Aug 16th), **CATS is 225 days accident free.**

Future State – What Does Success Look Like?

- Continuation of Safe, Secure Transportation for Cherokee County Residents
- **Savings** to the County:
  - Reduction in possible Workers Compensation Claims (from 1 in '09 to 0 in 2010 and subsequent years)
  - Reduction in expenditures relevant vehicle repairs/out of service (from approximately $1000 in 2009 to $0 in 2010 and subsequent years).
  - Reduction in or fewer post-accident drug/alcohol tests:$35-$45 per test
- Reduction in number of accidents among CATS drivers from 7 to 0.

Implementation Plan – Steps to Achieve Success?

1. Require drivers to participate in additional driver safety training.
2. Require Defensive Driving Drills in partnership with Cherokee County School System.
3. Require drivers to participate in annual "Hands on AAA Defensive Driving" course provided by Department of Human Services (DHS).
4. Monthly staff meeting emphasizing the importance of safe driving.
5. Provide annual rewards, recognition and incentives to accident free drivers. Have already had ice-cream social and cookout for drivers.
6. Install back-up cameras &/or audible sensors.

Metrics – How Do We Know When We Achieved the Goal?

1. Compare the number of accidents in 2007,2008 and 2009 with 2010. If number of accidents in 2010 and beyond are *significantly reduced or become zero*, we have achieved goal.
2. Accidents (particularly those at-fault) have been reduced as a result of strategies implemented.

Goal 2: Reduce the number of Passenger "No-Shows"

Current State – Where Are We Now?

- "Passenger No Show" is defined as having a passenger reservation for a trip, dispatching vehicle to the trip origination point only to learn that the passenger no longer desires transportation—never cancelled the trip.
- In 2009, CATS had an estimated 130 Demand Response No-Shows.
- Passenger No Shows resulted in an approximate $200 loss of revenue.
- Passenger No Shows resulted in an approximate $300 loss in fuel costs.
- In 2009, Training Center had 228, Senior center 397 No-Shows.
- First and second quarter of 2010: Training Center reported 119 No-Shows, and the Senior Center reported 204 No-Shows while, Demand Response reports indicate 55 No-Shows.
- Currently we notify the Training and Senior centers when their clients have three consecutives No-Shows.
- After a Demand Response Passenger No-Show, the next time the same passenger calls to schedule a ride, dispatch explains the SOP and consequences of not notifying CATS of the cancelation.

Future State – What Does Success Look Like?

- Reduction in fuel costs and vehicle maintenance.
- Increase drivers' on-time service.
- More capacity passengers' opportunity for transportation.
- Increase demand response ridership and revenue.

Implementation Plan – Steps to Achieve Success?

1. Implement a SOP to ask Contract Clients to confirm trips 24 hours in advance, particularly for trips that have been reserved more than 3 days in advance.
2. Implement No-Show policy for Demand Response. First-time No-Show, CATS will notify (call) passenger, Second No-Show passenger will be notified in writing of the infraction & policy. Three consecutives No-Show: Passenger will be suspended, for at least 30 days or until issue is resolved.
3. Keep daily No-Show log.
4. Contact Training and Senior centers daily of all No-Shows.

Metrics – How Do We Know When We Achieved the Goal?

1. Compare 2010 data with 2009 to make a determination as to the factors involving or contributing to No-Shows.
2. We have achieved the goal when No-Show rates are reduced by half or greater in 2011.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

TRANSPORTATION FUND

AGENCY: Public Works **DIVISION: Public Transportation**

Van Pool Transportation to Atlanta

EXPENDITURE DETAIL

Category	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	3,090	3,555	0
Group Insurance - Health	0	0	0	182	210	0
Group Insurance - Life	0	0	0	11	12	0
Group Insurance - Dental	0	0	0	10	11	0
Group Insurance - LT Disab.	0	0	0	15	18	0
Group Insurance - ST Disab.	0	0	0	3	4	0
Social Security	0	0	0	186	214	0
Medicare	0	0	0	44	50	0
Defined Benefit Plan	0	0	0	216	249	0
Total Personal Services	**0**	**0**	**0**	**3,758**	**4,323**	**0**
Professional Services	0	0	0	0	0	251,963
Disposal	0	219	0	11	12	0
Vehicle Maintenance	0	0	0	0	0	25,000
Postage	0	0	200	14	16	0
Advertising	5,452	0	8,000	1,730	1,990	0
Travel	648	13	2,000	486	560	
Small Equipment	2,250	1,251	1,500	1,257	1,446	0
Other Supplies	0	0	15,000	94	108	0
Payments to Other Agencies	134,877	116,118	181,200	78,898	90,767	0
Total Operating Services	**143,226**	**117,601**	**207,900**	**82,489**	**94,899**	**276,963**
Sites	776,334	0	0	0	0	0
Buildings	0	50,282	0	0	0	0
Other Equipment	0	0	0	0	0	85,000
Total Capital Outlays	**776,334**	**50,282**	**0**	**0**	**0**	**85,000**
Transfer to Transportation	93,620	297,647	0	0	0	0
Total Other Financing Sources	**93,620**	**297,647**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,013,180**	**465,530**	**207,900**	**86,246**	**99,222**	**361,963**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

TRANSPORTATION FUND

AGENCY: Public Works

DIVISION: Public Transportation

5307 ARRA Funds

EXPENDITURE DETAIL

Category	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Lawn Care	0	12,124	2,877	0	0	2,877
Vehicle Maintenance	0	11,533	0	0	0	0
Other Miscellaneous Equipment	0	8,900	27,156	27,156	31,241	0
Non-Asset Computer Equipment	0	23,027	0	0	0	0
Total Operating Services	**0**	**55,583**	**30,033**	**27,156**	**31,241**	**2,877**
Vehicles	0	0	335,807	135,207	155,548	16,850
Other Equipment	0	179,805	128,996	106,606	122,644	14,156
Other Capital Items	0	0	143,467	0	0	143,467
Communications Equipment	0	33,985	71,697	0	0	29,083
Total Capital Outlays	**0**	**213,790**	**679,967**	**241,813**	**278,192**	**203,556**
TOTAL ANNUAL BUDGET	**0**	**269,373**	**710,000**	**268,969**	**309,433**	**206,433**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

TRANSPORTATION FUND

AGENCY: Public Works **DIVISION: Public Transportation**

Rural Transportation Services

EXPENDITURE DETAIL

Category	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	295,503	273,696	339,805	239,751	275,820	289,626
Overtime	25	0	0	0	0	5,000
Group Insurance - Health	31,146	33,316	29,978	29,146	33,530	46,233
Group Insurance - Life	2,544	2,529	984	777	894	1,469
Group Insurance - Dental	1,088	904	915	919	1,057	2,000
Group Insurance - LT Disab.	1,872	2,006	1,209	952	1,095	3,394
Group Insurance - ST Disab.	960	921	274	268	308	375
Social Security	17,795	16,341	14,216	14,101	16,222	18,267
Medicare	4,162	3,822	3,330	3,298	3,794	4,272
Defined Benefit Plan	18,979	17,494	12,000	13,654	15,709	15,705
Total Personal Services	**374,074**	**351,028**	**402,711**	**302,866**	**348,430**	**386,341**
Professional	2,771	2,184	5,500	627	721	5,500
Lawn Care	0	0	1,650	0	0	1,650
Vehicle Maintenance	53,050	55,776	50,411	43,522	50,069	45,000
Communications	10,332	10,820	12,000	4,882	5,617	12,000
Postage	376	844	600	718	826	80
Advertising	3,089	1,079	6,000	1,647	1,895	6,000
Travel	378	189	2,000	1,275	1,467	2,000
Dues and Fees	510	375	1,000	260	299	1,000
Education and Training	2,743	3	3,000	2,215	2,548	3,000
General Supplies and Materials	1,132	1,760	3,700	1,020	1,174	3,700
Gasoline	113,080	77,559	85,000	79,625	91,604	85,000
Small Equipment	3,257	2,631	10,000	150	173	3,000
Non-Asset Computer Equipment	0	0	0	0	0	3,350
Other Supplies	11	1,535	2,000	822	945	2,000
Total Operating Services	**190,727**	**154,756**	**182,861**	**136,762**	**157,337**	**174,000**
Unemployment Insurance	0	3,094	0	0	0	0
Worker's Compensation	0	0	1,075	28,853	33,194	11,558
Disposal	0	219	250	155	178	250
Insurance, Other Benefits	15,000	15,000	10,000	7,707	8,867	7,846
Water/Sewerage	509	1,391	1,500	815	937	1,050
Natural Gas	284	1,399	1,500	793	912	1,300
Electricity	715	3,636	10,000	2,514	2,893	2,050
Total Allocated Costs	**16,508**	**24,739**	**24,325**	**40,837**	**46,981**	**24,054**
Transfer to Transportation	0	0	0	0	0	61,978
Total Other Financing Sources	**0**	**0**	**0**	**0**	**0**	**61,978**
TOTAL ANNUAL BUDGET	**581,309**	**530,523**	**609,897**	**480,466**	**552,749**	**646,373**

TRANSPORTATION FUND

AGENCY: Public Works

DIVISION: Public Transportation

Rural Transportation Services

PERSONNEL DETAIL

Title	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transit Operations Manager	1	1	1	1	1	1
Dispatcher	1	1	1	1	1	1
Driver	10	10	10	10	10	9
PT Driver	2	2	2	2	2	3
TOTAL BUDGETED POSITIONS	**14**	**14**	**14**	**14**	**14**	**14**

AGENCY: Public Works

DIVISION: Public Transportation

5311 ARRA Funds

EXPENDITURE DETAIL

Category	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Vehicle Maintenance	0	0	4,000	0	0	4,000
Small Equipment	0	0	5,000	425	489	5,000
Non-Asset Computer Equipment	0	0	3,300	0	0	3,300
Total Operating Services	**0**	**0**	**12,300**	**425**	**489**	**12,300**
Vehicles	0	0	400,600	126,725	145,790	183,875
Computers	0	0	95,000	0	0	95,000
Total Capital Outlays	**0**	**0**	**495,600**	**126,725**	**145,790**	**278,875**
TOTAL ANNUAL BUDGET	**0**	**0**	**507,900**	**127,150**	**146,279**	**291,175**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

TRANSPORTATION FUND

AGENCY: Public Works **DIVISION: Public Transportation**

Fixed Route

EXPENDITURE DETAIL

Category	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	29,492	53,930	64,855	49,202	56,605	75,622
Overtime	58	0	0	0	0	0
Group Insurance - Health	3,220	6,928	6,288	6,561	7,549	11,583
Group Insurance - Life	424	61	217	187	216	544
Group Insurance - Dental	197	360	372	263	302	645
Group Insurance - LT Disab.	312	74	264	242	278	1,081
Group Insurance - ST Disab.	160	16	60	64	74	158
Social Security	1,725	3,160	3,200	2,946	3,389	4,688
Medicare	404	739	750	689	793	1,096
Defined Benefit Plan	1,932	3,580	0	3,145	3,618	4,538
Total Personal Services	**37,923**	**68,849**	**76,006**	**63,299**	**72,822**	**99,955**
Professional	113	1	1,000	96	110	500
Lawn Care	0	0	1,650	0	0	1,650
Vehicle Maintenance	18,362	2,021	15,000	15,677	18,035	15,000
Communications	0	2,566	2,000	2,550	2,933	2,00[illegible]
Postage	0	0	400	16	19	30[illegible]
Advertising	1,344	267	1,500	202	232	1,500
Travel	0	0	500	201	231	500
Dues and Fees	0	0	500	125	144	500
Education and Training	0	0	500	419	482	500
General Supplies and Materials	87	165	500	139	160	500
Gasoline	19,258	6,517	20,000	8,964	10,312	10,000
Small Equipment	830	168	1,000	0	0	1,000
Other Supplies	0	102	600	86	99	600
Total Operating Services	**39,994**	**11,806**	**45,150**	**28,473**	**32,757**	**34,550**
Disposal	0	0	250	144	166	100
Water/Sewerage	553	1,391	1,500	221	254	350
Natural Gas	534	1,255	1,500	574	660	300
Electricity	1,419	2,895	10,000	1,262	1,452	550
Total Allocated Costs	**2,506**	**5,542**	**13,250**	**2,201**	**2,533**	**1,300**
TOTAL ANNUAL BUDGET	**80,423**	**86,196**	**134,406**	**93,974**	**108,111**	**135,805**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

TRANSPORTATION FUND

AGENCY: Public Works

DIVISION: Public Transportation

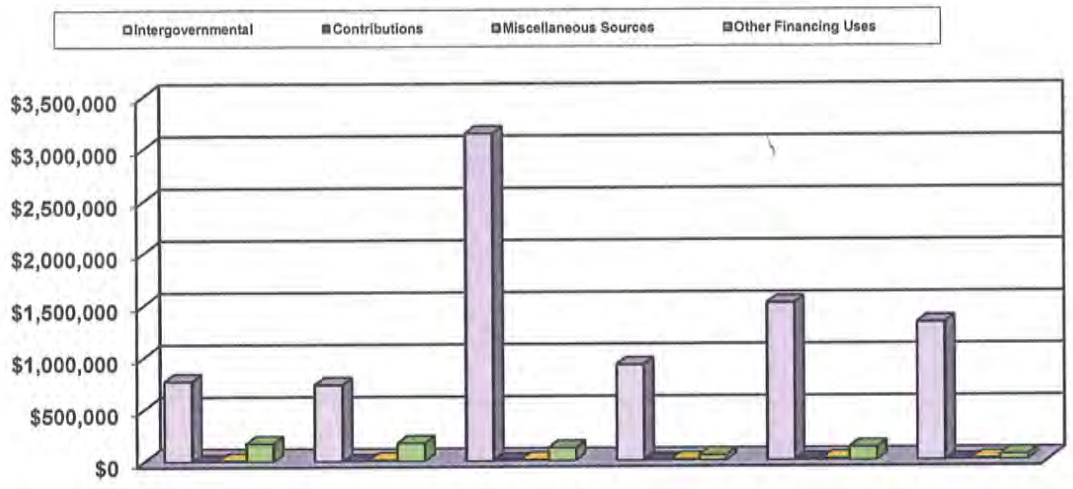
Fixed Route

PERSONNEL DETAIL

Title	Budget FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Driver	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	**2**	**2**	**2**	**2**	**2**	**2**

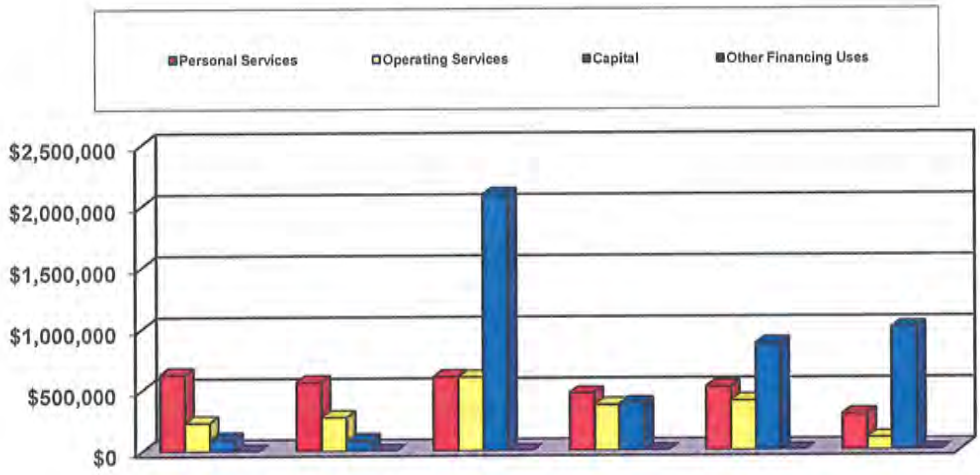
MULTIPLE GRANT FUND

MULTIPLE GRANT FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Intergovernmental	$771,297	$735,157	$3,142,899	$922,883	$1,511,054	$1,322,202
Contributions	0	0	$10,000	$10,000	$10,000	0
Miscellaneous Sources	$9,448	$16,278	$14,674	$12,450	$18,675	$18,400
Other Financing Uses	$172,363	$173,579	$124,065	$51,256	$125,207	$52,323
Total Budget	$953,108	$925,014	$3,291,638	$996,589	$1,664,936	$1,392,925
Change Over Prior Year	---	-2.95%	255.85%	---	79.99%	-57.68%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$627,071	$563,337	$604,408	$468,892	$518,560	$293,188
Operating Services	$232,253	$274,692	$600,010	$373,377	$406,274	$99,737
Capital	$97,390	$86,984	$2,087,434	$383,018	$869,721	$1,000,000
Other Financing Uses	$1,145	$0	0	$0	$0	0
Total Budget	$957,860	$925,014	$3,291,852	$1,225,287	$1,794,555	$1,392,925
Change Over Prior Year	---	-3.43%	255.87%	---	94.00%	-57.69%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($228,841)

MULTIPLE GRANT FUND

GROUP: General Services

DEPARTMENT: County Manager

ACCG Internship Program (ACCG)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	1,170	1,170	1,088
Social Security	0	0	0	72	72	68
Medicare	0	0	0	17	17	16
Total Personal Services	**0**	**0**	**0**	**1,260**	**1,260**	**1,172**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**1,260**	**1,260**	**1,172**

GROUP: Human Resources

DEPARTMENT: Human Resources

ACCG Health Grant (ACCG2)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	0	0	0	0	0	18,000
Total Operating Services	**0**	**0**	**0**	**0**	**0**	**18,000**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**0**	**0**	**18,000**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

Victims of Crime Act Grant (VOCA)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	112,045	101,955	113,944	99,036	113,936	113,935
Group Insurance - Health	9,128	16,793	16,090	16,214	18,654	3,700
Group Insurance - Life	636	590	398	345	397	303
Group Insurance - Dental	461	661	699	611	703	586
Group Insurance - LT Disab.	468	513	571	495	570	540
Group Insurance - ST Disab.	240	216	128	134	154	95
Social Security	6,162	5,763	6,452	5,594	6,436	7,064
Medicare	1,441	1,348	1,510	1,308	1,505	1,652
Defined Benefit Plan	7,745	7,137	7,406	6,319	7,270	6,836
Total Personal Services	**138,327**	**134,976**	**147,198**	**130,058**	**149,625**	**134,711**
Communications	1,043	1,072	1,116	660	759	1,116
Postage	1,441	1,032	1,200	712	819	1,000
Printing and Binding	635	1,096	809	0	0	481
Travel	2,946	1,722	1,148	1,017	1,170	650
Education and Training	2,811	15	993	90	104	0
Other Purchased Services	2,340	1,426	3,624	221	254	762
General Supplies and Materials	999	1,270	1,100	243	279	900
Non Asset Computer Equipment	1,017	259	1,500	0	0	0
Other Supplies	76	148	150	33	37	100
Total Operating Services	**13,308**	**8,041**	**11,640**	**2,975**	**3,422**	**5,009**
TOTAL ANNUAL BUDGET	**151,634**	**143,017**	**158,838**	**133,033**	**153,047**	**139,720**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Victim Witness Coordinator	1	1	1	1	1	1
Victim Witness Advocate	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	**3**	**3**	**3**	**3**	**3**	**3**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

Recovery Act Justice Assistance Grant (RAJAG)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	3,581	27,450	20,970	24,125	2,164
Group Insurance - Health	0	0	2,926	1,898	2,184	0
Group Insurance - Life	0	0	50	0	0	0
Group Insurance - Dental	0	0	67	58	66	0
Group Insurance - ST Disab.	0	0	93	0	0	0
Social Security	0	222	1,702	1,291	1,485	135
Medicare	0	52	398	302	347	32
Defined Benefit Plan	0	50	2,122	0	0	0
Total Personal Services	**0**	**3,905**	**34,808**	**24,519**	**28,208**	**2,331**
TOTAL ANNUAL BUDGET	**0**	**3,905**	**34,808**	**24,519**	**28,208**	**2,331**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Victim Witness Advocate	0	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**0**	**1**	**1**	**1**	**1**	**1**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

Recovery Act Violence Against Women Grant (RAVAW)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	10,334	38,151	43,100	49,584	0
Group Insurance - Health	0	1,712	1,572	4,299	4,946	0
Group Insurance - Life	0	35	39	144	166	0
Group Insurance - Dental	0	0	52	0	0	0
Group Insurance - LT Disab.		49	0	205	236	0
Group Insurance - ST Disab.	0	11	114	57	65	0
Social Security	0	631	2,365	2,633	3,029	0
Medicare	0	147	553	616	709	0
Defined Benefit Plan	0	723	2,670	2,750	3,164	0
Total Personal Services	**0**	**13,642**	**45,516**	**53,804**	**61,899**	**0**
Travel	0	9,347	13,735	5,552	6,387	0
General Supplies & Materials	0	0	72	754	867	0
tal Operating Services	**0**	**9,347**	**13,807**	**6,306**	**7,254**	**0**
TOTAL ANNUAL BUDGET	0	22,989	59,323	60,110	69,153	0

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Assistant District Attorney	0	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**0**	**1**	**1**	**1**	**1**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

Stop Violence Against Women Grant (STPVW)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	64,509	7,676	8,831	108,198
Group Insurance - Health	0	0	8,472	0	0	12,119
Group Insurance - Life	0	0	193	0	0	392
Group Insurance - Dental	0	0	209	0	0	290
Group Insurance - LT Disab.		0	220	0	0	479
Group Insurance - ST Disab.	0	0	118	0	0	93
Social Security	0	0	3,457	476	548	7,606
Medicare	0	0	808	111	128	1,778
Defined Benefit Plan	0	0	2,014	0	0	2,975
Total Personal Services	**0**	**0**	**80,000**	**8,264**	**9,507**	**133,930**
TOTAL ANNUAL BUDGET	**0**	**0**	**80,000**	**8,264**	**9,507**	**133,930**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Assistant District Attorney	0	0	1	1	1	1
Investigator	0	0	0	0	0	1
PT Clerical	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**0**	**0**	**1**	**1**	**1**	**3**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

ARRA Justice Assistance Grant (RJAG7) - Transcription Contract Worker

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	0	0	62,613	17,210	19,799	0
Total Operating Services	**0**	**0**	**62,613**	**17,210**	**19,799**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**62,613**	**17,210**	**19,799**	**0**

GROUP: Judicial Services

DEPARTMENT: Juvenile Court

POS Juvenile Offenders Program (JUVEN)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	7,200	7,200	7,200	3,200	5,000	5,000
Total Operating Services	**7,200**	**7,200**	**7,200**	**3,200**	**5,000**	**5,000**
TOTAL ANNUAL BUDGET	**7,200**	**7,200**	**7,200**	**3,200**	**5,000**	**5,000**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Judicial Services **DIVISION: DUI Court**

DUI/Drug Court Program (DUI07)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	24,815	23,966	22,815	27,120	31,201	15,917
Group Insurance - Health	2,041	2,566	3,536	3,027	3,482	1,769
Group Insurance - Life	0	32	110	94	109	39
Group Insurance - Dental	103	115	136	116	134	68
Group Insurance - LT Disability	0	45	160	136	156	64
Group Insurance - ST Disability	0	10	35	37	42	14
Social Security	1,295	1,381	1,415	1,385	1,594	987
Medicare	303	323	330	324	373	231
Defined Benefit Plan	1,712	1,894	1,863	1,733	1,993	955
Total Personal Services	**30,269**	**30,331**	**30,400**	**33,972**	**39,083**	**20,044**
Travel	279	0	0	0	0	0
Education and Training	75	0	0	0	0	0
General Supplies and Materials	1,082	875	1,250	1,200	1,381	11,6
Total Operating Services	**1,436**	**875**	**1,250**	**1,200**	**1,381**	**11,6**
TOTAL ANNUAL BUDGET	**31,705**	**31,206**	**31,650**	**35,172**	**40,463**	**31,700**

DEPARTMENT: Judicial Services **DIVISION: DUI Court**

DUI/Drug Court Program (DUI07)

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
DUI Court Director	0.5	0.5	0.5	0.5	0.5	0.5
TOTAL BUDGETED POSITIONS	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**

Position split with DUI Court Fund

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Judicial Services **DIVISION: DUI Court**

DUI/Drug Court Grant (DUI1)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	6,345	0	0	0	0	0
Group Insurance - Dental	50	0	0	0	0	0
Social Security	490	0	0	0	0	0
Medicare	115	0	0	0	0	0
Defined Benefit Plan	540	0	0	0	0	0
Total Personal Services	**7,540**	**0**	**0**	**0**	**0**	**0**
Professional	7,160	4,806	1,270	2,665	3,066	3,000
Psychological Services	9,124	9,386	10,000	8,826	10,154	7,397
Travel	219	0	0	0	0	0
Education and Training	1,330	3,600	4,140	3,235	3,722	2,650
General Supplies and Materials	3,329	5,625	5,000	7,433	8,551	8,500
Total Operating Services	**21,162**	**23,417**	**20,410**	**22,159**	**25,493**	**21,547**
TOTAL ANNUAL BUDGET	**28,702**	**23,417**	**20,410**	**22,159**	**25,493**	**21,547**

GROUP: Judicial Services **DEPARTMENT: Solicitor**

ARRA Justice Assistance Grant (RJAG2) - Network Infrastructure

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Equipment	0	0	35,000	34,845	34,845	0
Total Capital Outlays	**0**	**0**	**35,000**	**34,845**	**34,845**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**35,000**	**34,845**	**34,845**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services **DEPARTMENT: Solicitor**

Recovery Act Justice Assistance Grant (JAGSO)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	12,522	27,847	33,547	33,547	0
Group Insurance - Health	0	2,594	5,086	1,148	1,148	0
Group Insurance - Life	0	0	99	26	26	0
Group Insurance - Dental	0	0	138	38	38	0
Group Insurance - LT Disab.	0	0	139	36	36	0
Group Insurance - ST Disab.	0	0	30	11	11	0
Social Security	0	786	1,695	2,068	2,068	0
Medicare	0	0	396	484	484	0
Defined Benefit Plan	0	869	1,950	487	487	0
Total Personal Services	**0**	**16,771**	**37,380**	**37,846**	**37,846**	**0**
TOTAL ANNUAL BUDGET	**0**	**16,771**	**37,380**	**37,846**	**37,846**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Victim Witness Advocate	0	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**0**	**1**	**1**	**1**	**1**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: Solicitor

Stop Violence Against Women Act Grant (SVAWA)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	77,761	52,188	60,039	0
Group Insurance - Health	0	0	0	475	546	0
Group Insurance - Life	0	0	0	4	5	0
Group Insurance - LT Disab.	0	0	0	6	7	0
Group Insurance - ST Disab.	0	0	0	1	2	0
Social Security	0	0	0	2,982	3,431	0
Medicare	0	0	0	628	722	0
Total Personal Services	**0**	**0**	**77,761**	**56,284**	**64,751**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**77,761**	**56,284**	**64,751**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Assistant Solicitor	0	0	1	1	1	0
TOTAL BUDGETED POSITIONS	**0**	**0**	**1**	**1**	**1**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: State Court

ARRA Justice Assistance Grant (RJAG3) - Laboratory Contract Worker

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	0	0	50,000	25,211	29,003	0
Total Operating Services	**0**	**0**	**50,000**	**25,211**	**29,003**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**50,000**	**25,211**	**29,003**	**0**

GROUP: Judicial Services

DEPARTMENT: Clerk of Courts

ARRA Justice Assistance Grant (RJAG4) - Server Upgrade

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Equipment	0	0	25,344	25,130	25,130	0
Total Capital Outlays	**0**	**0**	**25,344**	**25,130**	**25,130**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**25,344**	**25,130**	**25,130**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

GROUP: Judicial Services

DEPARTMENT: Clerk of Courts

ARRA Justice Assistance Grant (RJAG5) - Video Conferencing Equipment

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Equipment	0	0	46,200	11,550	13,288	0
Total Capital Outlays	**0**	**0**	**46,200**	**11,550**	**13,288**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**46,200**	**11,550**	**13,288**	**0**

GROUP: Judicial Services

DEPARTMENT: Clerk of Courts

ARRA Justice Assistance Grant (RJAG6) - Electronic Warrants

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Equipment	0	0	76,360	76,360	76,360	0
Total Capital Outlays	**0**	**0**	**76,360**	**76,360**	**76,360**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**76,360**	**76,360**	**76,360**	**0**

GROUP: Law Enforcement

DEPARTMENT: Court Services

ARRA Justice Assistance Grant (RJAG1) - Security Equipment

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Miscellaneous Equipment	0	0	11,329	10,458	10,458	0
Total Operating Services	**0**	**0**	**11,329**	**10,458**	**10,458**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**11,329**	**10,458**	**10,458**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement

DIVISION: Traffic Enforcement

Highway Enforcement of Aggressive Traffic (HEAT)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	73,647	67,160	77,550	60,285	60,285	0
Group Insurance - Health	9,428	10,103	11,589	7,318	7,318	0
Group Insurance - Life	0	69	263	210	210	0
Group Insurance - Dental	375	403	459	332	332	0
Group Insurance - LT Disability	0	99	376	299	299	0
Group Insurance - ST Disability	0	22	84	77	77	0
Social Security	4,967	4,210	4,808	3,689	3,689	0
Medicare	1,162	985	1,125	737	737	0
Defined Benefit Plan	5,992	5,201	5,429	3,871	3,871	0
Total Personal Services	**95,570**	**88,251**	**101,683**	**76,816**	**76,816**	**0**
Travel	0	0	3,000	0	0	0
General Supplies and Materials	12,069	12,078	15,183	11,463	11,463	0
Small Equipment	0	0	12,233	0	0	
Non Asset Computer Equipment	0	2,974	0	0	0	
Total Operating Services	**12,069**	**15,052**	**30,416**	**11,463**	**11,463**	**0**
TOTAL ANNUAL BUDGET	**107,639**	**103,304**	**132,099**	**88,279**	**88,279**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Deputy	2	2	2	2	2	0
TOTAL BUDGETED POSITIONS	**2**	**2**	**2**	**2**	**2**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement **DIVISION: Sheriff**

Project Safe Neighborhood Grant (PSN)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	85,945	103,018	14,350	21,861	21,861	0
Group Insurance - Health	11,997	5,950	1,960	0	0	0
Group Insurance - Dental	339	250	103	0	0	0
Social Security	6,600	4,650	995	0	0	0
Medicare	1,544	1,087	233	0	0	0
Defined Benefit Plan	7,984	5,477	1,251	0	0	0
Total Personal Services	**114,409**	**120,432**	**18,892**	**21,861**	**21,861**	**0**
TOTAL ANNUAL BUDGET	**114,409**	**120,432**	**18,892**	**21,861**	**21,861**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Deputy	2	2	2	2	2	0
Agent	1	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**3**	**3**	**3**	**3**	**3**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement **DIVISION: Sheriff**

Joint Task Force Operations (IRS)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Overtime	1,910	822	1,000	269	309	1,000
Group Insurance - Health	44	0	0	20	23	0
Group Insurance - Dental	2	0	0	3	4	0
Social Security	30	0	0	16	19	0
Medicare	7	0	0	4	4	0
Defined Benefit	34	0	0	17	20	0
Total Personal Services	**2,027**	**822**	**1,000**	**330**	**379**	**1,000**
Rental of Equipment and Vehicle	5,244	10,411	10,450	9,107	10,477	10,800
Communications	301	425	500	353	407	500
Travel	0	1,785	0	2,363	2,719	2,500
Gasoline	1,876	2,835	2,724	3,004	3,456	3,600
Total Operating Services	**7,422**	**15,456**	**13,674**	**14,828**	**17,058**	**17,400**
TOTAL ANNUAL BUDGET	**9,448**	**16,278**	**14,674**	**15,158**	**17,438**	**18,40**

DEPARTMENT: Law Enforcement **DIVISION: Sheriff**

Georgia Terrorism Intelligence Project (GTIP)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	199	609	0	0	0	0
Small Equipment	0	0	8,092	708	708	0
Non-Asset Computer Equipment	0	0	34,000	0	0	0
Total Operating Services	**199**	**609**	**42,092**	**708**	**708**	**0**
Other Equipment	0	0	38,000	0	0	0
Total Capital Outlays	**0**	**0**	**38,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**199**	**609**	**80,092**	**708**	**708**	

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement

DIV: Sheriff

Homeland Security Grant (HSG)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	0	158,216	158,216	158,216	0
Total Operating Services	**0**	**0**	**158,216**	**158,216**	**158,216**	**0**
Other Equipment	0	0	92,784	92,777	92,777	0
Total Capital Outlays	**0**	**0**	**92,784**	**92,777**	**92,777**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**251,000**	**250,993**	**250,993**	**0**

DEPARTMENT: Law Enforcement

DIVISION: Uniform Patrol

Bulletproof Vest Program (BVP09)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	4,500	2,462	2,462	2,462	0
Total Operating Services	**0**	**4,500**	**2,462**	**2,462**	**2,462**	**0**
TOTAL ANNUAL BUDGET	**0**	**4,500**	**2,462**	**2,462**	**2,462**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement

DIVISION: Uniform Patrol

Bulletproof Vest Program (BVP10)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	0	15,271	0	10,199	0
Total Operating Services	**0**	**0**	**15,271**	**0**	**10,199**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**15,271**	**0**	**10,199**	**0**

AGENCY: Law Enforcement

DIV: Traffic Enforcement

Justice Assistance Grant (JAG)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	6,520	12,168	12,168	12,168	0
Non-Asset Computer Equipment	11,626	0	0	0	0	
Total Operating Services	**11,626**	**6,520**	**12,168**	**12,168**	**12,168**	**0**
Other Equipment	0	41,953	0	0	0	0
Total Capital Outlays	**0**	**41,953**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**11,626**	**48,473**	**12,168**	**12,168**	**12,168**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement

DIV: Emergency Management

Hazard Mitigation Grant (HMG10)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	5,837	29,770	20,611	23,712	0
Social Security	0	362	0	1,278	1,470	0
Medicare	0	85	0	299	344	0
Total Personnel Services	**0**	**6,283**	**29,770**	**22,188**	**25,526**	**0**
General Supplies and Materials	0	0	5,100	2,165	2,491	0
Total Operating Services	**0**	**0**	**5,100**	**2,165**	**2,491**	**0**
TOTAL ANNUAL BUDGET	**0**	**6,283**	**34,870**	**24,353**	**28,017**	**0**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Part-Time	0	1	1	1	1	0
TOTAL BUDGETED POSITIONS	**0**	**1**	**1**	**1**	**1**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement DIV: Emergency Management

Performance Partnership Agreement (PPA09)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	0	0	16,000	16,000	16,000	0
Total Operating Services	**0**	**0**	**16,000**	**16,000**	**16,000**	**0**
Vehicles	0	0	27,321	27,321	27,321	0
Total Capital Outlays	**0**	**0**	**27,321**	**27,321**	**27,321**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**43,321**	**43,321**	**43,321**	**0**

DEPARTMENT: Law Enforcement DIV: Emergency Managemer

Performance Partnership Agreement (PPA10)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional	0	0	20,064	0	0	0
General Supplies and Materials	0	0	19,507	9,921	11,413	0
Small Equipment	0	0	3,000	1,750	2,013	0
Total Operating Services	**0**	**0**	**42,571**	**11,671**	**13,427**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**42,571**	**11,671**	**13,427**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

DEPARTMENT: Law Enforcement

DIV: Emergency Management

Citizen Corps Grant (CCP08)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	613	0	963	963	0
Total Personnel Services	**0**	**613**	**0**	**963**	**963**	**0**
Professional	0	175	1,243	350	350	0
Printing and Binding	0	750	0	0	0	0
General Supplies & Materials	0	3,445	7,525	7,455	7,455	0
Total Operating Services	**0**	**4,370**	**8,768**	**7,805**	**7,805**	**0**
TOTAL ANNUAL BUDGET	**0**	**4,983**	**8,768**	**8,768**	**8,768**	**0**

DEPARTMENT: Law Enforcement

DIV: Emergency Management

Emergency Management Performance Grant (EMP08)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Education and Training	0	2,529	0	593	593	0
Small Equipment	0	38,058	1,985	1,392	1,392	0
Total Operating Services	**0**	**40,586**	**1,985**	**1,985**	**1,985**	**0**
TOTAL ANNUAL BUDGET	**0**	**40,586**	**1,985**	**1,985**	**1,985**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

AGENCY: Marshal

DIV: Animal Shelter

ASPCA Grant (ASPCA)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	0	0	5,000	5,000	5,000	0
Total Operating Services	**0**	**0**	**5,000**	**5,000**	**5,000**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**5,000**	**5,000**	**5,000**	**0**

AGENCY: Marshal

DIV: Animal Shelter

Petsmart Grant (PETS)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	0	0	5,000	5,000	5,000	0
Total Operating Services	**0**	**0**	**5,000**	**5,000**	**5,000**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**5,000**	**5,000**	**5,000**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

AGENCY: Fire-Emergency Services DIV: Fire

GEMA Hazmat Grant (GEMA)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	0	15,000	4,382	5,041	0
Total Operating Services	**0**	**0**	**15,000**	**4,382**	**5,041**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**15,000**	**4,382**	**5,041**	**0**

AGENCY: Community Development DIVISION: Conservation

Energy Efficiency & Conservation Grant (EECBG)

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	292	336	0
Overtime		0	0	348	400	0
Social Security	0	0	0	40	46	0
Medicare	0	0	0	9	11	0
Defined Benefit		0	0	38	44	0
Total Personnel Services	**0**	**0**	**0**	**728**	**837**	**0**
Professional	0	47,500	0	0	0	0
Advertising	0	0	0	64	73	0
Total Operating Services	**0**	**47,500**	**0**	**64**	**73**	**0**
Other Equipment	0	33,075	1,746,425	115,035	600,000	1,000,000
Total Capital Outlays	**0**	**33,075**	**1,746,425**	**115,035**	**600,000**	**1,000,000**
TOTAL ANNUAL BUDGET	**-**	**80,575**	**1,746,425**	**115,827**	**600,911**	**1,000,000**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY 2011

MULTIPLE GRANT FUND

AGENCY: Community Services

DIVISION: Health and Human Services

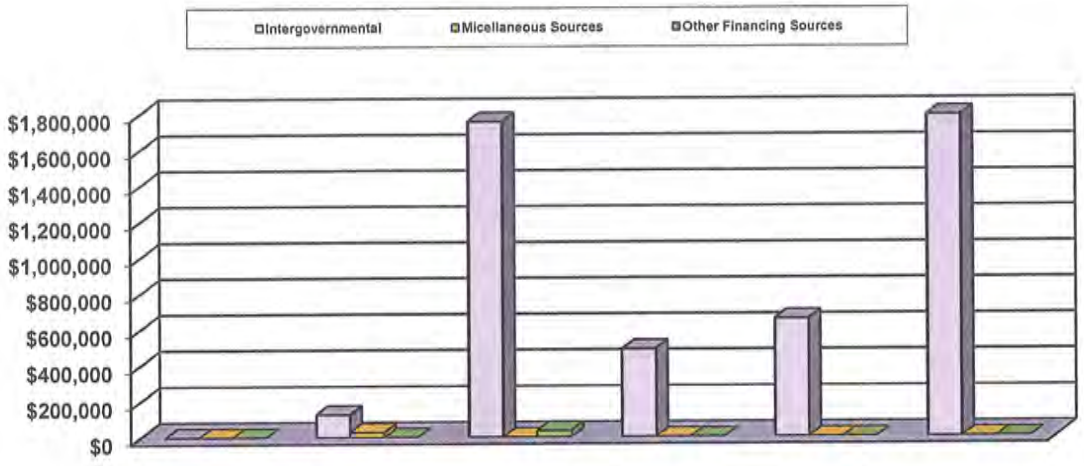
Cherokee Family FOCUS Grant

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	50,000	49,091	48,038	30,742	35,367	21,125
Total Operating Services	**50,000**	**49,091**	**48,038**	**30,742**	**35,367**	**21,125**
TOTAL ANNUAL BUDGET	**50,000**	**49,091**	**48,038**	**30,742**	**35,367**	**21,125**

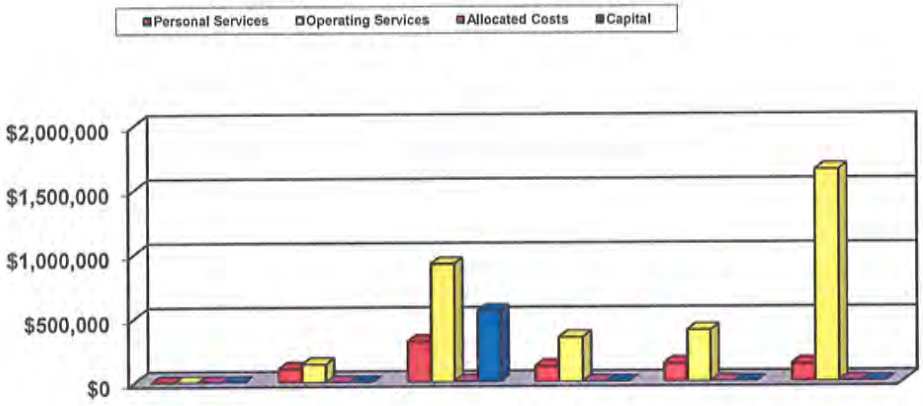
COMMUNITY DEVELOPMENT BLOCK GRANT FUND

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Intergovernmental	$0	$128,567	$1,759,296	$489,027	$657,165	$1,791,913
Micellaneous Sources	$0	$28,688	$0	$0	$0	$0
Other Financing Sources	$0	$0	$37,500	$0	$0	$0
Total Budget	$0	$157,255	$1,796,796	$489,027	$657,165	$1,791,913
Change Over Prior Year	---	---	1042.60%	-72.78%	317.90%	-0.27%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$540	$106,350	$316,036	$123,136	$141,661	$139,343
Operating Services	$0	$141,307	$919,560	$347,245	$399,486	$1,647,073
Allocated Costs	0	0	$7,200	$3,062	$3,523	$5,497
Capital	0	0	$554,000	0	0	0
Total Budget	$540	$247,657	$1,796,796	$473,444	$544,670	$1,791,913
Change Over Prior Year	---	---	625.52%	---	119.93%	-0.27%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($75,358)

Goal 1: Consistently rehabilitate **8** senior citizen homes annually.

Current State – Where Are We Now?

- $320,924.82 Remaining in PY 2006 – PY 2008 HOME Funds
- Approximately $300,000 in PY 2009 & PY 2010 HOME Funds not released by the GUCC
- It currently takes about 115 days to process an application
- One home was completed in 2008 and one home in 2009
- 2010 is targeted to completed 5-8 homes

Future State – What Does Success Look Like?

- Reduce Home funds balance by $100,000 each of the next three years.
- Senior homes rehabilitated each year 8-10
- Application process will be reduced 10% each year for the next three years which puts us on track to spending older funds
- 90% Customer Satisfaction of excellent/good service ratings

Implementation Plan – Steps to Achieve Success?

1. Increase awareness of program through marketing:
   - Update flyers with homeowner testimonials
   - Place and maintain flyers in County administrative offices, senior centers, libraries, tax offices and through public service organizations
   - Coordinate efforts with Senior Services Director to increase awareness through civic organizations
2. Reduce the number of days it takes to process an application to 80 days
   - Create "best case" time line for each step of process
   - Prepare check for homeowners to complete application and establish deadlines
   - Require two week turn around from attorney
   - Technical assistance meeting with consultant inspector to resolve ambiguity in write-ups.

Metrics – How Do We Know When We Achieved the Goal?

1. 8 Senior Citizen Homes Rehabilitated in 2011
2. All 2006 – 2008 Home Funds expended
3. Customer Satisfaction surveys with 90% at excellent/good service ratings
4. 500+ flyers distributed.
5. Determine the number of days it took to process the applications after December 31 each year.

Goal 2: CDBG INTERNAL "SELF" EVALUATION

Current State – Where Are We Now?

- Cherokee County became entitlement jurisdiction for funding in 2009
- Awarded $1.8 million in funding for PY 2009 and PY 2010
- HUD has not conducted a monitoring of program
- Analysis of Impediments to Fair Housing will be completed in Fall 2010

Future State – What Does Success Look Like?

- Staff will be prepared for monitoring by HUD staff
- Staff will not receive findings, but rather recommendations
- Steps are being taken to reduce Impediments to Fair Housing in Cherokee County.

Implementation Plan – Steps to Achieve Success?

1. Complete the HUD checklists for Monitoring
    - Exhibit 3.2, 3.3 – Guides for National Objectives
    - Exhibit 3-17 – Guide for Review of Overall Management Systems
    - Exhibit 3-18 Guide for Review of Financial Management
    - Exhibit 3-19 Guide for Review of Cost Allow ability
    - Exhibit 3-20 Guide for Review of Procurement
2. Establish action plan to address Impediments to Fair Housing

Metrics – How Do We Know When We Achieved the Goal?

1. Completion of the monitoring checklist by end of 1st quarter.
2. Resolve deficiencies by end of April
3. Develop any file checklists by end of April
4. Review with Agency Director by mid-May
5. Annual review to HUD through the Consolidated Annual Performance and Evaluation Report

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

GROUP: Community Development **DEPARTMENT: CDBG**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	420	65,270	256,370	77,489	89,147	100,262
Group Insurance - Health	62	7,823	6,202	9,638	11,088	12,210
Group Insurance - Life	0	434	211	269	309	248
Group Insurance - Dental	0	144	217	328	377	396
Group Insurance - LT Disab.	0	700	301	384	442	401
Group Insurance - ST Disab.	0	630	66	103	119	90
Social Security	24	4,494	8,563	4,579	5,268	6,217
Medicare	6	922	861	1,071	1,232	1,454
Defined Benefit Plan	29	4,345	3,906	4,939	5,682	6,016
Total Personal Services	**540**	**84,762**	**276,697**	**98,801**	**113,664**	**127,294**
Professional	0	774	16,000	4,500	5,177	10,000
Communications	0	2,010	2,500	2,389	2,749	3,200
Postage	0	140	200	293	337	375
Advertising	0	0	2,000	1,081	1,244	2,000
Printing and Binding	0	92	450	0	0	450
Travel	0	310	1,500	57	66	1,000
Dues and Fees	0	0	1,000	75	86	1,000
Education and Training	0	1,110	750	213	244	750
General Supplies and Materials	0	2,359	4,500	1,600	1,840	3,278
Total Operating Services	**0**	**6,797**	**28,900**	**10,207**	**11,743**	**22,053**
Worker's Compensation	0	0	0	0	0	722
Disposal	0	0	250	155	178	475
Water/Sewerage	0	0	700	518	596	700
Natural Gas	0	0	250	727	836	1,600
Electricity	0	0	6,000	1,663	1,913	2,000
Total Allocated Costs	**0**	**0**	**7,200**	**3,062**	**3,523**	**5,497**
Other Equipment	0	0	554,000	0	0	0
Total Capital Outlays	**0**	**0**	**554,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**91,558**	**866,797**	**112,070**	**128,930**	**154,844**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
CDBG Director	0	1	1	1	1	1
Administrative Assistant	0	1	1	1	1	1
Inspector	0	1	1	1	1	0.5
TOTAL BUDGETED POSITIONS	**0**	**3**	**3**	**3**	**3**	**2.5**

Inspector position split with Building Inspections

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

GROUP: Community Development **DEPT: Community Youth Groups**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Undefined Projects	0	0	32,343	0	0	355,098
Anna Crawford Children's Center	0	15,000	130,000	63,531	73,089	25,000
Appalachian Cherokee Learning Ctr	0	0	10,000	0	0	0
Boys and Girls Club	0	0	18,000	5,464	6,286	0
Ball Ground Senior Center	0	0	85,178	0	0	10,178
Court Appointed Special Advocates	0	15,000	15,000	9,922	11,415	0
Cherokee Day Training Center	0	0	370,000	35,084	40,362	70,000
Cherokee Family Violence Center	0	20,000	20,000	19,999	23,008	0
Canton Public Facilities Project	0	0	0	0	0	65,000
Holly Springs Public Facilities Project	0	0	0	0	0	201,866
Woodstock Public Faclitiles Project	0	0	0	0	0	5,000
Goshen Valley Boys Ranch	0	15,000	15,000	15,000	17,257	0
Emory University/My House	0	0	20,000	0	0	0
MUST Ministries	0	0	10,000	3,271	3,763	0
N Georgia Angel House	0	7,803	0	0	0	0
Se ..or Center Public Facility Project	0	0	0	0	0	600,000
Senior Transportation	0	0	42,878	0	0	42,878
Total Operating Services	**0**	**72,803**	**768,399**	**152,270**	**175,178**	**1,375,020**
TOTAL ANNUAL BUDGET	**0**	**72,803**	**768,399**	**152,270**	**175,178**	**1,375,020**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

GROUP: Community Development

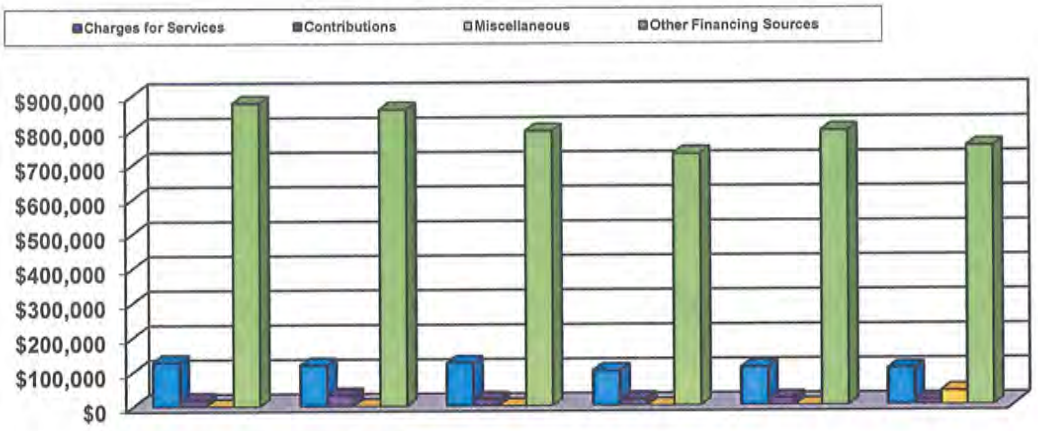
DEPARTMENT: HOME

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	16,977	33,326	18,884	21,725	8,998
Group Insurance - Health	0	2,017	2,658	2,579	2,967	1,700
Group Insurance - Life	0	22	77	66	76	22
Group Insurance - Dental	0	54	93	79	91	57
Group Insurance - LT Disab.	0	31	110	94	109	36
Group Insurance - ST Disab.	0	7	25	26	29	8
Social Security	0	1,064	1,327	1,136	1,307	557
Medicare	0	239	311	266	306	131
Defined Benefit Plan	0	1,179	1,412	1,205	1,386	540
Total Personal Services	**0**	**21,589**	**39,339**	**24,336**	**27,997**	**12,049**
Payments to Others	0	61,707	122,261	184,768	212,565	250,000
Total Operating Services	**0**	**61,707**	**122,261**	**184,768**	**212,565**	**250,000**
TOTAL ANNUAL BUDGET	**0**	**83,295**	**161,600**	**209,103**	**240,561**	**262,049**

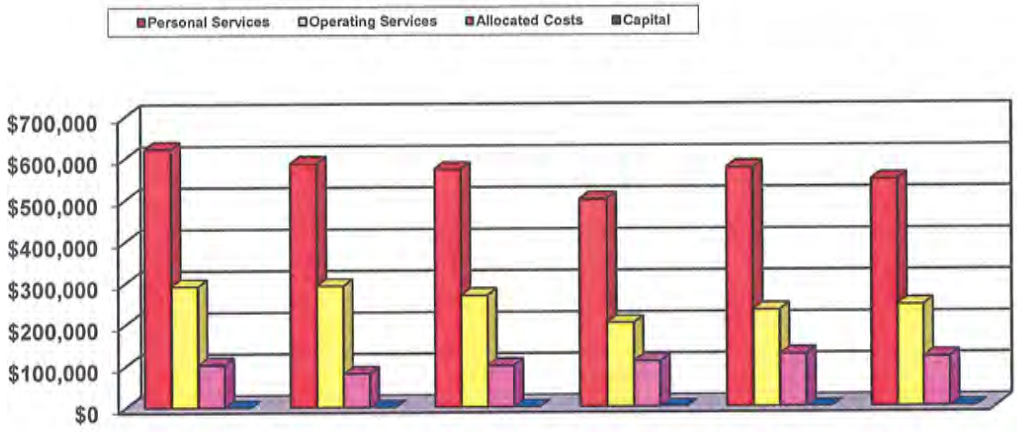
ANIMAL SERVICES FUND

ANIMAL SERVICES FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$127,722	$118,775	$124,000	$100,618	$109,948	$105,500
Contributions	$18,322	$31,045	$19,500	$19,012	$20,363	$15,000
Miscellaneous	$519	$0	$500	$0	$0	$40,000
Other Financing Sources	$877,333	$858,871	$794,935	$728,690	$794,935	$749,359
Total Budget	$1,023,896	$1,008,691	$938,935	$848,320	$925,246	$909,859
Change Over Prior Year	---	-1.49%	-6.92%	---	-8.27%	-3.10%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$621,724	$586,092	$572,724	$499,561	$574,717	$546,058
Allocated Costs	$103,263	$80,868	$99,916	$109,855	$126,382	$119,416
Operating Services	$291,787	$292,265	$268,810	$202,146	$232,557	$244,385
Capital	0	0	0	0	0	0
Total Budget	$1,016,774	$959,225	$941,450	$811,562	$933,656	$909,859
Change Over Prior Year	---	-5.66%	-1.85%	---	-2.67%	-3.36%

ESTIMATED FUND BALANCE AS OF 11/30/10: $75,310.94

Animal Shelter Objective & Goals

December 2010

Why We Are Here... Our Objective

The objective of the Animal Shelter is to ensure that Cherokee County:

1) Has a high quality shelter for Lost/Found, Stray, Owner Surrendered Cherokee County animals

2) Has a location for adoptable animals to find new homes, and

3) Can educate the public while providing disposition, test preparation, and quarantine of animals deemed a public safety risk.

Specific Definitions & Methods to Accomplish Our Objective

1) HIGH QUALITY CARE FOR ANIMALS

- Definition: Provide high quality care for all animals that enter the shelter whether they are quarantined, aggressive, sick, injured, rescueable, or adoptable.

- How to Accomplish This?
  - Cleanliness of the facility
  - Thoroughness of Animal Health and Behavior Testing
  - Education of the staff in all aspects of shelter animal care
  - Providing enrichment program for the animals

- Ensure that <u>we are knowledgeable</u> in all aspects of animal care in order to provide care that is of the highest quality possible.

Specific Definitions & Methods to Accomplish Our Objective

2) HOMES FOR THE ANIMALS

- Definition: Ensure that the animals in our care are given every opportunity to find a new home as quickly and correctly as possible.

- How to Accomplish This?
  - Be knowledgeable about the animals in our care
  - Provide excellent customer service to all clients, Intake or Adoption
  - Organize Community and Shelter events that inform the public about adopting their next pet
  - Make good matches of citizens and animals during the adoption process
  - Maintain a clean and organized shelter
  - Use Animal Rescue Groups for those animals that need rehabilitation before adoption
  - Create a page on our website for Lost/Found animals

-<u>Understand and Evaluate</u> the needs of the public so they make the right choices in a new pet and the right choice to adopt a pet from our shelter

Specific Definitions & Methods to Accomplish Our Objective

3) EDUCATE

- Definition: Educate the public on animal awareness issues such as spaying/neutering, rabies control for public safety, and bite prevention.

- How to Accomplish This?
  - Work in cooperation with Animal Control to expand the current Bite Prevention Program into all county schools and day cares.
  - Develop the Homeless Pet Club Program along with Cherokee County Schools
  - Work in cooperation with Animal Control create a program to educate Senior Groups, Homeowner Associations, and other groups on the need for rabies control, spay/neuter of pets, and all animal ordinances.
  - Create a page on our web site of downloadable public information and Lost and Found pet application

-<u>Understand and Evaluate</u> the needs of the public so they make the right choices in a new pet and the right choice to adopt a pet from our shelter

Leadership/Technical Skills Required to Meet Our Objective

- Compassion
  - Understanding the needs of the animals
  - Understanding the needs of the customers
- Education
  - Learning to deal with aggressive customers
  - Learning how to cope with Compassion Fatigue so we become better at customer service internally and externally
  - Becoming knowledgeable in all aspects of animal care that we are deficient in
- Commitment
  - To serving our customers to the best of our ability without judgment
  - To working as a team, supporting each other everyday
  - Most importantly to provide the highest quality animal shelter anywhere and the highest quality of care for all animals

2011 Specific Goals

- IMPROVE LIVE EXIT DISPOSTION RATES
  - Increase the number of adoptions
  - Increase the number of rescues
  - Decrease the number of adoptable animals euthanized
- ENSURE A STRONG COMMITMENT TO CUSTOMER SERVICE
  - Customer Service Survey cards at >90% excellent/good ratings
  - Staff Training in dealing with aggressive customers/Compassion Fatigue
  - Website additions to assist the public with information on animals
- EDUCATE THE PUBLIC
  - Work in cooperation with Animal Control to further develop the Bite Prevention Program
  - Work in cooperation with Animal Control to develop and implement a Rabies/Spay/Neuter/Animal Awareness Program for adults
  - Expand the Shelter Website to include Animal Awareness/Care Information for the public
  - Develop the Homeless Pet Club in cooperation with Cherokee County Schools
- EXPAND THE VOLUNTEER PROGRAM
  - Increase the number of "Shelter Friends" Volunteers to aid the Animal Enrichment Program
  - Apply for grants through the Program for educational/animal items
  - Develop additional programs assisting the shelter with fundraising/senior projects/community awareness
  - Assist in developing the "Shelter Friends" and shelter websites

Team Objective: A High Quality Shelter for Cherokee County

Goal 1: Improve Live Exit Disposition Rates

Current State – Where Are We Now?

- No tracking system for why animals have been euthanized
- No alternative but to have the public come to the shelter to look for lost pets
- Some animal enrichment currently but not enough for all animals everyday

Future State – What Does Success Look Like?

- All adoptable/rehabilitatable animals have a live exit from the shelter
- Euthanasia is reduced to unhealthy, aggressive, non-rehabilitatable animals
- All animals provided with enrichment each day
- Tracking report of shelter euthanasia's completed

Implementation Plan – Steps to Achieve Success?

1. Provide enrichment for all animals making them more well behaved and adoptable
2. Implement a tracking system for euthanasia's that records and tracks the reason each animal has been euthanized
3. Hold community events that bring people to the shelter
4. Expand public relations with local media helping to get information about adopting animals out
5. Create a Lost/Found page on the shelter website with pictures of stray that have come in
6. Create an automated Lost/Found report from the shelter website

Metrics – How Do We Know When We Achieved the Goal?

1. Date tracking system implemented
2. Number of increased volunteers for animal enrichment programs
3. Dates of public relations documented
4. Dates/Locations/Types of community awareness events documented
5. Date website Lost/Found module created
6. Date Lost/Found reports automated from website
7. Live animal exit percentages yearly comparison

Team Objective: Homes for the Animals

Goal 2: Ensure a Strong Commitment to Customer Service

Current State – Where Are We Now?

- Website needs more customer information
- Customer Service Survey cards are at or above 90% excellent/good rating
- Internal customer service needs work
- No website accessible Lost/Found application
- No compassion fatigue training
- No aggressive customer training

Future State – What Does Success Look Like?

- Complete website answering customer service issues regarding animal services
- Completed Lost/Found application on website
- Staff is trained in handling compassion fatigue
- Staff is trained in handling aggressive customers
- Customer service/communication improved between departments

Implementation Plan – Steps to Achieve Success?

1. Create website with animal services information for customers
2. Create a Lost/Found Application for website
3. Schedule staff training on handling compassion fatigue
4. Schedule staff training on handling aggressive customers
5. Review customer service survey cards logging service levels
6. Use appreciation and thank you notes/items for jobs well done between the staff

Metrics – How Do We Know When We Achieved the Goal?

1. Dates for website customer service additions
2. Dates for Lost/Found website application
3. Dates for compassion fatigue training
4. Dates for aggressive customer training
5. Dates/Examples of appreciation notes/gifts used
6. Dates of website information added

Team Objective: Educate

Goal 3: Educate the Public on Animal Awareness Issues

Current State – Where Are We Now?

- No Rabies education program
- Small Bite Prevention Program
- No program for educating the public on spay/neuter and animal ordinances
- More information needed on website about rabies control/vaccines/laws/bite prevention/spay and neuter options
- Some events held now for the community, need more

Future State – What Does Success Look Like?

- Full Rabies Education Program implemented
- Bite Prevention Program expanded to all Elementary Schools and day cares in Cherokee County
- Spay/neuter and Animal Ordinance Program developed and being taught to H.O.A.'s, Senior Groups, Others
- Community Events held throughout the year
- Full implementation of the Homeless Pet Club Program with Cherokee County Schools

Implementation Plan – Steps to Achieve Success?

1. Work in cooperation with Animal Control to expand the use of the current bite prevention program including purchase of a dog costume
2. Develop in cooperation with Animal Control a program presenting rabies information, Spay/Neuter information and County Ordinance information to adults
3. Expand on community events that the shelter attends or holds on location giving the public more awareness of the animal services provided
4. Work in cooperation with Cherokee County Schools and Homeless Pet Club establishing the Homeless Pet Club Program benefiting both the children and animals of this county.

Metrics – How Do We Know When We Achieved the Goal?

1. Dates/Pictures/Log of Bite Prevention events
2. Dates/Pictures/Log of Rabies Clinics
3. Dates /Pictures/Log of Spay/Neuter and Ordinance Information sessions
4. Dates/Pictures/Media on community events
5. Dates/Pictures/Media on Homeless Pet Club Events

Team Objective: High Quality Care/Educate/Homes for the Animals

Goal 4: Expand the Volunteer Program

Current State – Where Are We Now?

- "Shelter Friends" Volunteer Program currently has 25 regular, committed volunteers
- Lack of complete website information
- Expansion of fundraising events
- Some grants completed (Petsmart charities/Gloria Barron/Be Kind) need additional
- Quarterly newsletter mailings to 100+ people
- No current "Membership Program"
- Senior Project Facilitator and hands on working with 19 seniors
- Some community events

Future State – What Does Success Look Like?

- Enough volunteers in the program to take care of enrichment everyday for all animals
- Complete website information added to shelter website
- Fundraising at a higher percentage than previous years
- Complete grants for additional shelter funds for animal enrichment programs
- Newsletters in businesses/email+mailing adding at minimum 3 times more recipients
- Membership Program completed
- Senior Projects run efficiently with most benefit to shelter and staff
- Young Shelter Friends Program – Read to the Animals completed

Implementation Plan – Steps to Achieve Success?

1. Create more stories for newspapers to generate shelter interest
2. Add all information and complete update of website
3. Create and Complete fundraising events for the shelter
4. Apply for grants for additional funding of "Shelter Friends" Programs
5. Expand newsletter with emails from visitor logs/adoptions/reclaims/newspaper
6. Solicit members for the Shelter Membership Program at front desk, websites, newsletters
7. Develop Senior Project Registration and "pre-approved projects" book

Metrics – How Do We Know When We Achieved the Goal?

1. Log of volunteer hours and numbers of volunteers
2. Dates of website additions and completion.
3. Dates and lists of grants applied for.
4. Number of newsletter mailings and funds received.
5. Date and log of "Shelter Membership" Program.
6. List of Seniors and Projects for High School Senior Projects

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

ANIMAL SERVICES FUND

GROUP: County Marshall

DEPARTMENT: Animal Shelter

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	474,694	439,475	444,378	374,441	430,773	438,056
Overtime	6,978	6,037	9,500	7,157	8,234	9,500
Group Insurance - Health	63,486	69,826	58,110	62,746	72,186	57,311
Group Insurance - Life	3,604	3,044	1,206	1,007	1,159	1,104
Group Insurance - Dental	2,711	2,647	2,484	2,223	2,557	2,505
Group Insurance - LT Disab.	2,652	2,466	1,684	1,408	1,620	2,979
Group Insurance - ST Disab.	1,360	1,126	377	414	476	366
Social Security	28,339	26,080	22,202	22,121	25,449	27,748
Medicare	6,628	6,099	5,198	5,174	5,952	6,489
Defined Benefit Plan	31,273	29,292	27,585	22,870	26,310	24,981
Defined Benefit Reduction	0	0	0	0	0	(24,981)
Total Personal Services	**621,724**	**586,092**	**572,724**	**499,561**	**574,717**	**546,058**
Professional	57,060	55,641	60,000	45,789	52,678	60,000
Technical	7,437	2,980	7,335	1,120	1,288	7,335
Cleaning Services	11,482	0	0	0	0	0
L Care	3,811	1,945	1,500	683	786	1,000
R. airs and Maintenance	80,827	71,390	28,210	24,893	28,638	20,000
Vehicle Maintenance	1,041	(367)	3,500	790	909	1,500
Rental of Equipment & Vehicles	450	1,930	2,000	1,440	1,657	2,000
Communications	10,253	12,490	12,500	10,578	12,169	13,000
Postage	416	340	450	443	509	450
Advertising	601	720	700	0	0	0
Printing and Binding	731	1,343	1,500	756	869	1,000
Travel	0	186	0	0	0	0
Dues and Fees	443	362	600	209	240	850
Education and Training	4,563	1,871	4,500	1,543	1,775	0
General Supplies and Materials	102,206	120,109	132,515	103,981	119,624	130,000
Gasoline	1,874	497	2,000	284	327	1,000
Small Equipment	3,308	9,508	0	0	0	0
Non Asset Computer Equipment	1,433	2,816	4,000	3,748	4,312	0
Other Supplies	3,320	5,940	7,500	3,480	4,004	6,250
Administrative Fees	533	2,564	0	2,408	2,770	0
Total Operating Services	**291,787**	**292,265**	**268,810**	**202,146**	**232,557**	**244,385**
Unemployment Insurance	0	0	1,819	0	0	0
Workers Compensation	0	0	9,097	39,823	45,814	25,069
Disposal (e.g. Garbage Pic)	5,334	2,727	3,500	2,900	3,336	3,300
Custodial	2,835	2,569	0	0	0	6,696
Insurance, Other Benefits	1,500	1,500	2,500	1,927	2,217	3,351
Water/Sewerage	8,037	7,852	8,000	6,173	7,102	8,000
Natural Gas	48,833	35,586	40,000	22,225	25,568	33,000
El ricity	36,725	30,634	35,000	36,807	42,345	40,000
al Allocated Costs	**103,263**	**80,868**	**99,916**	**109,855**	**126,382**	**119,416**
TOTAL ANNUAL BUDGET	**1,016,774**	**959,225**	**941,450**	**811,562**	**933,656**	**909,859**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

ANIMAL SERVICES FUND

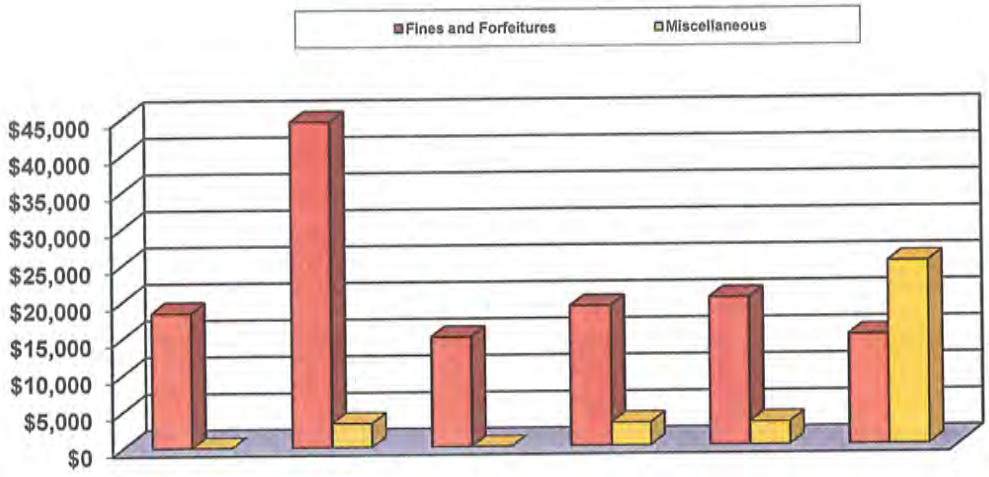
GROUP: County Marshall **DEPARTMENT: Animal Shelter**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Animal Care Supervisor	1	1	1	1	1	1
Animal Care Technician	8	8	1	1	1	1
Animal Care Tech/Maintenance	1	1	0	0	0	0
Adoption/Shelter Supervisor	1	1	1	1	1	1
Adoption Personnel	1	1	0	0	0	0
Adoption/Rescue Coordinator	1	1	0	0	0	0
Animal Health Tech/Supervisor	1	1	0	0	0	0
Animal Health Technician	0	0	4	4	4	3
Animal Support Specialist I	0	0	4	4	4	4
Animal Support Specialist II	0	0	3	3	3	3
Part-Time Kennel Staff	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	**18**	**18**	**18**	**18**	**18**	**17**

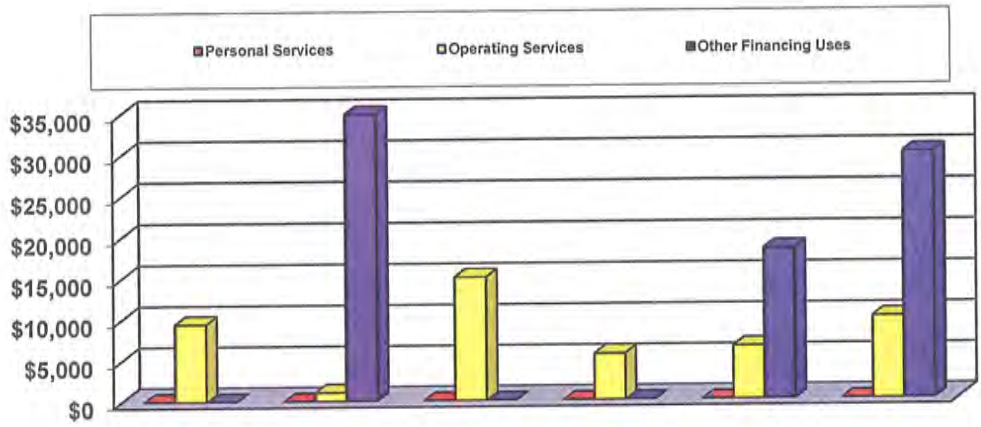
DA'S CONDEMNATION FUND

DA'S CONDEMNATION FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Fines and Forfeitures	$18,456	$44,498	$15,000	$19,130	$20,129	$15,000
Miscellaneous	$0	$3,259	$0	$3,134	$3,134	$25,000
Total Budget	$18,456	$47,757	$15,000	$22,264	$23,263	$40,000
Change Over Prior Year	---	158.76%	-68.59%	---	-51.29%	166.67%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$0	$0	$0	$0	$0	$0
Operating Services	$9,442	$1,068	$15,000	$5,622	$6,468	$10,000
Other Financing Uses	0	$34,922	0	0	$18,345	$30,000
Total Budget	$9,442	$35,990	$15,000	$5,622	$24,813	$40,000
Change Over Prior Year	---	281.16%	-58.32%	---	-31.06%	166.67%

ESTIMATED FUND BALANCE AS OF 11/30/10: $74,690

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

DA'S CONDEMNATION FUND

GROUP: Judicial Services

DIVISION: District Attorney

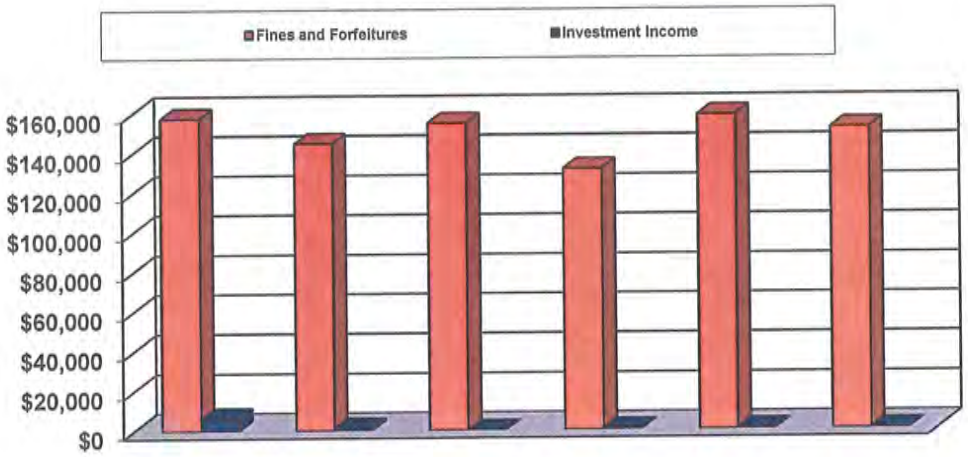
EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Travel	0	0	0	15	17	0
General Supplies & Materials	9,442	1,068	15,000	5,607	6,451	10,000
Total Operating Services	**9,442**	**1,068**	**15,000**	**5,622**	**6,468**	**10,000**
Transfer to General Fund	0	34,922	0	0	18,345	30,000
Total Other Financing Uses	**0**	**34,922**	**0**	**0**	**18,345**	**30,000**
TOTAL ANNUAL BUDGET	**9,442**	**35,990**	**15,000**	**5,622**	**24,813**	**40,000**

DRUG ABUSE, TRAINING & EDUCATION FUND

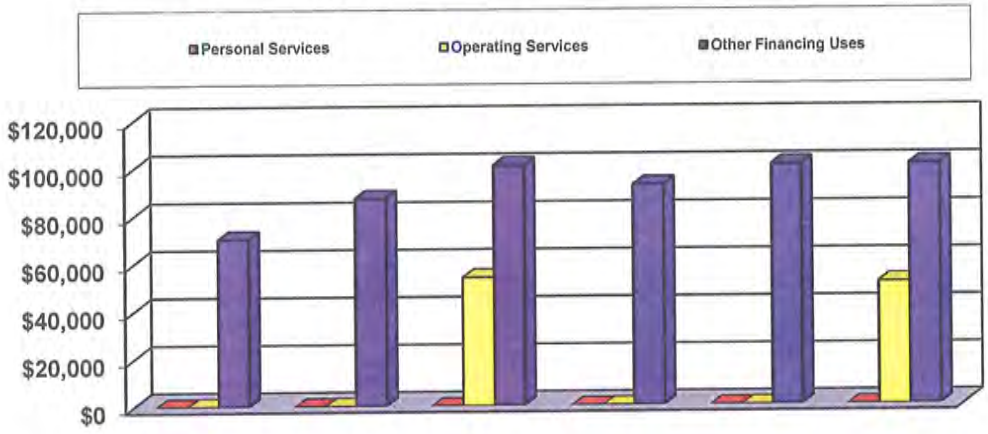
DRUG ABUSE, TRAINING AND EDUCATION FUND

REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Fines and Forfeitures	$157,573	$144,881	$155,000	$131,692	$158,705	$152,000
Investment Income	$6,561	$1,339	$0	$667	$717	$500
Total Budget	$164,134	$146,220	$155,000	$132,359	$159,422	$152,500
Change Over Prior Year	---	-10.91%	6.00%	-14.61%	20.45%	-1.61%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$0	$0	$0	$0	$0	$0
Operating Services	0	0	$53,962	0	0	$51,500
Other Financing Uses	$70,379	$87,451	$101,038	$92,618	$101,038	$101,000
Total Budget	$70,379	$87,451	$155,000	$92,618	$101,038	$152,500
Change Over Prior Year	---	24.26%	77.24%	-40.25%	9.09%	50.93%

ESTIMATED FUND BALANCE AS OF 11/30/10: $473,053

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

DRUG ABUSE, TRAINING AND EDUCATION FUND

GROUP: Judicial Services

DIVISION: Payments to Other Agencies

EXPENDITURE DETAIL

Category	Actual FY08	Budget FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
rofessional	0	0	53,962	0	0	51,500
Total Operating Services	0	0	53,962	0	0	51,500
OTAL ANNUAL BUDGET	0	0	53,962	0	0	51,500

FUND: D.A.T.E. Fund

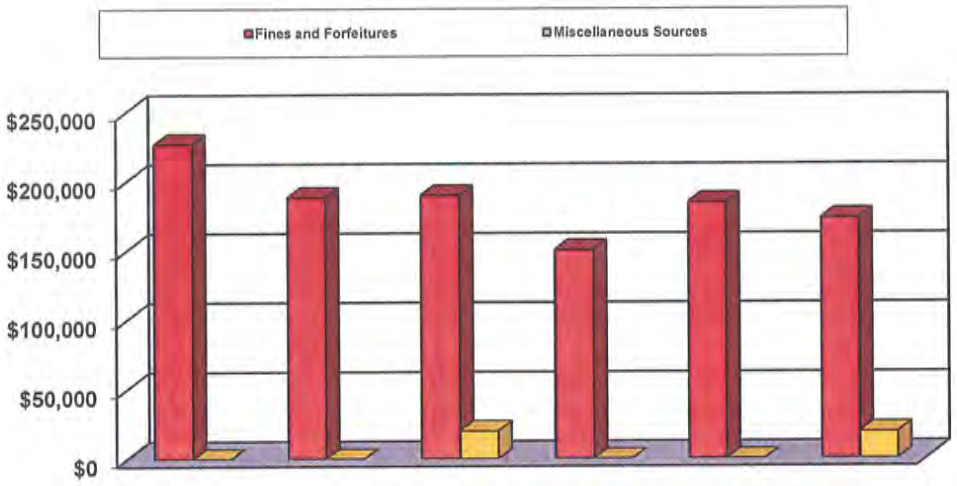
DIVISION: Interfund Transfers

EXPENDITURE DETAIL

Category	Actual FY08	Budget FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
ransfers to DUI Court	70,379	87,451	101,038	92,618	101,038	101,000
Total Operating Services	70,379	87,451	101,038	92,618	101,038	101,000
OTAL ANNUAL BUDGET	70,379	87,451	101,038	92,618	101,038	101,000

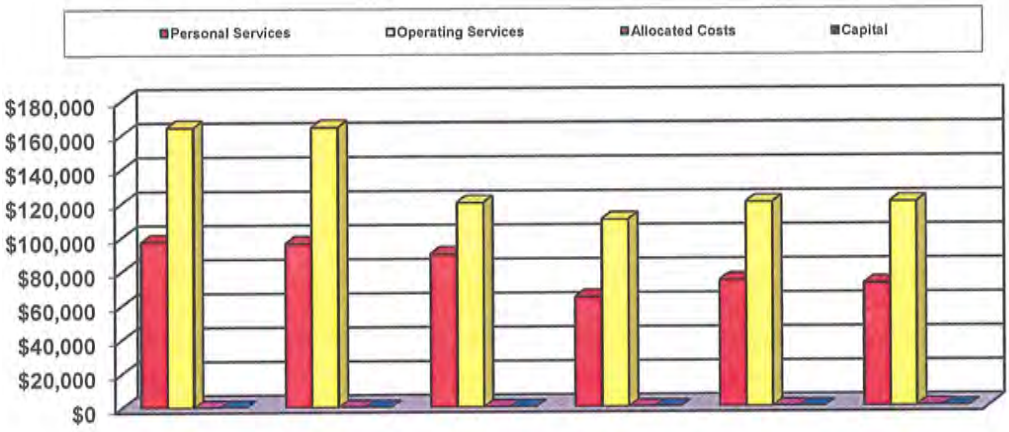
VICTIM ASSISTANCE FUND

VICTIM ASSISTANCE FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Fines and Forfeitures	$227,088	$188,376	$189,936	$150,478	$184,690	$173,500
Miscellaneous Sources	0	0	$20,000	$0	$0	$19,118
Total Budget	$227,088	$188,376	$209,936	$150,478	$184,690	$192,618
Change Over Prior Year	---	-17.05%	11.45%	---	-1.96%	-8.25%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$97,279	$96,270	$89,936	$64,449	$74,144	$72,136
Operating Services	$164,400	$164,400	$120,000	$110,000	$120,000	$120,000
Allocated Costs	0	0	0	0	0	$482
Capital	0	0	0	0	0	0
Total Budget	$261,679	$260,670	$209,936	$174,449	$194,144	$192,618
Change Over Prior Year	---	-0.39%	-19.46%	---	-25.52%	-8.25%

ESTIMATED FUND BALANCE AS OF 11/30/10: $6,643

VICTIM ASSISTANCE FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	76,124	79,030	74,179	54,222	62,379	63,864
Group Insurance - Health	9,077	4,888	4,430	2,189	2,518	0
Group Insurance - Life	424	392	264	185	213	246
Group Insurance - Dental	367	168	155	78	89	0
Group Insurance - LT Disab.	312	339	372	261	300	466
Group Insurance - ST Disab.	160	143	83	67	77	88
Social Security	4,505	4,715	4,563	3,248	3,737	3,960
Medicare	1,054	1,103	1,068	760	874	926
Defined Benefit Plan	5,256	5,491	4,822	3,440	3,957	2,586
Total Personal Services	**97,279**	**96,270**	**89,936**	**64,449**	**74,144**	**72,136**
Vorkers Compensation	0	0	0	0	0	482
Total Allocated Costs	**0**	**0**	**0**	**0**	**0**	**482**
TOTAL ANNUAL BUDGET	**97,279**	**96,270**	**89,936**	**64,449**	**74,144**	**72,618**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Victim Witness Advocate	2	1	1	1	1	0
Victim Witness Program Coordinator	1	1	1	1	1	1
Part-Time Victim Witness Advocate	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**3**	**2**	**2**	**2**	**2**	**2**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

VICTIM ASSISTANCE FUND

GROUP: Judicial Services

DEPARTMENT: District Attorney

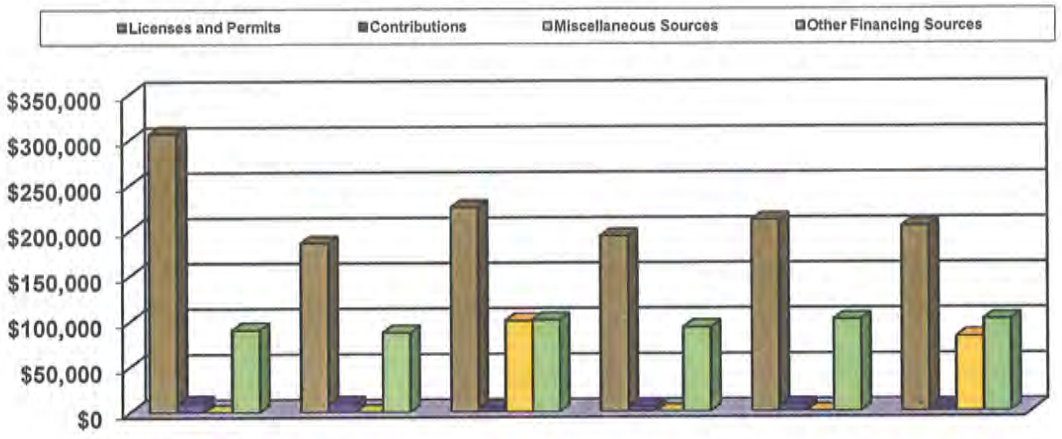
DIVISION: Aid to Dependent Children

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	164,400	164,400	120,000	110,000	120,000	120,000
Total Operating Services	**164,400**	**164,400**	**120,000**	**110,000**	**120,000**	**120,000**
TOTAL ANNUAL BUDGET	**164,400**	**164,400**	**120,000**	**110,000**	**120,000**	**120,000**

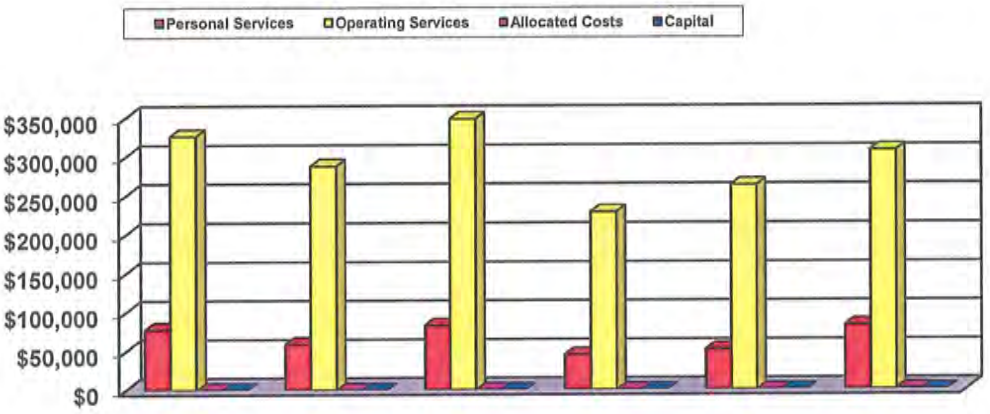
DUI COURT FUND

DUI COURT FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Licenses and Permits	$306,556	$185,931	$225,000	$193,025	$210,625	$203,630
Contributions	$10,125	$9,375	$5,000	$6,290	$7,040	$5,000
Miscellaneous Sources	0	0	$100,000	$0	$0	$81,840
Other Financing Sources	$90,379	$87,451	$101,038	$92,618	$101,038	$101,000
Total Budget	$407,060	$282,757	$431,038	$291,933	$318,703	$391,470
Change Over Prior Year	---	-30.54%	52.44%	---	12.71%	-9.18%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$77,696	$58,952	$82,863	$44,960	$51,724	$83,008
Operating Services	$326,397	$287,762	$348,175	$228,523	$262,903	$307,500
Allocated Costs	0	0	0	0	0	$962
Capital	0	0	0	0	0	0
Total Budget	$404,093	$346,714	$431,038	$273,483	$314,626	$391,470
Change Over Prior Year	---	-14.20%	24.32%	---	-9.25%	-9.18%

ESTIMATED FUND BALANCE AS OF 11/30/10: $93,185

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

DUI COURT FUND

GROUP: Judicial Services

DEPARTMENT: DUI Court

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	66,294	49,586	70,829	36,368	41,840	68,096
Group Insurance - Health	2,492	2,926	4,860	3,948	4,542	5,701
Group Insurance - Life	212	188	101	88	101	245
Group Insurance - Dental	266	210	190	168	194	295
Group Insurance - LT Disab.	231	158	146	128	147	499
Group Insurance - ST Disab.	80	69	33	35	40	77
Social Security	3,680	2,721	1,702	2,092	2,406	4,222
Medicare	861	636	398	489	563	987
Defined Benefit Plan	3,581	2,459	4,604	1,644	1,891	2,886
Total Personal Services	**77,696**	**58,952**	**82,863**	**44,960**	**51,724**	**83,008**
Professional	300,304	263,307	262,000	182,490	209,944	250,000
Vehicle Maintenance	644	863	1,500	9,154	10,532	3,000
Rental of Equipment & Vehicles	0	0	5,000	0	0	0
Communications	1,477	1,952	2,000	1,116	1,284	2,000
Postage	0	71	175	374	430	1,000
Dues and Fees	60	90	1,000	286	329	500
Education and Training	8,136	3,378	10,000	4,941	5,684	7,500
General Supplies and Materials	12,914	17,417	60,500	29,513	33,953	7,500
Food	789	395	4,000	218	251	35,000
Gasoline	872	290	2,000	432	497	1,000
Non-Asset Computer Equipment	1,200	0	0	0	0	0
Total Operating Services	**326,397**	**287,762**	**348,175**	**228,523**	**262,903**	**307,500**
Worker's Compensation	0	0	0	0	0	962
Total Allocated Costs	**0**	**0**	**0**	**0**	**0**	**962**
TOTAL ANNUAL BUDGET	**404,093**	**346,714**	**431,038**	**273,483**	**314,626**	**391,470**

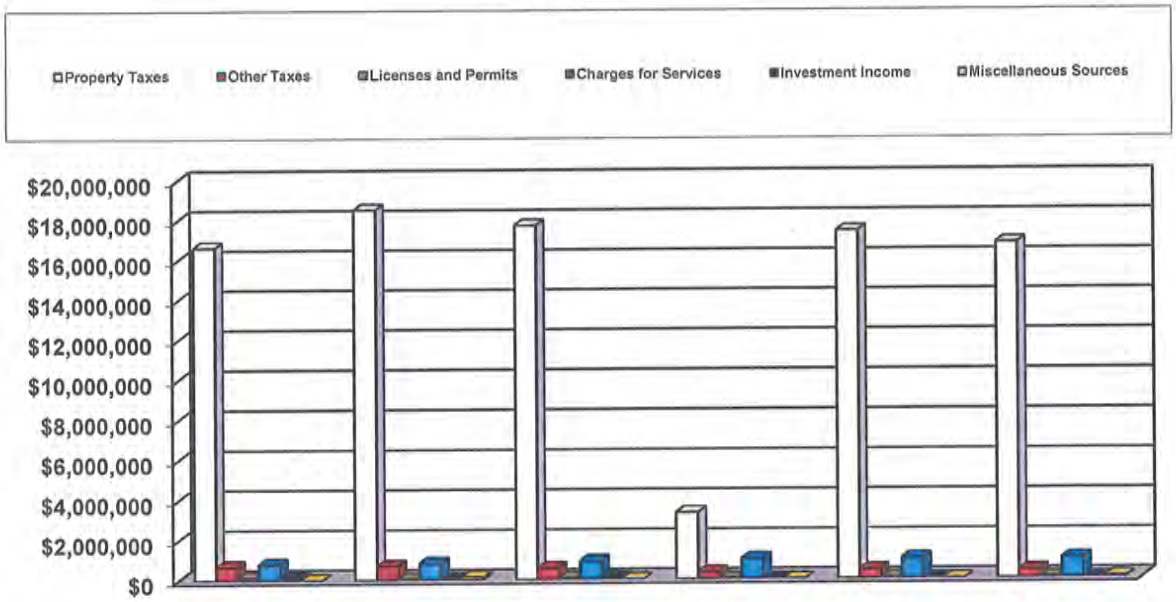
PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	0.5	0.5	0.5	0.5	0.5	0.5
Administrative Assistant	1	1	1	1	1	1
PT Compliance Officer	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**

Director Position split with Grant Fund

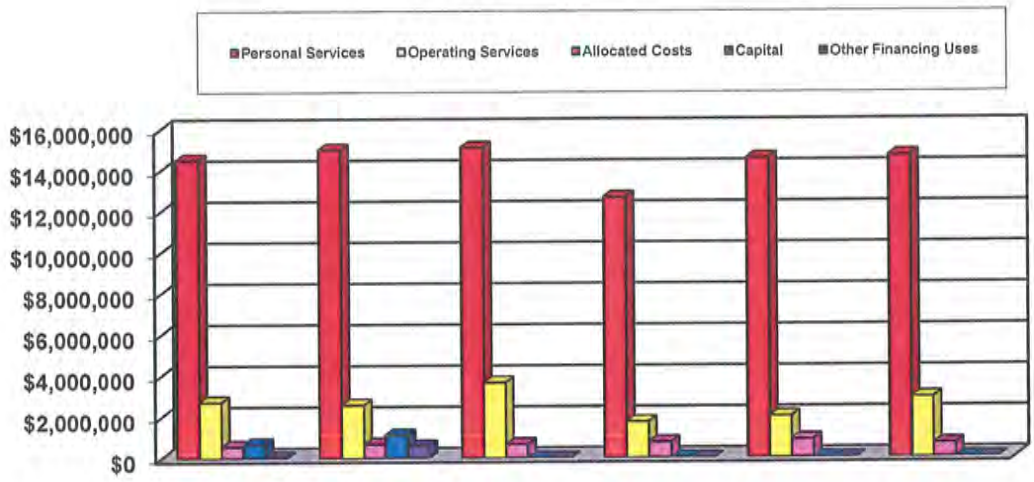
FIRE DISTRICT FUND

FIRE DISTRICT FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Property Taxes	$16,628,252	$18,510,741	$17,716,816	$3,312,196	$17,406,475	$16,787,449
Other Taxes	$671,595	$690,292	$574,000	$350,720	$436,522	$410,000
Licenses and Permits	$111,342	$37,176	$50,000	$33,904	$36,505	$30,000
Charges for Services	$783,094	$831,319	$909,000	$993,408	$993,408	$975,000
Investment Income	$224,138	$79,936	$100,000	$28,649	$29,149	$20,000
Miscellaneous Sources	$5,352	$131,573	$2,532	$1,266	$1,266	$59,404
Total Budget	$18,423,774	$20,281,037	$19,352,348	$4,720,144	$18,903,325	$18,281,853
Change Over Prior Year	---	10.08%	-4.58%	---	-6.79%	-5.53%

FIRE DISTRICT FUND
EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$14,518,207	$15,003,703	$15,106,225	$12,674,146	$14,580,875	$14,697,364
Operating Services	$2,722,801	$2,574,977	$3,653,230	$1,739,944	$2,001,705	$2,913,870
Allocated Costs	$570,711	$672,873	$658,464	$760,393	$874,788	$670,619
Capital	$665,761	$1,104,688	$0	$0	$0	$0
Other Financing Uses	$50,000	$574,800	0	0	0	0
Total Budget	$18,527,480	$19,931,041	$19,417,919	$15,174,482	$17,457,369	$18,281,853
Change Over Prior Year	---	7.58%	-2.57%	---	-12.41%	-5.85%

ESTIMATED FUND BALANCE AS OF 11/30/10: $3,263,696

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Support Services **DIVISION: Fire Administration**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	720,710	814,406	728,963	610,182	701,979	730,355
Overtime	26,230	1,486	2,000	230	265	2,000
Group Insurance - Health	40,730	40,727	42,390	37,832	43,524	56,361
Group Insurance - Life	2,544	2,545	2,247	1,964	2,259	1,815
Group Insurance - Dental	1,829	1,709	1,614	1,821	2,095	3,457
Group Insurance - LT Disab.	1,872	2,334	3,276	2,867	3,298	4,065
Group Insurance - ST Disab.	960	923	720	785	903	567
Social Security	44,553	41,182	45,695	36,365	41,835	45,654
Medicare	10,419	9,631	10,687	8,504	9,784	10,677
Defined Benefit Plan	51,873	47,946	51,591	37,236	42,838	43,701
Total Personal Services	**901,719**	**962,889**	**889,183**	**737,786**	**848,780**	**898,652**
Professional	13,071	38,329	30,200	6,775	7,794	10,059
Lawn Care	0	913	1,600	560	644	3,680
Repairs and Maintenance	1,284	1,049	15,450	2,985	3,433	7,000
Vehicle Maintenance	14,334	18,501	16,000	11,793	13,567	15,414
Buildings and Grounds	1,594	7,310	30,000	1,433	1,649	25,560
Pest Control	0	0	0	0	0	2,940
Rental of Land and Buildings	1,500	650	0	0	0	0
›ntal of Equipment & Vehicles	5,456	12,122	13,542	13,552	15,591	12,862
›mmunications	80,230	106,289	114,455	74,029	85,166	129,902
Postage	233	81	650	55	63	209
Advertising	93	30	1,150	216	249	650
Printing and Binding	375	219	1,000	0	0	250
Travel	2,577	1,552	4,500	2,314	2,662	2,000
Dues and Fees	539	160	1,080	275	316	200
Education and Training	641	1,474	4,500	809	931	2,600
Licenses	0	0	200	0	0	0
General Supplies and Materials	23,777	24,868	35,000	16,252	18,697	26,260
Gasoline	17,439	10,345	23,000	13,061	15,026	18,000
Food	461	104	1,000	588	676	536
Books and Periodicals	874	831	1,580	1,017	1,170	1,378
Small Equipment	8,220	10,249	15,000	1,118	1,286	11,250
Small Tools & Appliances	1,209	2,057	3,324	0	0	2,500
Office Furniture	22,582	12,903	5,000	1,265	1,455	4,000
Other Miscellaneous Equipment	0	0	0	0	0	0
Non-Asset Computer Equipment	22,182	48,933	74,725	6,369	7,327	44,000

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Support Services **DIVISION: Fire Administration**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Other Supplies	25	0	0	0	0	0
Uniforms	8,331	10,906	10,500	1,836	2,112	11,000
Total Operating Services	**227,028**	**309,875**	**403,456**	**156,301**	**179,816**	**332,250**
Unemployment Insurance	0	0	1,314	0	0	0
Worker's Compensation	129,044	226,245	6,570	2,841	3,269	3,608
Disposal	0	411	1,020	1,040	1,196	1,620
Custodial	9,118	0	0	0	0	2,449
Insurance, Other Benefits	129,551	141,943	100,000	73,138	84,142	4,241
Water/Sewerage	6,730	8,686	12,000	7,325	8,427	9,500
Natural Gas	1,252	2,173	5,000	2,898	3,334	4,850
Electricity	16,681	19,294	30,000	20,809	23,939	20,100
Total Allocated Costs	**292,375**	**398,751**	**155,904**	**108,051**	**124,306**	**46,368**
Vehicles	102,582	0	0	0	0	0
Other Equipment	47,598	2,911	0	0	0	0
Total Capital Outlays	**150,180**	**2,911**	**0**	**0**	**0**	**0**
Transfers to General Fund	0	124,800	0	0	0	0
Transfers to E911 Fund	50,000	50,000	0	0	0	0
Transfers to EMS Fund	0	400,000	0	0	0	0
Total Other Financing Uses	**50,000**	**574,800**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,621,303**	**2,249,226**	**1,448,543**	**1,002,138**	**1,152,902**	**1,277,270**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Administrative Assistant	2	2	2	2	2	2
Information Systems Analyst	1	1	1	1	1	1
Division Chief	1	1	1	1	1	1
Fire/EMS Agency Director	1	1	1	1	1	1
Public Affairs Officer	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Fire Equip Supply Officer	1	1	1	1	1	1
Logistics Officer	2	2	2	2	2	1
Warehouse Specialist	1	1	1	1	1	1
HR Specialist/Benefits Coor	1	1	1	1	1	1
Plans Examiner	0	0	0	0	0	1
Maintenance Tech	0	0	0	0	0	1
Special Projects Officer	1	1	1	1	1	1
Safety Officer	1	1	1	1	1	1
Part-Time Cerical	0	0	0	0	0	1
TOTAL BUDGETED POSITIONS	**14**	**14**	**14**	**14**	**14**	**16**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Support Services **DIVISION: Fire Marshall**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	408,943	398,413	329,892	291,130	334,928	300,380
Overtime	271	1,082	600	338	389	600
Group Insurance - Health	35,272	33,091	26,895	25,481	29,314	23,729
Group Insurance - Life	1,484	1,440	1,157	987	1,136	836
Group Insurance - Dental	1,454	1,257	1,028	890	1,023	912
Group Insurance - LT Disab.	1,092	1,284	1,648	1,405	1,616	1,621
Group Insurance - ST Disab.	560	523	367	381	438	270
Social Security	23,983	23,444	20,639	17,060	19,626	18,723
Medicare	5,609	5,483	4,827	3,990	4,590	4,379
Defined Benefit Plan	28,514	27,143	23,302	18,567	21,360	18,118
Total Personal Services	**507,182**	**493,160**	**410,355**	**360,228**	**414,421**	**369,568**
Professional Services	3,820	0	5,000	58	67	3,500
Repairs and Maintenance	42	0	700	0	0	700
Vehicle Maintenance	5,945	6,364	11,625	4,631	5,328	6,000
Fire Extinguishers	0	0	500	0	0	500
Radios	0	0	1,000	0	0	1,000
Small Fire Tools	0	0	200	0	0	200
Rental of Equipment & Vehicle	82	1,116	6,650	930	1,070	2,000
›mmunications	4,201	4,768	5,834	3,411	3,924	4,000
›stage	85	0	279	388	447	400
Printing and Binding	214	5	1,500	169	194	1,000
Travel	7,505	4,647	10,500	5,081	5,845	4,000
Dues and Fees	830	1,082	1,700	399	459	1,000
Education and Training	4,603	5,001	13,000	3,540	4,072	7,500
Licenses	0	0	400	180	207	0
General Supplies and Materials	2,452	1,074	3,000	565	650	1,000
Gasoline	9,238	5,565	10,000	6,726	7,738	10,000
Food	138	31	150	0	0	800
Books and Periodicals	2,196	733	4,500	3,695	4,251	4,500
Small Equipment	30,607	413	5,770	303	349	7,770
Non-Asset Computer Equipment	13,769	6,386	4,000	300	345	4,000
Other Supplies	297	0	40	0	0	40
Bunker Gear	0	2,600	3,600	268	308	3,800
Engine Meds	0	0	3,732	0	0	2,000
Uniforms	8,208	4,200	6,400	720	828	3,000
Total Operating Services	**94,232**	**43,984**	**100,080**	**31,364**	**36,082**	**68,710**

FIRE DISTRICT FUND

DEPARTMENT: Support Services **DIVISION: Fire Marshall**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	0	1,112	0	0	0
Workers Compensation	0	0	5,559	2,404	2,766	1,443
Disposal	0	0	200	104	120	200
Custodial	0	0	0	0	0	3,499
Insurance, Other Benefits	0	0	0	0	0	1,897
Water/Sewerage	20	0	79	10	12	50
Natural Gas	64	0	0	0	0	0
Electricity	359	0	6,300	5,474	6,298	6,000
Total Allocated Costs	**443**	**0**	**13,250**	**7,993**	**9,196**	**13,089**
Vehicles	80,399	0	0	0	0	0
Total Capital Outlays	**80,399**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**682,256**	**537,144**	**523,685**	**399,585**	**459,699**	**451,367**

FIRE DISTRICT FUND

DEPARTMENT: Support Services **DIVISION: Fire Marshall**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Fire Marshall	1	1	1	1	1	1
Captain - Fire	1	1	1	1	1	1
Plans Examiner	4	4	4	4	4	2
Senior Clerk	1	1	1	1	1	0.5
Fire Inspector	1	1	1	1	1	2
TOTAL BUDGETED POSITIONS	**8**	**8**	**8**	**8**	**8**	**6.5**

Senior Clerk position split with Building Inspections

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

EPARTMENT: Operations

DIVISION: Fire Fighting

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	9,263,400	9,418,461	9,804,271	8,071,785	9,286,124	9,581,900
Volunteer Firefighters	0	9,120	0	0	0	0
Overtime	711,275	753,847	600,000	680,899	783,335	663,207
Group Insurance - Health	840,976	1,014,828	962,920	930,290	1,070,245	1,073,138
Group Insurance - Life	43,248	41,320	31,329	26,553	30,548	24,967
Group Insurance - Dental	35,992	39,060	39,228	34,170	39,311	51,078
Group Insurance - LT Disab.	31,824	36,556	44,720	37,926	43,631	44,290
Group Insurance - ST Disab.	16,320	15,054	10,004	10,391	11,954	7,789
Social Security	589,958	599,546	657,337	511,246	588,159	639,103
Medicare	137,973	140,216	157,732	119,566	137,554	149,468
Retirement Contribution/401a	11,960	12,135	11,466	10,665	12,270	0
Defined Benefit Plan	681,318	699,025	740,404	546,257	628,438	616,086
Total Personal Services	**12,364,243**	**12,779,168**	**13,059,411**	**10,979,748**	**12,631,569**	**12,851,026**
Professional	14,868	18,700	26,080	6,595	7,587	8,688
Technical	2,578	1,607	3,300	1,328	1,527	1,500
Lawn Care	1,050	0	0	0	0	0
Repairs and Maintenance	36,732	12,586	21,765	11,571	13,312	18,200
Vehicle Maintenance	338,211	326,639	356,749	274,614	315,928	334,025
Air Packs	11,779	22,807	28,087	53,202	61,205	15,910
ck Flow Test	0	1,865	4,000	0	0	3,980
.ildings/Grounds	203,925	156,087	244,859	96,500	111,018	212,347
Breathing Air	5,917	657	17,813	4,419	5,084	12,615
Fire Extinguishers	3,348	4,671	9,500	957	1,101	6,500
Generators	0	0	8,755	4,706	5,414	8,712
Hydraulic Rescue	15,676	15,729	18,000	9,990	11,493	17,910
Non-Fire Equipment	6,890	5,859	5,213	4,606	5,299	5,186
Pest Control	0	0	11,500	200	230	4,500
Radios	5,383	3,570	12,874	12,304	14,155	14,250
Small Fire Tools	3,894	3,789	7,300	2,152	2,476	5,263
Rental of Land & Buildings	0	0	0	0	0	6,000
Rental of Equipment & Vehicles	88	244	1,000	0	0	750
Communications	48,049	49,550	60,084	40,785	46,921	62,458
Postage	684	325	1,090	385	443	665
Advertising	34	0	150	0	0	150
Printing and Binding	315	956	900	(55)	(63)	1,000
Travel	1,640	7,417	37,380	4,917	5,657	12,950
Dues and Fees	1,413	1,220	3,173	495	569	2,035
Education and Training	24,465	26,411	60,325	10,171	11,701	17,160
Licenses	12,500	90	15,330	0	0	5,330
Other Purchased Services	90,214	60,724	91,876	0	0	78,111

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Operations **DIVISION: Fire Fighting**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies and Materials	138,627	125,713	136,426	111,148	127,870	123,569
Gen Supplies/Weapons & Ammo	0	1,608	1,500	1,500	1,726	1,600
Bottled Gas	17,401	16,811	59,435	13,843	15,925	30,000
Gasoline	226,661	138,133	267,198	146,382	168,404	241,978
Food	2,235	1,796	3,430	1,176	1,353	2,846
Books and Periodicals	9,159	9,796	27,183	9,790	11,263	14,570
Small Equipment	174,233	120,777	170,000	134,774	155,050	121,417
Fire Hose	9,807	45,145	30,000	20,554	23,646	28,500
Lawn Equipment	553	757	6,000	0	0	5,000
Mobile Radios	11,875	4,777	12,000	0	0	18,200
NIOSH Test	0	0	2,971	0	0	0
Pagers	5,060	2,237	6,688	1,120	1,289	1,200
Portable Radios	14,880	7,891	18,462	10,469	12,044	13,104
Projects	220	24,065	13,287	0	0	7,000
SCBA	119,738	85,022	98,239	84,870	97,638	72,000
Small Tools and Appliances	16,306	8,326	25,051	4,339	4,991	20,750
Fire Ladders	15,842	15,226	50,000	0	0	15,534
Office Furniture	10,446	10,167	10,500	13,671	15,727	10,000
Other Miscellaneous Equipment	46,511	31,030	60,000	1,040	1,196	55,000
Non-Asset Computer Equipment	25,152	16,332	32,526	2,850	3,279	11,750
Other Supplies	1,163	0	500	0	0	735
Bunker Gear	105,891	150,081	174,342	60,629	69,750	166,359
Engine Meds	24,906	16,168	75,000	10,032	11,541	35,000
Uniforms	230,705	377,851	307,937	86,305	99,289	285,315
Total Operating Services	**2,037,023**	**1,931,211**	**2,635,778**	**1,254,334**	**1,443,039**	**2,137,622**
Unemployment Insurance	0	0	23,350	0	0	0
Workers Compensation	0	0	116,750	387,800	446,141	141,615
Disposal (e.g. Garbage Pic)	13,263	13,284	18,588	10,599	12,194	14,800
Insurance, Other Benefits	0	0	0	0	0	91,805
Water/Sewerage	31,597	30,813	28,144	26,459	30,439	32,500
Natural Gas	72,386	66,085	129,360	49,350	56,774	85,000
Electricity	157,647	160,941	167,996	167,174	192,324	175,100
Total Allocated Costs	**274,893**	**271,122**	**484,188**	**641,381**	**737,872**	**540,820**
Vehicles	361,436	1,077,405	0	0	0	0
Total Capital Outlays	**361,436**	**1,077,405**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**15,037,596**	**16,058,906**	**16,179,377**	**12,875,463**	**14,812,480**	**15,529,468**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

EPARTMENT: Operations

DIVISION: Fire Fighting

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Fire Fighters	15	15	15	15	15	7
Battalion Chief	10	10	10	10	10	10
Fire Lieutenant	22	22	22	22	22	23
Fire Sergeant	65	65	65	65	65	68
Fire Captain	12	12	12	12	12	11
Administrative Assistant	1	1	1	1	1	1
Division Chief	2	2	2	2	2	2
Fire Apparatus Operation	61	61	61	61	61	58
Fire Apparatus/Paramedic	5	5	5	5	5	18
Firefighter Paramedic	0	0	0	0	0	4
Fire Fighter Entry Level	27	27	27	27	27	0
Arson Investigator	0	0	0	0	0	1
Part-Time Fire Fighter	31	11	11	11	11	10
TOTAL BUDGETED POSITIONS	**251**	**231**	**231**	**231**	**231**	**213**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Fire Prevention **DIVISION: Fire Prevention**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	135,957	140,579	132,622	115,934	133,375	97,722
Overtime	2,129	2,366	3,000	285	328	3,000
Group Insurance - Health	5,638	6,684	5,830	6,057	6,969	0
Group Insurance - Life	424	456	464	404	465	261
Group Insurance - Dental	462	440	452	281	324	0
Group Insurance - LT Disab.	312	431	665	579	666	472
Group Insurance - ST Disab.	160	164	148	155	178	81
Social Security	8,190	8,394	8,223	6,910	7,949	6,307
Medicare	1,916	1,963	1,959	1,616	1,859	1,475
Defined Benefit Plan	9,596	9,920	9,459	7,429	8,547	6,104
Total Personal Services	**164,783**	**171,396**	**162,822**	**139,650**	**160,659**	**115,422**
Repairs and Maintenance	363	198	400	33	38	200
Vehicle Maintenance	2,399	1,442	3,500	4,024	4,630	3,500
Communications	830	0	200	0	0	100
Postage	90	6	100	445	512	448
Printing and Binding	849	4,129	4,810	4,587	5,277	3,800
Travel	4,726	3,163	3,930	1,105	1,271	2,093
Dues and Fees	378	253	315	150	173	575
Education and Training	1,189	961	1,500	714	821	1,952
General Supplies and Materials	9,825	9,472	10,076	9,334	10,738	7,125
Bottled Gas	132	276	400	162	187	400
Gasoline	3,356	2,824	4,600	4,807	5,531	6,100
Books and Periodicals	2,871	156	545	367	422	200
Small Equipment	0	523	660	413	475	200
Pagers	0	0	480	0	0	0
Portable Radios	5,700	0	1,000	45	52	0
Office Furniture	0	190	4,326	1,168	1,343	0
Non-Asset Computer Equipment	0	1,767	2,000	0	0	0
Bunker Gear	1,638	1,763	1,763	0	0	0
Engine Meds	0	0	105	0	0	0
Uniforms	3,675	3,491	3,483	348	400	1,161
Total Operating Services	**38,021**	**30,614**	**44,193**	**27,703**	**31,870**	**27,854**
Unemployment Insurance	0	0	303	0	0	0
Workers Compensation	0	0	1,516	656	754	722
Insurance, Other Benefits	3,000	3,000	3,000	2,312	2,660	781
Total Allocated Costs	**3,000**	**3,000**	**4,819**	**2,968**	**3,414**	**1,503**
Vehicles	30,543	0	0	0	0	0
Total Capital Outlays	**30,543**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**236,347**	**205,009**	**211,834**	**170,320**	**195,943**	**144,779**

FIRE DISTRICT FUND

EPARTMENT: Fire Prevention

DIVISION: Fire Prevention

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Senior Fire Safety Educator	1	1	1	1	1	1
Fire Safety Educator	1	1	1	1	1	0
Fire Safety Educator II	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**3**	**3**	**3**	**3**	**3**	**2**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FIRE DISTRICT FUND

DEPARTMENT: Fire Training **DIVISION: Fire Training**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	442,787	436,147	441,896	351,395	404,260	333,211
Overtime	38,427	58,665	35,000	22,090	25,413	35,000
Group Insurance - Health	29,177	32,353	32,050	28,151	32,386	38,809
Group Insurance - Life	636	891	1,459	1,164	1,339	890
Group Insurance - Dental	1,312	1,371	1,341	1,317	1,515	1,889
Group Insurance - LT Disab.	468	945	2,088	1,668	1,919	1,676
Group Insurance - ST Disab.	240	312	465	458	527	277
Social Security	28,055	27,165	28,505	21,522	24,760	23,139
Medicare	6,561	6,353	6,667	5,033	5,791	5,412
Defined Benefit Plan	32,616	32,887	34,983	23,936	27,537	22,393
Total Personal Services	**580,280**	**597,090**	**584,454**	**456,735**	**525,447**	**462,696**
Professional	11,779	10,575	12,275	800	920	11,048
Professional Services-Medical	0	9,749	107,000	69,562	80,027	73,671
Technical	0	0	0	30	35	0
Repairs and Maintenance	1,092	838	8,500	46	53	4,790
Vehicle Maintenance	10,574	9,888	12,500	14,156	16,285	12,500
Buildings and Grounds	353	781	3,000	31	35	5,000
Non-Fire Equipment	49	0	0	0	0	0
Rental of Equipment & Vehicle	824	979	3,272	0	0	2,454
Insurance, Other Benefits	1,500	1,545	1,545	1,191	1,370	0
Communications	0	973	281	562	646	5,375
Postage	516	198	500	524	602	470
Advertising	168	0	500	0	0	250
Printing and Binding	4,713	2,300	7,500	2,547	2,930	8,625
Travel	12,555	9,290	28,270	22,589	25,987	20,461
Dues and Fees	515	1,237	1,005	1,997	2,297	9,045
Education and Training	8,939	36,862	34,620	39,546	45,496	24,623
Licenses	11,335	6,336	27,675	1,050	1,208	20,857
General Supplies and Materials	14,673	24,091	33,763	24,315	27,974	20,569
Gasoline	19,770	12,551	20,000	16,171	18,604	20,000
Books and Periodicals	31,333	6,003	31,500	7,123	8,195	18,074
Small Equipment	140,367	54,136	50,000	26,352	30,316	22,525
Pagers	0	0	850	0	0	383
Portable Radios	1,426	0	4,200	0	0	1,800
SCBA	27,874	44,792	42,250	40,308	46,372	42,250
Office Furniture	0	0	0	0	0	625
Non-Asset Computer Equipment	7,291	1,144	11,500	651	749	4,581
Other Supplies	4,056	1,358	4,000	263	302	2,000
Bunker Gear	6,749	7,806	7,698	203	233	7,698
Uniforms	8,044	15,862	15,520	226	260	7,760
Total Operating Services	**326,496**	**259,294**	**469,724**	**270,242**	**310,897**	**347,434**

FIRE DISTRICT FUND

EPARTMENT: Fire Training

DIVISION: Fire Training

EXPENDITURE DETAIL (CON'T)

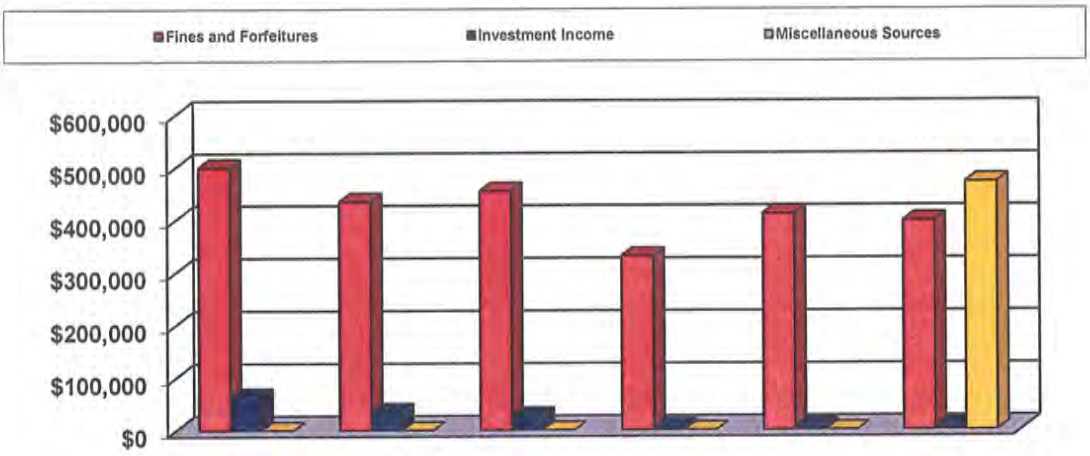
Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	0	303	0	0	0
Workers Compensation	0	0	0	0	0	41,684
Disposal	0	0	0	0	0	960
Custodial	0	0	0	0	0	3,600
Insurance, Other Benefits	0	0	0	0	0	2,195
Water/Sewerage	0	0	0	0	0	9,000
Natural Gas	0	0	0	0	0	4,200
Electricity	0	0	0	0	0	7,200
Total Allocated Costs	**0**	**0**	**303**	**0**	**0**	**68,839**
Vehicles	43,202	24,372	0	0	0	0
Total Capital Outlays	**43,202**	**24,372**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**949,979**	**880,755**	**1,054,481**	**726,976**	**836,344**	**878,969**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Training Officer	2	2	2	2	2	3
Division Chief	1	1	1	1	1	1
Sergeant	4	4	4	4	4	1
Senior Secretary	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**8**	**8**	**8**	**8**	**8**	**6**

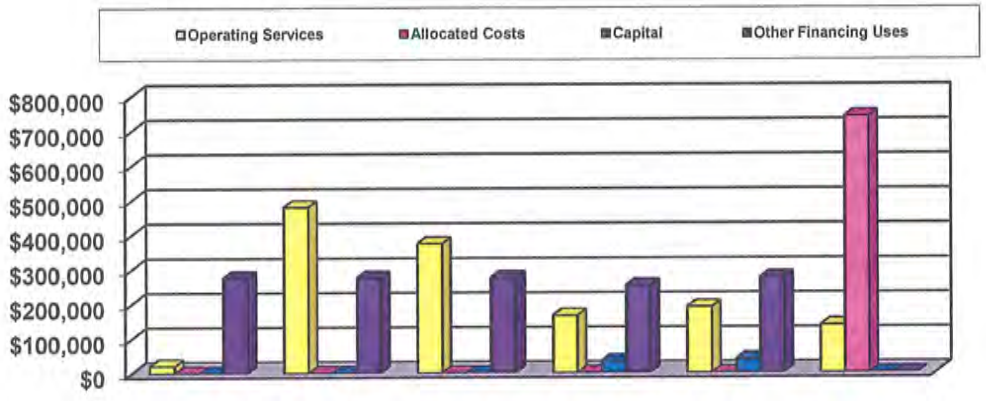
JAIL FUND

JAIL FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Fines and Forfeitures	$500,086	$435,416	$455,000	$331,250	$411,664	$398,000
Investment Income	$63,797	$35,218	$27,000	$6,747	$7,048	$7,000
Miscellaneous Sources	$0	$0	$0	$0	$0	$471,574
Total Budget	$563,884	$470,635	$482,000	$337,997	$418,712	$876,574
Change Over Prior Year	---	-16.54%	2.41%	---	-11.03%	81.86%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Operating Services	$20,591	$478,989	$373,029	$165,158	$190,005	$137,000
Allocated Costs	0	0	0	0	0	$739,574
Capital	0	0	0	$33,798	$38,883	0
Other Financing Uses	$275,000	$275,000	$275,000	$252,083	$275,000	0
Total Budget	$295,591	$753,989	$648,029	$451,039	$503,887	$876,574
Change Over Prior Year	---	155.08%	-14.05%	-30.40%	11.72%	35.27%

ESTIMATED FUND BALANCE AS OF 11/30/10: $2,081,643

JAIL FUND

DEPT: Law Enforcement

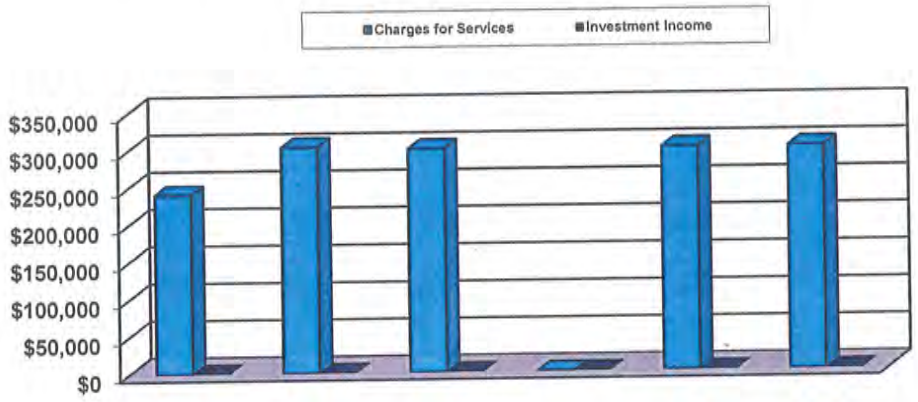
DIV: Jail Fund, Repair & Maintenance

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Repairs and Maintenance	20,591	478,989	373,029	165,158	190,005	0
Insurance, Other Benefits	0	0	0	0	0	137,000
Total Operating Services	**20,591**	**478,989**	**373,029**	**165,158**	**190,005**	**137,000**
Custodial	0	0	0	0	0	63,874
Water/Sewerage	0	0	0	0	0	162,000
Natural Gas	0	0	0	0	0	67,700
Electricity	0	0	0	0	0	446,000
Total Allocated Costs	**0**	**0**	**0**	**0**	**0**	**739,574**
Vehicles	0	0	0	33,798	38,883	0
Total Capital Outlays	**0**	**0**	**0**	**33,798**	**38,883**	**0**
Transfers to General Fund	275,000	275,000	275,000	252,083	275,000	0
Total Operating Services	**275,000**	**275,000**	**275,000**	**252,083**	**275,000**	**0**
TOTAL ANNUAL BUDGET	**295,591**	**753,989**	**648,029**	**451,039**	**503,887**	**876,574**

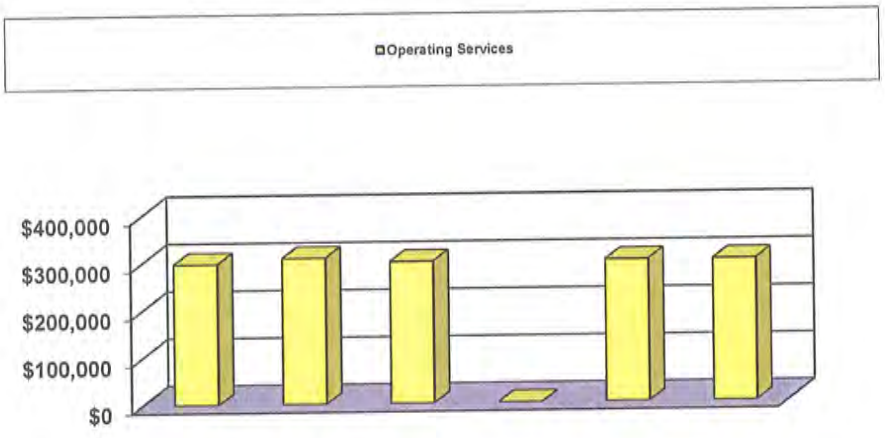
SHERIFF'S COMMISSARY FUND

SHERIFF'S COMMISSARY FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$240,768	$303,581	$300,000	$0	$300,000	$300,000
Investment Income	$0	$146	$0	$0	$0	$0
Total Budget	$240,768	$303,581	$300,000	$0	$300,000	$300,000
Change Over Prior Year	---	26.09%	-1.18%	---	-1.18%	0.00%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Operating Services	$297,597	$308,806	$300,000	0	$300,000	$300,000
Total Budget	$297,597	$308,806	$300,000	$0	$300,000	$300,000
Change Over Prior Year	---	3.77%	-2.85%	---	-2.85%	0.00%

ESTIMATED FUND BALANCE AS OF 11/30/10: $100,038

SHERIFF'S COMMISSARY FUND

DEPT: Law Enforcement

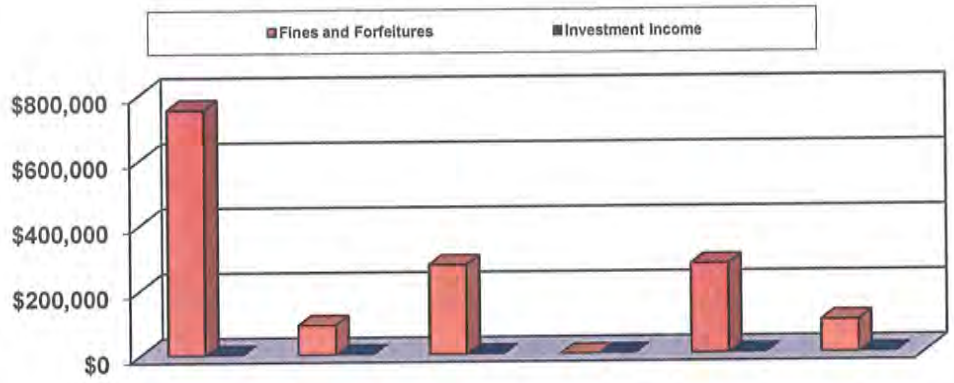
DIV: Sheriff's Commissary Fund

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Supplies & Materials	297,597	308,806	300,000	0	300,000	300,000
Total Operating Services	**297,597**	**308,806**	**300,000**	**0**	**300,000**	**300,000**

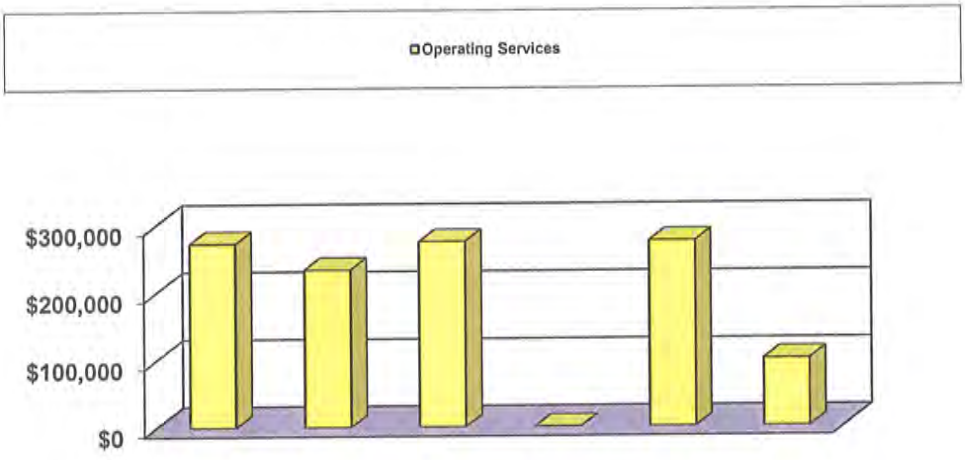
CONFISCATED ASSET FUND

CONFISCATED ASSET FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Fines and Forfeitures	$754,565	$91,108	$275,000	$0	$275,000	$100,000
Investment Income	$736	$731	0	0	0	0
Total Budget	$755,301	$91,839	$275,000	$0	$275,000	$100,000
Change Over Prior Year	---	-87.84%	199.44%	---	199.44%	-63.64%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Operating Services	$272,885	$233,581	$275,000	0	$275,000	$100,000
Total Budget	$272,885	$233,581	$275,000	$0	$275,000	$100,000
Change Over Prior Year	---	-14.40%	17.73%	---	17.73%	-63.64%

ESTIMATED FUND BALANCE AS OF 11/30/10: $361,850

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

CONFISCATED ASSETS FUND

)EPT: Law Enforcement

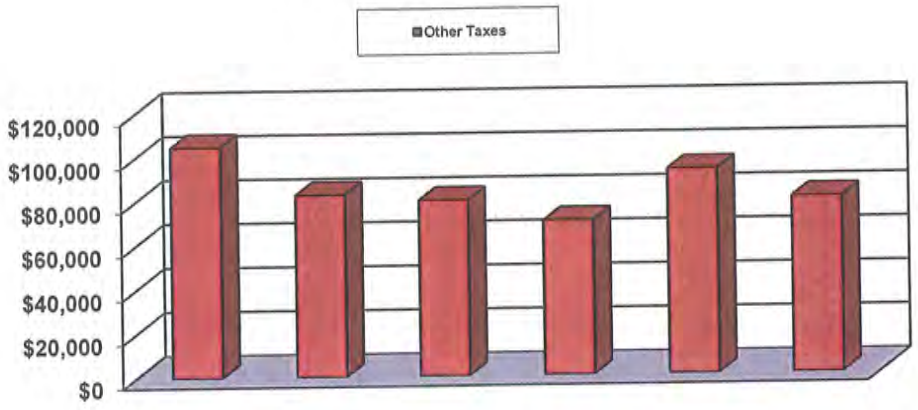
DIV: Confiscated Assets Fund

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
mall Equipment	272,885	233,581	275,000	0	275,000	100,000
otal Operating Services	**272,885**	**233,581**	**275,000**	**0**	**275,000**	**100,000**

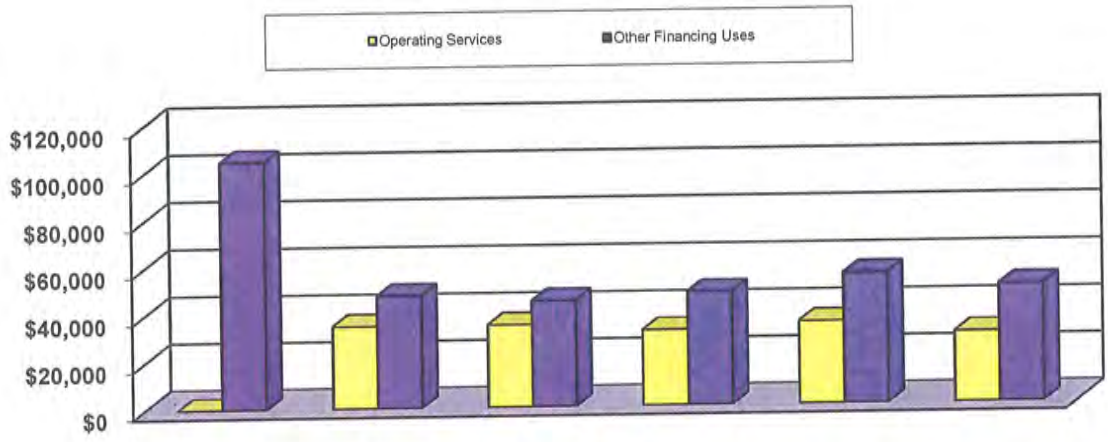
HOTEL/MOTEL FUND

HOTEL/MOTEL FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Other Taxes	$105,038	$82,876	$80,000	$70,133	$93,134	$80,000
Total Budget	$105,038	$82,876	$80,000	$70,133	$93,134	$80,000
Change Over Prior Year	---	-21.10%	-3.47%	---	12.38%	0.00%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Operating Services	0	$35,000	$35,000	$32,083	$35,000	$30,000
Other Financing Uses	$105,038	$47,876	$45,000	$48,091	$55,326	$50,000
Total Budget	$105,038	$82,876	$80,000	$80,175	$90,326	$80,000
Change Over Prior Year	---	-21.10%	-3.47%	---	8.99%	0.00%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($10,041)

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

HOTEL/MOTEL TAX FUND

FUND: Hotel/Motel Tax Fund

DIVISION: Other Costs

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Payments to Other Agencies	0	35,000	35,000	32,083	35,000	30,000
Total Operating Services	**0**	**35,000**	**35,000**	**32,083**	**35,000**	**30,000**
TOTAL ANNUAL BUDGET	**0**	**35,000**	**35,000**	**32,083**	**35,000**	**30,000**

FUND: Hotel/Motel Tax Fund

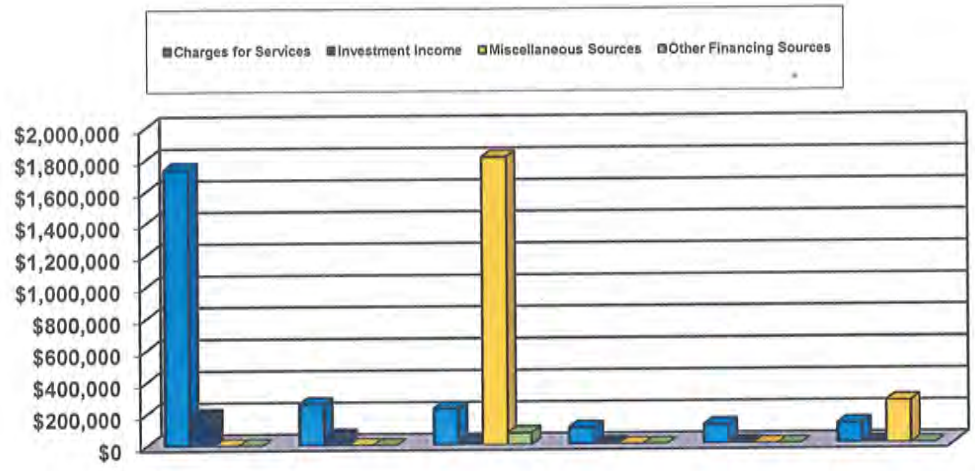
DIVISION: Interfund Transfers

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfers to Economic Development	105,038	0	0	0	0	0
Transfers to Conference Center Fund	0	47,876	45,000	48,091	55,326	50,000
Total Operating Services	**105,038**	**47,876**	**45,000**	**48,091**	**55,326**	**50,000**
TOTAL ANNUAL BUDGET	**105,038**	**47,876**	**45,000**	**48,091**	**55,326**	**50,000**

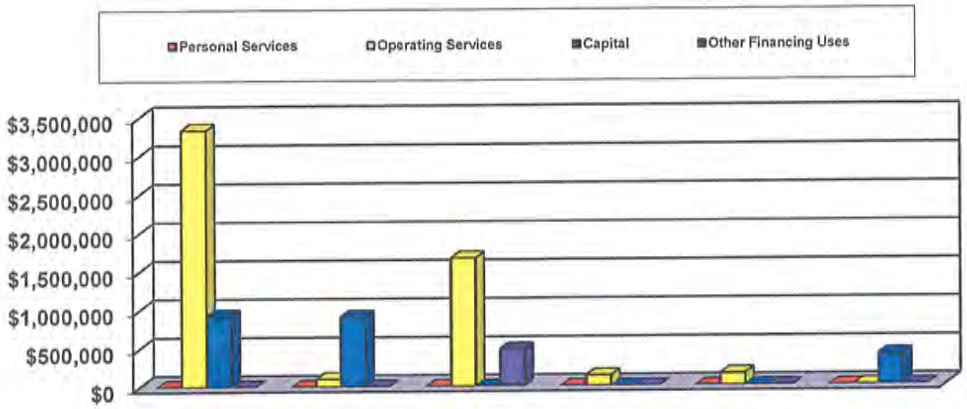
IMPACT FEE FUND

IMPACT FEE FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$1,738,978	$259,546	$230,000	$104,512	$119,512	$125,000
Investment Income	$194,069	$63,332	$30,500	$9,829	$10,329	$9,000
Miscellaneous Sources	0	0	$1,810,500	$0	$0	$266,000
Other Financing Sources	$0	0	$75,000	$0	$0	$0
Total Budget	$1,933,047	$322,877	$2,146,000	$114,341	$129,841	$400,000
Change Over Prior Year	---	-83.30%	564.65%	---	-59.79%	-81.36%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$1,830	0	0	0	0	0
Operating Services	$3,335,067	$100,000	$1,666,000	$134,672	$154,932	$0
Capital	$921,563	$908,152	$0	$0	$0	$400,000
Other Financing Uses	$0	$0	$480,000	$0	$0	$0
Total Budget	$4,258,461	$1,008,152	$2,146,000	$134,672	$154,932	$400,000
Change Over Prior Year	---	-76.33%	112.86%	---	-84.63%	-81.36%

ESTIMATED FUND BALANCE AS OF 11/30/10: $3,612,635

IMPACT FEE FUND

ROUP: General Services

DIV: Impact Fees - Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
gular Employees	1,700	0	0	0	0	0
cial Security	105	0	0	0	0	0
dicare	25	0	0	0	0	0
Total Personnel Services	**1,830**	**0**	**0**	**0**	**0**	**0**
ofessional	0	0	12,000	0	0	0
Total Operating Services	**0**	**0**	**12,000**	**0**	**0**	**0**
TAL ANNUAL BUDGET	**1,830**	**0**	**12,000**	**0**	**0**	**0**

EPARTMENT: Law Enforcement

DIVISION: Impact Fees - Jail

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
erating Transfers	0	0	545,000	0	0	0
Total Operating Services	**0**	**0**	**545,000**	**0**	**0**	**0**
ildings	0	0	0	0	0	0
es	0	8	0	0	0	400,000
ofessional Service Assets	0	0	0	0	0	0
Total Capital Outlays	**0**	**8**	**0**	**0**	**0**	**400,000**
TAL ANNUAL BUDGET	**0**	**8**	**545,000**	**0**	**0**	**400,000**

IMPACT FEE FUND

AGENCY: Fire-Emergency Services — **DIV: Impact Fees - Fire Equipment**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Buildings	709,829	0	0	0	0	0
Vehicles	342,426	206,804	0	0	0	0
Professional Service Assets	0	0	0	0	0	0
Total Capital Outlays	**1,052,255**	**206,804**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,052,255**	**206,804**	**0**	**0**	**0**	**0**

AGENCY: Fire-Emergency Services — **DIV: Impact Fees - Fire Stations & Buildings**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	700,000	0	0	0	0
Professional Service Assets	0	1,339	0	0	0	0
Total Capital Outlays	**0**	**701,339**	**0**	**0**	**0**	**0**
Operating Transfer Out	0	0	330,000	0	0	0
Total Other Financing Uses	**0**	**0**	**330,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**701,339**	**330,000**	**0**	**0**	**0**

IMPACT FEE FUND

AGENCY: Public Works — **DIVISION: Impact Fees - Roads**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Operating Transfers	3,200,000	0	515,000	0	0	0
Total Operating Services	**3,200,000**	**0**	**515,000**	**0**	**0**	**0**
Infrastructure Construction	(130,692)	0	0	0	0	0
Total Capital Outlays	**(130,692)**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**3,069,308**	**0**	**515,000**	**0**	**0**	**0**

AGENCY: Community Services — **DIVISION: Impact Fees - Library System**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Intergovernmental	135,067	100,000	353,000	134,672	154,932	0
Total Operating Services	**135,067**	**100,000**	**353,000**	**134,672**	**154,932**	**0**
TOTAL ANNUAL BUDGET	**135,067**	**100,000**	**353,000**	**134,672**	**154,932**	**0**

IMPACT FEE FUND

AGENCY: Community Services **DIV: Impact Fees - Parks & Recreation**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Operating Transfers	0	0	241,000	0	0	0
Total Operating Services	**0**	**0**	**241,000**	**0**	**0**	**0**
Infrastructure Construction	0	0	0	0	0	0
Total Capital Outlays	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**241,000**	**0**	**0**	**0**

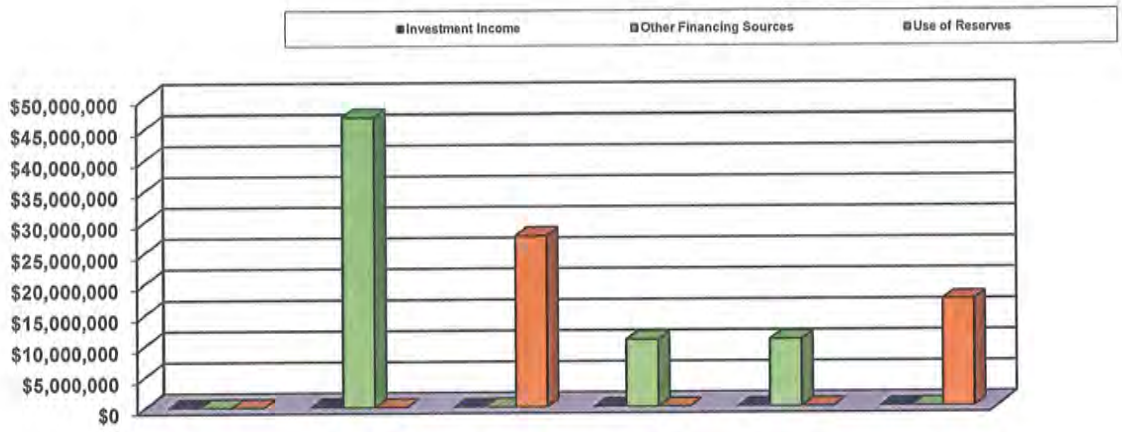
FUND: Impact Fee Fund **DIVISION: Interfund Transfers**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfers to General Fund	0	0	150,000	0	0	0
Total Other Financing Uses	**0**	**0**	**150,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**150,000**	**0**	**0**	**0**

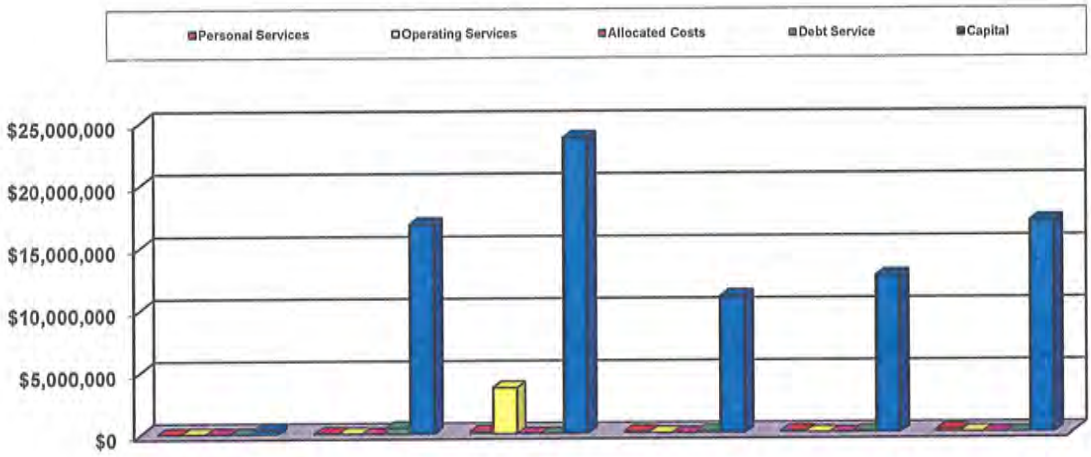
RECREATION CAPITAL CONSTRUCTION FUND

RECREATION CAPITAL CONSTRUCTION FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Investment Income	0	$131,062	$0	$15,378	$16,379	$7,500
Other Financing Sources	0	$46,825,087	$0	$10,767,000	$10,767,000	0
Use of Reserves	0	$0	$27,617,605	$0	$0	$17,239,732
Total Budget	$0	$46,956,149	$27,617,605	$10,782,378	$10,783,379	$17,247,232
Change Over Prior Year	---	---	-41.18%	---	-77.04%	-37.55%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	0	$48,772	$162,636	$142,680	$164,145	$214,347
Operating Services	$0	$13,438	$3,717,564	$13,745	$15,813	$32,600
Allocated Costs	0	0	0	0	0	$285
Debt Service	0	$496,642	0	$134,204	$134,204	0
Capital	$391,382	$16,845,907	$23,755,564	$10,995,957	$12,650,216	$17,000,000
otal Budget	$391,382	$17,404,760	$27,635,764	$11,286,586	$12,964,378	$17,247,232
Change Over Prior Year	---	---	58.78%	---	-25.51%	-37.59%

ESTIMATED FUND BALANCE AS OF 11/30/10: $28,655,799

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

)EPT: Parks and Recreation

DIV: Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
egular Employees	0	40,758	130,459	120,322	138,423	179,417
iroup Insurance - Health	0	1,833	4,430	4,485	5,159	9,552
iroup Insurance - Life	0	80	270	355	408	969
iroup Insurance - Dental	0	2	0	126	145	654
iroup Insurance - LT Disab.	0	114	388	509	586	1,850
iroup Insurance - ST Disab.	0	25	86	129	149	278
ocial Security	0	2,517	20,841	7,378	8,488	9,823
ledicare	0	589	1,124	1,725	1,985	2,297
efined Benefit	0	2,853	5,038	7,651	8,802	9,507
Total Personnel Services	**0**	**48,772**	**162,636**	**142,680**	**164,145**	**214,347**
rofessional	0	0	0	19	21	1,000
epairs and Maintenance	0	0	10,000	0	0	500
ehicle Maintenance	0	239	500	531	611	1,500
ommunications	0	74	0	302	347	3,600
ostage	0	0	0	15	17	500
dvertising	0	52	64	678	780	0
rinting and Binding	0	0	0	346	398	5,000
ravel	0	0	0	793	912	2,000
ducation and Training	0	0	0	634	729	2,500
eneral Supplies and Materials	0	302	5,000	978	1,125	5,000
asoline	0	1,243	1,000	1,666	1,917	7,500
ood	0	0	0	0	0	2,500
lon-Asset Computer Equipment	0	2,544	1,000	0	0	1,000
Total Operating Services	**0**	**4,453**	**17,564**	**5,960**	**6,857**	**32,600**
Vorkers Compensation	0	0	0	0	0	285
Total Allocated Costs	**0**	**0**	**0**	**0**	**0**	**285**
ond Issuance Costs	0	496,642	0	134,204	134,204	0
Total Debt Service	**0**	**496,642**	**0**	**134,204**	**134,204**	**0**
ehicles	0	21	0	0	0	0
Total Capital Outlays	**0**	**21**	**0**	**0**	**0**	**0**
OTAL ANNUAL BUDGET	0	549,889	180,200	282,844	305,206	247,232

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
apital Project Program Mgr	0	1	1	1	1	1
onstruction Inspector*	0	0	0	0	0	0.5
onstruction Manager*	0	0	0	0	0	0.5
rojects Coordinator	0	1	1	1	1	1
dministrative Assistant**	0	0	0	0	0	0.5
irector - Parks & Rec***	0	0	0	0	0	0.25
OTAL BUDGETED POSITIONS	0	2	2	2	2	3.75

Positions Split with SPLOST V
* Position Split with Engineering
** Position Split with Parks and Recreation

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Parks - Undetermined Projects

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	0	0	16,725,127
Total Capital Outlays	**0**	**0**	**0**	**0**	**0**	**16,725,127**
TOTAL ANNUAL BUDGET	0	0	0	0	0	16,725,127

DEPT: Parks and Recreation

DIV: Park Equipment

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Small Equipment	0	0	0	7,265	8,358	0
Total Operating Services	**0**	**0**	**0**	**7,265**	**8,358**	**0**
Machinery	0	0	0	10,155	11,683	0
Vehicles	0	177,998	167,564	85,549	98,419	0
Total Capital Outlays	**0**	**177,998**	**167,564**	**95,704**	**110,102**	**0**
TOTAL ANNUAL BUDGET	0	177,998	167,564	102,969	118,460	0

DEPT: Parks and Recreation

DIV: Parks - City Club

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	600,000	0	0	0
Buildings	391,382	8,815	0	3,900	4,487	0
Total Capital Outlays	**391,382**	**8,815**	**600,000**	**3,900**	**4,487**	**0**
TOTAL ANNUAL BUDGET	391,382	8,815	600,000	3,900	4,487	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: 25 Acres/Park Village

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	497,531	0	0	0	0
Vehicles	0	0	153,000	0	0	0
Professional Service Assets	0	45	0	0	0	0
Total Capital Outlays	**0**	**497,576**	**153,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**497,576**	**153,000**	**0**	**0**	**0**

DEPT: Parks and Recreation

DIV: Cline Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	244,030	50,000	0	0	0
Total Capital Outlays	**0**	**244,030**	**50,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**244,030**	**50,000**	**0**	**0**	**0**

DEPT: Parks and Recreation

DIV: Univeter/Killian

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	2,394,982	0	6,539	7,523	0
Professional Service Assets	0	12,382	0	0	0	0
Total Capital Outlays	**0**	**2,407,364**	**0**	**6,539**	**7,523**	**0**
TOTAL ANNUAL BUDGET	**0**	**2,407,364**	**0**	**6,539**	**7,523**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation — **DIV: North/Thacker Property**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	2,819,292	0	0	0	0
Professional Service Assets	0	8,068	0	0	0	0
Total Capital Outlays	**0**	**2,827,360**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**2,827,360**	**0**	**0**	**0**	**0**

DEPT: Parks and Recreation — **DIV: Kellog Creek & Victory Dr.**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Gen Supplies/Erosion Cont/Grass	0	0	0	359	413	0
Total Operating Services	**0**	**0**	**0**	**359**	**413**	**0**
Sites	0	2,168,714	0	8,274	9,519	0
Site Improvements	0	0	0	5,967	6,865	0
Buildings	0	0	0	5,766	6,633	0
Professional Service Assets	0	12,115	0	48,782	56,120	0
Total Capital Outlays	**0**	**2,180,830**	**0**	**68,789**	**79,137**	**0**
TOTAL ANNUAL BUDGET	**0**	**2,180,830**	**0**	**69,148**	**79,551**	**0**

DEPT: Parks and Recreation — **DIV: Soccer Complex**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Professional Services	0	8,985	3,700,000	0	0	0
Total Operating Services	**0**	**8,985**	**3,700,000**	**0**	**0**	**0**
Site Improvements	0	0	0	5,866	6,749	0
Construction	0	146,221	0	1,862,967	2,143,236	0
Professional Service Assets		0	0	24,846	28,584	0
Total Capital Outlays	**0**	**146,221**	**0**	**1,893,679**	**2,178,569**	**0**
TOTAL ANNUAL BUDGET	**0**	**155,206**	**3,700,000**	**1,893,679**	**2,178,569**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Canton Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	3,500,000	0	0	0
Professional Service Assets	0	4,032	0	175,825	202,277	0
Total Capital Outlays	**0**	**4,032**	**3,500,000**	**175,825**	**202,277**	**0**
TOTAL ANNUAL BUDGET	0	4,032	3,500,000	175,825	202,277	0

DEPT: Parks and Recreation

DIV: Thompson Property/SW Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	1,892,000	0	0	0	0
Professional Service Assets	0	7,554	0	0	0	0
Total Capital Outlays	**0**	**1,899,554**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	0	1,899,554	0	0	0	0

DEPT: Parks and Recreation

DIV: Highway 20 - East Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	4,479,599	6,500,000	0	0	0
Professional Service Assets	0	12,531	0	14,149	16,278	0
Total Capital Outlays	**0**	**4,492,131**	**6,500,000**	**14,149**	**16,278**	**0**
TOTAL ANNUAL BUDGET	0	4,492,131	6,500,000	14,149	16,278	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Dunn Property/SW Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	1,543,112	0	386	444	0
Professional Service Assets	0	9,019	0	0	0	0
Total Capital Outlays	**0**	**1,552,132**	**0**	**386**	**444**	**0**
TOTAL ANNUAL BUDGET	**0**	**1,552,132**	**0**	**386**	**444**	**0**

DEPT: Parks and Recreation

DIV: Blanket Creek

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Water/Sewerage	0	0	0	161	185	0
Total Operating Services	**0**	**0**	**0**	**161**	**185**	**0**
Sites	0	1,000	250,000	290,054	333,690	0
Professional Service Assets	0	0	0	31,166	35,855	0
Total Capital Outlays	**0**	**1,000**	**250,000**	**321,220**	**369,545**	**0**
TOTAL ANNUAL BUDGET	**0**	**1,000**	**250,000**	**321,381**	**369,730**	**0**

DEPT: Parks and Recreation

DIV: Aquatic Center

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	1,632,354	1,877,930	0
Site Improvements	0	0	3,000,000	2,115	2,433	0
Professional Service Assets			0	23,334	26,845	0
Total Capital Outlays	**0**	**0**	**3,000,000**	**1,657,803**	**1,907,207**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**3,000,000**	**1,657,803**	**1,907,207**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Greenspace

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	2,651,402	3,050,286	0
Site Improvements	0	0	2,000,000	2,500	2,876	0
Professional Service Assets	0	0	0	9,087	10,454	0
Total Capital Outlays	**0**	**0**	**2,000,000**	**2,662,989**	**3,063,616**	**0**
TOTAL ANNUAL BUDGET	0	0	2,000,000	2,662,989	3,063,616	0

DEPT: Parks and Recreation

DIV: Holly Springs Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	376,435	433,067	
Site Improvements	0	0	750,000	5,925	6,816	0
Total Capital Outlays	**0**	**0**	**750,000**	**382,360**	**439,883**	**0**
TOTAL ANNUAL BUDGET	0	0	750,000	382,360	439,883	0

DEPT: Parks and Recreation

DIV: Twin Creeks Softball Expansion

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	100,000	0	0	0
Total Capital Outlays	**0**	**0**	**100,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	0	0	100,000	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Twin Creeks Softball Renovations

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	1,500,000	10,250	11,792	0
Total Capital Outlays	0	0	1,500,000	10,250	11,792	0
TOTAL ANNUAL BUDGET	0	0	1,500,000	10,250	11,792	0

DEPT: Parks and Recreation

DIV: Woodstock Greenprints

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	2,340,000	4,977	5,726	0
Professional Service Assets	0	0	0	27,614	31,768	0
Total Capital Outlays	0	0	2,340,000	32,591	37,494	0
TOTAL ANNUAL BUDGET	0	0	2,340,000	32,591	37,494	0

DEPT: Parks and Recreation

DIV: Waleska Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	366,044	50,000	0	0	0
Total Capital Outlays	0	366,044	50,000	0	0	0
TOTAL ANNUAL BUDGET	0	366,044	50,000	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Willoughby Sewell Property

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	3,279,706	3,773,113	0
Total Capital Outlays	0	0	0	3,279,706	3,773,113	0
TOTAL ANNUAL BUDGET	0	0	0	3,279,706	3,773,113	0

DEPT: Parks and Recreation

DIV: Blalock Land

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	0	0	0	274,873
Total Capital Outlays	0	0	0	0	0	274,873
TOTAL ANNUAL BUDGET	0	0	0	0	0	274,873

DEPT: Parks and Recreation

DIV: Ball Ground Park

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	500,000	0	0	0
Total Capital Outlays	0	0	500,000	0	0	0
TOTAL ANNUAL BUDGET	0	0	500,000	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Buffington Park Renovation

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	500,000	0	0	0
Total Capital Outlays	0	0	500,000	0	0	0
TOTAL ANNUAL BUDGET	0	0	500,000	0	0	0

DEPT: Parks and Recreation

DIV: Fencing Repairs

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	300,000	308,692	355,132	0
l Capital Outlays	0	0	300,000	308,692	355,132	0
TOTAL ANNUAL BUDGET	0	0	300,000	308,692	355,132	0

DEPT: Parks and Recreation

DIV: Hobgood Park Renovations

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	750,000	41,175	47,369	0
Total Capital Outlays	0	0	750,000	41,175	47,369	0
TOTAL ANNUAL BUDGET	0	0	750,000	41,175	47,369	0

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation **DIV: Lighting System Upgrades**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	500,000	0	0	0
Total Capital Outlays	**0**	**0**	**500,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	0	0	500,000	0	0	0

DEPT: Parks and Recreation **DIV: Riverside Maintenance Facility**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	15,000	9,550	10,987	0
Total Capital Outlays	**0**	**0**	**15,000**	**9,550**	**10,987**	**0**
TOTAL ANNUAL BUDGET	0	0	15,000	9,550	10,987	0

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation **DIV: Tennis & Basketball Court Resurface**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Construction	0	40,800	55,000	7,200	8,283	0
Total Capital Outlays	**0**	**40,800**	**55,000**	**7,200**	**8,283**	**0**
TOTAL ANNUAL BUDGET	0	40,800	55,000	7,200	8,283	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RECREATION CAPITAL CONSTRUCTION FUND

DEPT: Parks and Recreation

DIV: Union Hill Community Center

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	175,000	0	0	0
Total Capital Outlays	**0**	**0**	**175,000**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	0	0	175,000	0	0	0

DEPT: Parks and Recreation

DIV: Sequoyah Park

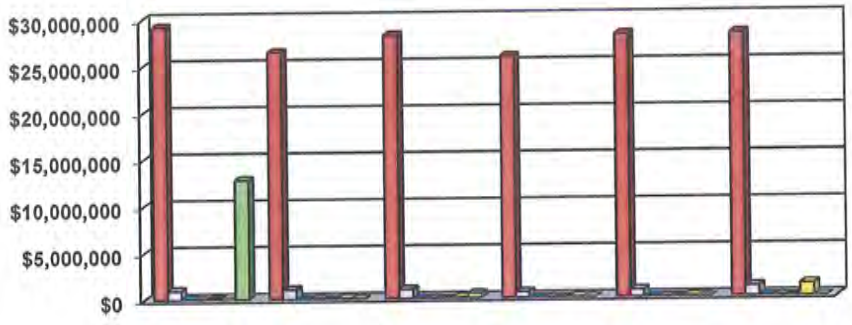
EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	0	0	23,450	26,978	0
Total Capital Outlays	**0**	**0**	**0**	**23,450**	**26,978**	**0**
TOTAL ANNUAL BUDGET	0	0	0	23,450	26,978	0

SPLOST FUNDS

SPLOST FUNDS
REVENUE

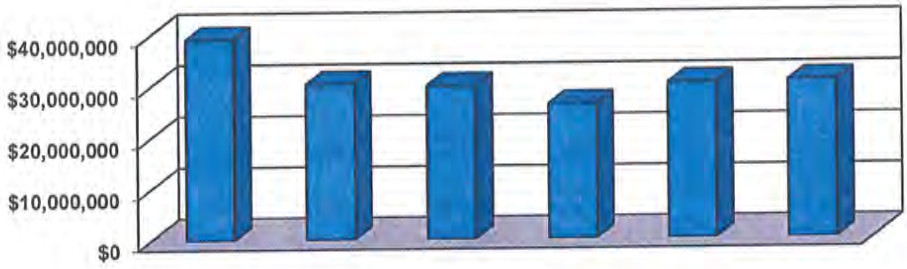




	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Other Taxes	$29,253,737	$26,479,225	$28,187,433	$25,871,430	$28,171,430	$28,223,378
Intergovernmental	$976,289	$1,031,922	$986,239	$613,490	$751,481	$1,093,000
Charges for Services	$86,621	$33,433	$0	$0	$0	$0
Fines and Forfeiture	$0	$36,072	$0	$0	$0	$0
Investment Income	$190,641	$41,048	$0	$15,777	$16,478	$5,000
Miscellaneous Sources	$281,620	$80,184	$87,301	$61,139	$65,063	$1,302,897
Other Financing Sources	$12,774,376	$0	$515,000	$0	$0	$0
Total Budget	$43,563,284	$27,701,884	$29,775,973	$26,561,836	$29,004,452	$30,624,275
Change Over Prior Year	---	-36.41%	7.49%	---	4.70%	2.85%

EXPENDITURES





	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Capital	$39,226,142	$30,396,789	$29,997,978	$26,309,924	$30,302,586	$30,624,275
Total Budget	$39,226,142	$30,396,789	$29,997,978	$26,309,924	$30,302,586	$30,624,275
Change Over Prior Year	---	-22.51%	-1.31%	---	-0.31%	2.09%

ESTIMATED FUND BALANCE (SPLOST IV) AS OF 11/30/10: $1,302,885
ESTIMATED FUND BALANCE (SPLOST V) AS OF 11/30/10: $314,758

ENGINEERING
CAPITAL PROGRAM MANAGEMENT
2011 GOALS AND OBJECTIVES

Goal 1: Roadway projects programmed according to greatest need.

Current State – Where Are We Now?

- Roadway improvement projects are currently programmed according to desire or want of particular elected official, special interest group, developer or vocal residents.
- Roadway improvement projects do not always address areas of worst traffic congestion.

Future State – What Does Success Look Like?

- Roadway improvement projects programmed where they do most good for traffic flow, congestion mitigation and safety.
- Increased mobility throughout County at all times of day.
- Increased Level of Service for intersections and roadways.
- More reliable Commute times for residents.
- Residents satisfied with operation of County roadway system.

Implementation Plan – Steps to Achieve Success?

1. Pull project lists from Comprehensive Transportation Plan that was adopted in 2008.
2. Evaluate intersections with highest accident rates.

Metrics – How Do We Know When We Achieved the Goal?

1. Perform Level of Service measurements before project is constructed and after project completed to document any changes in LOS.
2. Compare travel times surveys before project is constructed and after project is completed to document any changes in travel time.

Goal 2: Efficiently implement roadway project designs.

Current State – Where Are We Now?

- Several roadway projects currently under design, some designs completed quickly while others completed over a few years.
- Scope of some roadway projects has grown, resulting in an increase in the design cost, right-of-way acquisition cost and construction cost.

Future State – What Does Success Look Like?

- All roadway design projects completed within 12 months of notice to proceed with design.
- All roadway design projects are all completed per GDOT plan development guidelines.
- All roadway design projects completed within contracted fee amount.

Implementation Plan – Steps to Achieve Success?

1. Determine accurate project scope and review prior to issuing a request for design proposals.
2. Conduct project scope meetings in field with staff to look at potential issues before request for design proposal is drafted.
3. Begin holding mandatory pre-proposal meetings with all design professionals that will be submitting a design proposal.

Metrics – How Do We Know When We Achieved the Goal?

1. Start seeing roadway design contracts completed on a timely basis and within the design contract time limit.
2. Future roadway projects make the most of limited resources and maximize the capacity of the existing roadway system.

Goal 3: Identify preconstruction issues during the design process.

Current State – Where Are We Now?

- Right –of-way acquisition sometimes leads to a major design revision and construction cost increase.
- Environmental permitting adds to the preconstruction phase of the project.
- Mitigation required for environmental permitting is not anticipated in the project budget.
- Projects delayed because of utility conflicts.

Future State – What Does Success Look Like?

- Projects are designed with minimal required right-of-way acquisition.
- Environmental permitting is completed in conjunction with right-of-way acquisition.
- Mitigation costs for all projects are identified during the project design phase and the project budget is adjusted accordingly.
- Projects completed without delays from utility conflicts.

Implementation Plan – Steps to Achieve Success?

1. Schedule a public information open house with all affected property owners once preliminary design is completed to receive comments.
2. Prepare a property value data book for each project, by a certified appraiser, to assist in right-of-way acquisition process.
3. Determine environmental permitting needs and mitigation requirements during preliminary project scoping phase.
4. Conduct utility coordination meetings during the design process.

Metrics – How Do We Know When We Achieved the Goal?

1. Right-of-way acquisition takes place with little or no plan revisions.
2. Right-of-way acquisition takes place with no need for condemnations.
3. Environmental permitting completed during right-of-way acquisitions process.
4. Project construction completed within contract time limits without utility conflict delays.

Goal 4: Keep construction costs within budget and construction timeline within contract.

Current State – Where Are We Now?

- Staff reviews all quantities provided and calculated by design engineers.
- Staff adjusts all quantities provided and calculated by design engineer to provide adequate IF and WHERE quantities for contract.
- If a quantity for a certain item is low or an item is missed on a design, County requests that construction contractor provide a proposal for the work, often times receiving a price higher than would have been received if included in the original bid.
- Utility adjustment costs are encountered that are not budgeted.

Future State – What Does Success Look Like?

- Roadway projects are constructed in accordance with construction contracts and within established budgets.
- Roadway construction contracts are completed without the need for supplemental agreements.
- All utility adjustment costs are accounted for in the project budget.

Implementation Plan – Steps to Achieve Success?

1. Conduct final field plan review and constructability review of project before placing the project to bid in order to capture any items that may cause a problem in the future, or which may have been left off the plans.
2. Require all contractors to conduct mandatory utility coordination meetings during the construction of the project to keep utilities engaged during preliminary stages of construction.

Metrics – How Do We Know When We Achieved the Goal?

1. Final construction contract payment will be equal to or less than the contract price for all roadway projects.
2. All projects completed without supplemental agreements.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST IV FUND

AGENCY: Fire-Emergency Services

DIV: SPLOST IV - Fire Equipment

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Machinery	0	50,388	0	0	0	0
Total Capital Outlays	**0**	**50,388**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**0**	**50,388**	**0**	**0**	**0**	**0**

AGENCY: Public Works

DIV: SPLOST IV - Road and Bridge Construction

Summary of Project Expenditures by Object

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Prof Svcs/Engineering & Design	0	4,898	0	0	0	0
Right of Way Acquisition	19,475.00	5,822	0	0	0	0
Infrastructure Construction	2,400.00	0	0	0	0	77,770
Total Capital Outlays	**21,875.00**	**10,720**	**0**	**0**	**0**	**77,770**
TOTAL ANNUAL BUDGET	**21,875.00**	**10,720**	**0**	**0**	**0**	**77,770**

AGENCY: Public Works

DIV: SPLOST IV - Road and Bridge Construction

Expenditures By Project

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Roads and Bridges	0	0	0	0	0	77,770
Stone Bridge @ Handcock Conn	0	10,720	0	0	0	0
Miscellaneous Right of Way	21,875.00	0	0	0	0	0
Total Capital Outlays	**21,875.00**	**10,720**	**0**	**0**	**0**	**77,770**
TOTAL ANNUAL BUDGET	**21,875.00**	**10,720**	**0**	**0**	**0**	**77,770**

*LARP - Landscape Architecture and Regional Planning

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST IV FUND

AGENCY: Community Services

DIVISION: SPLOST IV - Recreation

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Infrastructure Construction	0	0	0	12,188	14,022	0
Professional Service Assets	0	0	0	332	382	0
Total Capital Outlays	**0**	**0**	**0**	**12,520**	**14,404**	**0**
TOTAL ANNUAL BUDGET	**0**	**0**	**0**	**12,520**	**14,404**	**0**

SPLOST IV FUND

AGENCY: Community Services

DIV: SPLOST IV - Recreation, Greenspace

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	48,703	0	0	0	0	0
Buildings	0	54,128	0	0	0	0
Construction	0	93,588	26,980	0	0	1,225,127
Professional Service Assets	5,058	0	0	0	0	0
Total Capital Outlays	**53,761**	**147,717**	**26,980**	**0**	**0**	**1,225,127**
TOTAL ANNUAL BUDGET	**53,761**	**147,717**	**26,980**	**0**	**0**	**1,225,127**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

DEPT: Administration Building

DIV: SPLOST V - Admin Building/Conference Center

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	0	405,666	0	0	0	0
Buildiings	9,228,848	30,522	800,000	310,799	357,556	700,000
Furniture and Fixtures	122,768	84,384	0	0	0	0
Professional Service Assets	123,501	94,587	0	5,610	6,454	0
Total Capital Outlays	**9,475,116**	**615,158**	**800,000**	**316,409**	**364,011**	**700,000**
TOTAL ANNUAL BUDGET	9,475,116	615,158	800,000	316,409	364,011	700,000

DEPARTMENT: Tax Commissioner

DIV: SPLOST V - Tax Comm. Building

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Sites	0	0	1,030,000	1,022,260	1,176,051	0
l Capital Outlays	**0**	**0**	**1,030,000**	**1,022,260**	**1,176,051**	**0**
TC . . .L ANNUAL BUDGET	0	0	1,030,000	1,022,260	1,176,051	0

DEPARTMENT: Law Enforcement

DIV: SPLOST V - Law Enforcement Admin

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Buildings	0	0	0	101,278	116,515	900,000
Vehicles	0	519,807	1,050,000	922,975	1,061,829	400,000
Professional Service Assets	0	0	100,000	5,730	6,592	0
Total Capital Outlays	**0**	**519,807**	**1,150,000**	**1,029,983**	**1,184,936**	**1,300,000**
TOTAL ANNUAL BUDGET	0	519,807	1,150,000	1,029,983	1,184,936	1,300,000

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

DEPARTMENT: Fire — **DIV: SPLOST V - Fire Equip. & Vehicles**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Rental of Land and Buildings	5,020	0	0	5,750	6,615	0
Sites	0	221,848	0	0	0	0
Buildings	0	232,495	2,000,000	1,201,566	1,382,333	1,431,419
Infrastructure Construction	895,617	397,076	0	69,488	79,942	0
Vehicles	222,745	222,745	0	222,745	256,255	0
Furniture and Fixtures	0	0	0	3,893	4,478	0
Professional Service Assets	0	17,630	0	6,359	7,316	0
Total Capital Outlays	**1,123,382**	**1,091,794**	**2,000,000**	**1,509,800**	**1,725,145**	**1,431,419**
TOTAL ANNUAL BUDGET	**1,123,382**	**1,091,794**	**2,000,000**	**1,509,800**	**1,725,145**	**1,431,419**

DEPARTMENT: E911 — **DIV: SPLOST V - E911 Communications**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Machinery	0	0	0	307,930	354,256	0
Other Equipment	9,900	8,956	0	2,025	2,330	941,509
Total Capital Outlays	**9,900**	**8,956**	**0**	**309,955**	**356,585**	**941,509**
TOTAL ANNUAL BUDGET	**9,900**	**8,956**	**0**	**309,955**	**356,585**	**941,509**

DEPARTMENT: Sheriff — **DIV: SPLOST V - Warning Siren Upgrade**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Machinery	18,484	0	0	(307,930)	(307,930)	0
Total Capital Outlays	**18,484**	**0**	**0**	**(307,930)**	**(307,930)**	**0**
TOTAL ANNUAL BUDGET	**18,484**	**0**	**0**	**(307,930)**	**(307,930)**	**0**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

NCY: Public Works

DIV: SPLOST V - Road Construction

Administration/Accounting

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	52,717	52,469	51,655	45,033	51,808	51,655
Group Insurance - Health	4,518	4,704	4,860	3,916	4,505	4,926
Group Insurance - Life	212	210	180	156	180	137
Group Insurance - Dental	190	189	190	167	192	271
Group Insurance - LT Disab.	156	191	259	225	258	343
Group Insurance - ST Disab.	80	76	58	61	70	43
Social Security	3,065	3,065	3,070	2,609	3,001	3,203
Medicare	717	717	718	610	702	749
Defined Benefit Plan	3,648	3,673	3,358	2,873	3,305	3,099
Workers Compensation	0	0	0	0	0	285
Education and Training	2,316	1,849	2,500	595	684	0
General Supplies and Materials	2,519	4,678	2,500	459	528	700
Total Capital Outlays	**70,139**	**71,821**	**69,348**	**56,703**	**65,233**	**65,411**
TOTAL ANNUAL BUDGET	**70,139**	**71,821**	**69,348**	**56,703**	**65,233**	**65,411**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Accountant	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**1**	**1**	**1**	**1**	**1**	**1**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Public Works **DIV: SPLOST V - Road Constructior**

Administration/Engineering

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	274,231	229,836	279,473	130,921	150,617	222,002
Group Insurance - Health	0	0	0	324	373	8,419
Group Insurance - Life	1,060	877	295	191	220	397
Group Insurance - Dental	380	303	190	140	161	591
Group Insurance - LT Disab.	780	703	421	274	315	883
Group Insurance - ST Disab.	400	326	94	74	85	124
Social Security	16,894	14,175	5,188	8,085	9,302	13,764
Medicare	3,951	3,315	1,214	1,891	2,175	3,220
Defined Benefit Plan	11,558	10,186	12,000	4,078	4,691	7,679
Workers Compensation	0	0	0	0	0	2,285
Professional	0	122	600	125	144	600
Disposal	0	0	0	0	0	100
Custodial	0	0	0	0	0	1,544
Vehicle Maintenance	8,501	5,937	2,000	(12,926)	(14,871)	4,000
Rental of Equipment & Vehicles	1,087	6,032	1,000	4,852	5,582	1,000
Insurance, Other Benefits	5,000	4,000	2,000	1,541	1,773	2,010
Communications	0	7,781	2,520	1,155	1,329	2,900
Advertising	632	1,252	1,000	3,506	4,034	1,000
Printing and Binding	6,704	3,956	10,000	7,881	9,067	5,000
Travel	604	48	500	14	16	0
Dues and Fees	550	549	500	71	82	100
Education and Training	812	100	3,000	529	609	500
General Supplies and Materials	1,380	1,190	2,000	825	949	1,00
Water/Sewerage	0	0	0	0	0	50
Natural Gas	0	1,472	0	0	0	0
Electricity	0	1,873	0	0	0	2,700
Gasoline	9,327	2,270	4,800	0	0	9,600
Other Supplies	1,817	502	1,000	1,000	1,150	500
Vehicles	0	16,500	0	0	0	0
Total Capital Outlays	**345,668**	**313,305**	**329,795**	**154,552**	**177,804**	**291,968**
TOTAL ANNUAL BUDGET	**345,668**	**313,305**	**329,795**	**154,552**	**177,804**	**291,968**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Program Coordinator	1	1	1	1	1	1
Construction Inspector*	1	1	1	1	1	0.5
Construction Manager*	1	1	1	1	1	0.5
Part-Time Engineering Technician	2	2	2	2	2	2
Part-Time Administrative Assistant	1	1	1	1	1	1
TOTAL BUDGETED POSITIONS	**6**	**6**	**6**	**6**	**6**	**5**

*** Positions split with Parks Bond Fund**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

.NCY: Public Works

DIVISION: SPLOST V - Roads & Bridges

Administration/Construction

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	92,105	150,087	122,240	122,582	141,024	982,004
Group Insurance - Health	5,022	7,274	10,000	3,436	3,953	125,909
Group Insurance - Life	70	104	5,000	22	26	2,644
Group Insurance - Dental	158	209	2,000	139	160	5,675
Group Insurance - LT Disab.	178	270	1,000	16	18	6,338
Group Insurance - ST Disab.	104	72	1,000	27	31	779
Social Security	5,521	9,083	7,500	1,299	1,494	60,810
Medicare	1,291	2,125	11,016	304	349	14,222
Retirement Contribution/401a	227	615	0	48	55	0
Defined Benefit Plan	7,543	9,767	10,000	2,710	3,118	58,848
Unemployment Insurance	0	0	809	0	0	0
Workers Compensation	0	0	4,043	1,748	2,011	0
Professional Services/Tree Removal	0	0	15,000	0	0	100
Prof Svcs/Curb-Gutter;Concrete	0	2,107	11,892	10,328	11,881	100
Disposal (e.g. Garbage Pic)	0	3,995	50,999	104	120	0
Disposal - Road Debris	0	0	0	0	0	100
Repairs and Maintenance	0	0	32,566	0	0	100
Vehicle Maintenance	228,080	235,944	285,524	264,866	304,713	310,000
Rentals	0	1,474	15,000	0	0	100
Rental of Equipment & Vehicle	1,663	1,418	18,583	0	0	0
Insurance, Other Benefits	150,000	150,000	75,000	57,803	66,500	75,000
-	0	0	200	0	0	0
Education and Training	0	0	660	0	0	0
General Supplies and Materials	577	0	0	904	1,040	0
Gen Supplies/Asphalt, Mix;Liquid	84,781	4,432	333,185	(19,126)	(22,004)	0
Gen Supplies/Concrete	13,703	10,822	4,999	4,148	4,772	100
Gen Supplies/Erosion Cont/Grass	(24,335)	27,855	4,810	(25,869)	(29,761)	100
Gen Supplies/Fencing Material	0	0	0	4,159	4,785	0
Gen Supplies/Operational Supplies	7,611	28,733	55,000	(4,015)	(4,619)	1,000
Gen Supplies/Pipe, Drainage	(37,497)	34,162	19,886	50,593	58,204	10,000
Gen Supplies/Signs	(1,326)	14,032	1,800	13,501	15,532	100
Gen Supplies/Stone	5,814	(1,960)	107,015	(33,317)	(38,329)	10,000
Water/Sewerage	0	0	1,000	3	3	0
Gasoline	167,760	70,430	164,206	59,757	68,746	164,206
Food	0	0	1,500	0	0	0
Small Equipment	1,337	0	1,000	3,027	3,482	1,000
Machinery	390,314	28,000	58,000	0	0	50,000
Vehicles	0	15,000	0	0	0	90,000
Other Equipment	0	13,826	0	0	0	0
Professional Service Assets	0	0	0	(7,276)	(8,370)	0
Total Capital Outlays	**1,100,701**	**819,876**	**1,432,433**	**511,920**	**588,935**	**1,969,235**
TOTAL ANNUAL BUDGET	**1,100,701**	**819,876**	**1,432,433**	**511,920**	**588,935**	**1,969,235**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Public Works **DIV: SPLOST V - Road and Bridge Constructio**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Supervisor	0	0	0	0	0	2
Manager	0	0	0	0	0	1
Truck Driver II	0	0	0	0	0	4
Truck Driver III	0	0	0	0	0	1
Equipment Operator I	0	0	0	0	0	3
Equipment Operator II	0	0	0	0	0	2
Lead Heavy Equipment Operator	0	0	0	0	0	4
Heavy Equipment Operator	0	0	0	0	0	5
Laborer I	0	0	0	0	0	7
Laborer II	0	0	0	0	0	2
Part-Time Laborer I	0	0	0	0	0	1
Part-Time Temp	0	0	0	0	0	6
TOTAL BUDGETED POSITIONS	**0**	**0**	**0**	**0**	**0**	**38**

Positions Moved here from Roads and Bridges FY2011

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Public Works

DIV: SPLOST V - Road and Bridge Construction

Summary of Project Expenditures by Object

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	789,964	676,647	0	598,080	688,056	0
Group Insurance - Health	83,628	84,612	0	98,699	113,548	0
Group Insurance - Life	821	702	0	656	755	0
Group Insurance - Dental	2,871	2,712	0	2,458	2,827	0
Group Insurance - LT Disab.	3,223	2,490	0	304	350	0
Group Insurance - ST Disab.	996	820	0	720	828	0
Social Security	47,973	40,540	0	35,290	40,599	0
Medicare	11,224	9,749	0	8,253	9,495	0
Retirement Contribution/401a	9,552	12,068	0	1,041	1,198	0
Defined Benefit Plan	94,798	76,521	0	71,770	82,567	0
Prof Svcs/Engineering & Design	0	1,750	0	0	0	0
Professional Services/Tree Removal	3,150	200	0	1,575	1,812	0
Prof Svcs/Curb-Gutter;Concrete	50,358	6,409	1,386	23,179	26,666	0
Disposal (e.g. Garbage Pic)	1,666	10,283	0	486	559	0
Rentals	1,633	1,087	0	12,754	14,672	0
Rental of Equipment & Vehicle	204,221	127,108	0	102,038	117,389	0
General Supplies and Materials	73,249	23	0	198	228	0
Gen Supplies/Asphalt, Mix;Liquid	2,138,597	2,132,594	1,500,000	1,904,897	2,191,474	0
Gen Supplies/Concrete	1,507	7,623	0	8,899	10,238	0
Gen Supplies/Erosion Cont/Grass	54,652	50,756	0	28,581	32,880	0
G[illegible]pplies/Fencing Material	109	0	0	934	1,074	0
G[illegible]upplies/Operational Supplies	13,242	5,327	0	7,185	8,266	0
Gen Supplies/Pipe, Drainage	47,442	45,133	0	27,601	31,754	0
Gen Supplies/Signs	453	441	0	54	62	0
Gen Supplies/Stone	86,770	89,013	0	116,906	134,494	0
Automotive Supplies	0	180	0	0	0	0
Right of Way Acquisition	217,029	696,010	50,000	93,634	107,720	100,000
Infrastructure Construction	2,276,008	3,124,552	6,274,230	2,206,762	2,538,753	4,998,615
Professional Service Assets	764,794	426,786	281,000	393,060	452,193	0
Total Capital Outlays	**6,979,929**	**7,632,133**	**8,106,616**	**5,746,013**	**6,610,458**	**5,098,615**
TOTAL ANNUAL BUDGET	**6,979,929**	**7,632,133**	**8,106,616**	**5,746,013**	**6,610,458**	**5,098,615**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Public Works

DIV: SPLOST V - Road and Bridge Construction

Expenditures By Project

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Howell Bridge Road	61,125	131,920	0	14,666	16,872	0
Hwy 5 @ Little River Bridge	24,172	949,499	0	0	0	0
Tripp Raod over Mill Creek	0	0	0	0	0	100,000
Miscellaneous Intersections	0	13,089	0	1,849	2,127	200,000
Towne Lake Pkwy Corridor	0	403,418	0	0	0	0
Stonebridge Pkwy/Handcock Dr Conn	0	270,000	0	0	0	0
Arnold Mill Rd @ Mill Creek Rd	45,757	490,150	300,000	264,406	304,184	0
Bells Ferry Rd Corridor	72,288	129,435	0	0	0	0
Trickum Rd @ Barnes Rd	306,640	600,626	0	0	0	0
East Cherokee @ Union Hill	62,416	0	0	0	0	0
E Cherokee @ Lower Union Hill Rd	4,500	-	0	0	0	0
SR 140 @ Lower Burris	0	23,066	34,000	33,195	38,189	0
Priest Road @ Hunt Road	54,784	126,433	2,100,000	1,521,264	1,750,127	350,000
SR 140 @ East Cherokee Drive	59,255	4,588	15,000	3,365	3,872	0
Owens Store School Traffic Light	120,948	0	0	0	0	0
East Cherokee @ Old Hwy 5	403	34,998	48,000	16,233	18,675	0
Sixes Rd @ Village @ Sixes Ridge	121,598	36,290	0	0	0	0
Transportation Center Equipment	8,294	6,706	0	0	0	0
SR 20 @ East Cherokee	0	27,884	58,000	68,102	78,347	0
Arbor Hill @Owens Store Traffic Sig	95,538	0	0	0	0	0
Hickory Rd @ Vaugh Rd	34,817	0	0	0	0	
East Cherokee @ S Holly Springs	0	33,641	38,000	22,493	25,877	
East Cherokee @ Tripp Rd	0	31,317	28,000	16,863	19,400	0
Trickum @ Jamerson	0	21,762	10,000	2,478	2,850	0
Bridgemill Ave @ E. Cherokee Dr	0	26,546	0	0	0	0
Earney Road	0	907	0	0	0	0
Sixes Road	513,642	0	0	0	0	0
Eagle Drive	(9,636)	0	0	0	0	0
Sixes Road East	4,500	0	0	0	0	0
Owens Store Road	566,620	0	0	0	0	0
Garland Mountain Trail	0	0	0	3,435	3,952	0
Kellogg Creek Rd @ Owl Creek	0	195,873	50,000	42,023	48,345	0
Curtis Road	(34,982)	0	0	0	0	0
Putnam Ford Road Sidewalks	101,575	0	0	0	0	0
Comprehensive Transportation	15,476	0	0	0	0	0
Towne Lake Pkwy Resurfacing	0	13,186	0	0	0	0
Wade Green Rd Enhancement	27,825	5,410	430,000	371,763	427,692	0
Tyson Woods Phase 11A	0	33,433	0	1,552	1,785	0
Towne Lake Pkwy Traffic Striping	0	55,137	0	0	0	0
Village @ Park Creek	64,993	21,628	0	0	0	0
Fernwood Creek	0	36,072	0	0	0	0
Miscellaneous Striping	46,802	58,318	50,000	36,168	41,609	50,000
Miscellaneous Guardrail	16,126	0	25,000	7,695	8,853	25,000
Resurfacing Roads & Bridges	265,337	632,558	750,000	484,252	557,104	970,000
Patch/Spot Overlay	1,618,476	782,148	1,501,386	859,189	988,448	630,000
Miscellaneous Right of Ways	256,526	205,200	50,000	95,834	110,251	100,000
Miscellaneous Testing	18,161	21,071	10,000	11,645	13,396	10,000
Stormwater Maintenance	296	145,973	0	60,590	69,706	0
Unpaved Roads	60,231	382,490	250,000	390,397	449,129	200,000
Roadway Design County-wide	407,772	133,954	50,000	66,695	76,728	50,000
Bridge Design County-wide	0	491	0	0	0	0
Utility Relocations	58,345	34,513	50,000	17,411	20,031	50,000
Miscellaneous Intersection Work	64,095	40,331	100,000	74,383	85,574	100,00
Storm Drainage Improvements	0	0	0	78,914	90,786	8,61
2007 LARP	121,393	0	0	0	0	0
2008 LARP	1,209	0	0	0	0	0
2009 LARP	0	70	0	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Public Works

DIV: SPLOST V - Road and Bridge Construction

Expenditures By Project

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
LARP R & B Patching & Leveling	179,676	421,604	1,748,191	317,977	365,814	755,000
LARP R & B Resurfacing	1,542,937	1,050,401	411,039	861,176	990,733	1,500,000
Total Capital Outlays	**6,979,929**	**7,632,133**	**8,106,616**	**5,746,013**	**6,610,458**	**5,098,615**
TOTAL ANNUAL BUDGET	**6,979,929**	**7,632,133**	**8,106,616**	**5,746,013**	**6,610,458**	**5,098,615**

*LARP - Local Aid Road Program

AGENCY: Community Services

DIVISION: SPLOST V - Recreation

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	0	0	5,308	6,106	0
Group Insurance - Health	0	0	0	853	981	0
G Insurance - Life	0	0	0	5	6	0
G. Insurance - Dental	0	0	0	23	26	0
Group Insurance - LT Disab.	0	0	0	21	25	0
Group Insurance - ST Disab.	0	0	0	6	7	0
Social Security	0	0	0	302	347	0
Medicare	0	0	0	71	81	0
Retirement Contribution/401a	0	0	0	50	57	0
Defined Benefit Plan	0	0	0	637	733	0
Site Improvements	18,560	41,872	0	3,406	3,918	0
Buildings	0	127,204	0	434,251	499,581	1,100,000.00
Infrastructure Construction	0	275,529	0	96,484	111,000	0
Vehicles	0	0	0	21,513	24,749	0
Professional Service Assets	128,393	971,955	0	5,628	6,475	0
Intergovernmental	0	36,490	0	6,000	6,903	0
Transfers to Debt Service Fund	693,308	693,308	0	635,532	731,143	0
Total Capital Outlays	**840,261**	**2,146,358**	**0**	**1,210,091**	**1,392,140**	**1,100,000**
TOTAL ANNUAL BUDGET	**840,261**	**2,146,358**	**0**	**1,210,091**	**1,392,140**	**1,100,000**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Community Services — **DIVISION: SPLOST V - Greenspace**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	20,797	0	526	605	0
Group Insurance - Health	0	2,730	0	83	96	0
Group Insurance - Life	0	20	0	1	1	0
Group Insurance - Dental	0	32	0	3	4	0
Group Insurance - LT Disab.	0	105	0	0	0	0
Group Insurance - ST Disab.	0	25	0	1	1	0
Social Security	0	1,249	0	31	36	0
Medicare	0	292	0	7	8	0
Retirement Contribution/401a	0	179	0	0	0	0
Defined Benefit Plan	0	2,496	0	63	73	0
Gen Supplies/Erosion Cont/Grass	0	3,858	0	0	0	0
Total Capital Outlays	**0**	**31,783**	**0**	**715**	**823**	**0**
TOTAL ANNUAL BUDGET	**0**	**31,783**	**0**	**715**	**823**	**0**

AGENCY: Community Services — **DIVISION: SPLOST V - Library**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Operating Transfers - Library	0	124,835	100,000	300,000	345,133	500,000
Total Capital Outlays	**0**	**124,835**	**100,000**	**300,000**	**345,133**	**500,000**
TOTAL ANNUAL BUDGET	**0**	**124,835**	**100,000**	**300,000**	**345,133**	**500,000**

AGENCY: Community Services — **DIVISION: Senior Center**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Buildings	0	0	75,000	0	0	750,000
Total Capital Outlays	**0**	**0**	**75,000**	**0**	**0**	**750,000**
TOTAL ANNUAL BUDGET	**0**	**0**	**75,000**	**0**	**0**	**750,000**

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

SPLOST V FUND

AGENCY: Community Services

DIVISION: SPLOST V - Airport

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Site Improvements	3,619,532	0	1,350,000	4,134,228	4,756,191	0
Payments to Other Agencies	0	8,497	0	0	0	1,009,075
Transfers from SPLOST	3,928,272	5,703,882	0	0	0	0
Total Capital Outlays	**7,547,804**	**5,712,379**	**1,350,000**	**4,134,228**	**4,756,191**	**1,009,075**
TOTAL ANNUAL BUDGET	**7,547,804**	**5,712,379**	**1,350,000**	**4,134,228**	**4,756,191**	**1,009,075**

AGENCY: Community Services

DIV: SPLOST V - Payments to Cities

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfer to City of Ball Ground	(718,239)	322,324	310,863	302,112	347,563	329,577
Transfer to City of Canton	2,631,484	2,110,399	2,035,362	1,978,063	2,275,648	2,157,887
Transfer to City of Holly Springs	1,320,142	1,058,728	1,021,084	992,339	1,141,629	1,082,552
Transfer to City of Mountain Park	5,867	4,705	4,538	4,410	5,074	4,811
Transfer to City of Nelson	137,882	110,578	106,482	103,644	119,237	113,067
Transfer to City of Waleska	343,237	275,269	265,482	258,008	296,824	281,464
Transfer to City of Woodstock	2,890,093	2,319,792	2,238,310	2,174,326	2,501,437	2,371,992
Total Capital Outlays	**6,610,466**	**6,201,796**	**5,982,121**	**5,812,903**	**6,687,411**	**6,341,350**
TOTAL ANNUAL BUDGET	**6,610,466**	**6,201,796**	**5,982,121**	**5,812,903**	**6,687,411**	**6,341,350**

FUND: SPLOST V Fund

DIVISION: Interfund Transfers

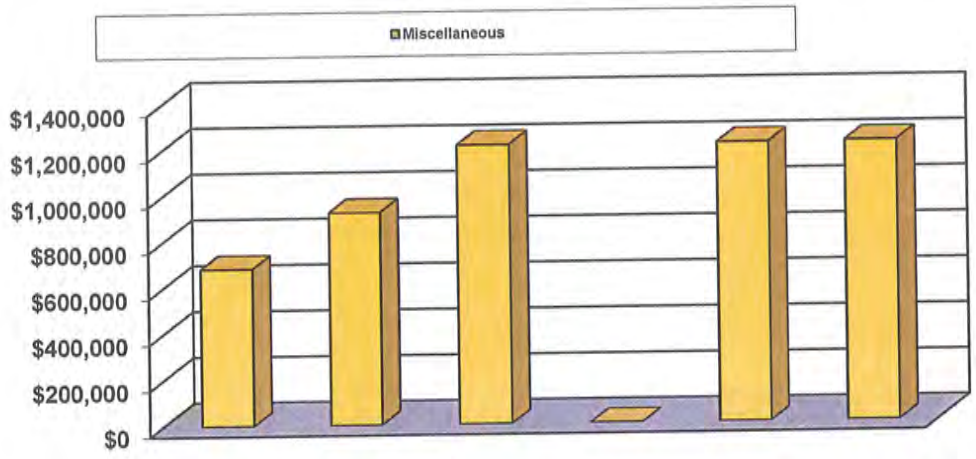
EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Transfers to Impact Fee Fund	130,692	0	0	0	0	0
Transfers to Debt Service Fund	4,897,965	4,897,965	7,545,685	4,489,801	5,165,258	7,822,796
Total Capital Outlays	**5,028,657**	**4,897,965**	**7,545,685**	**4,489,801**	**5,165,258**	**7,822,796**
TOTAL ANNUAL BUDGET	**5,028,657**	**4,897,965**	**7,545,685**	**4,489,801**	**5,165,258**	**7,822,796**

RESOURCE RECOVERY DEVELOPMENT FUND

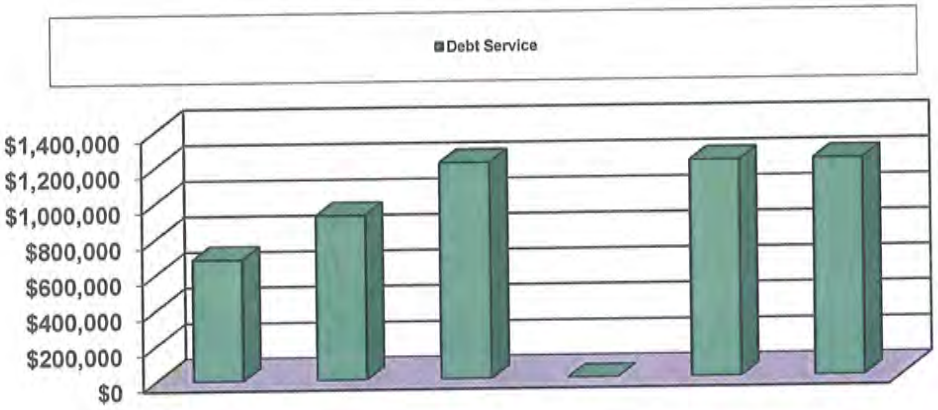
RESOURCE RECOVERY DEVELOPMENT FUND

REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Miscellaneous	$684,316	$926,143	$1,216,143	$0	$1,216,143	$1,219,323
Total Budget	$684,316	$926,143	$1,216,143	$0	$1,216,143	$1,219,323
Change Over Prior Year	---	35.34%	31.31%	---	31.31%	0.26%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Debt Service	$684,316	$926,143	$1,216,143	0	$1,216,143	$1,219,323
Total Budget	$684,316	$926,143	$1,216,143	0	$1,216,143	$1,219,323
Change Over Prior Year	---	35.34%	31.31%	---	31.31%	0.26%

ESTIMATED FUND BALANCE AS OF 11/30/10: $0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

RESOURCE RECOVERY DEVELOPMENT FUND

EPT: Recycling Center

DIV: Bonds

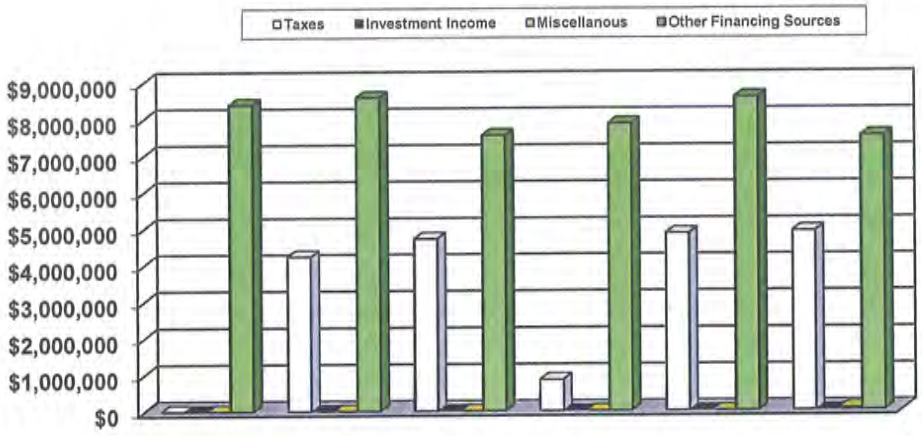
EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
ond Principal	0	0	290,000	0	290,000	310,000
ond Interest	684,316	926,143	926,143	0	926,143	909,323
Total Debt Service	**684,316**	**926,143**	**1,216,143**	**0**	**1,216,143**	**1,219,323**
OTAL ANNUAL BUDGET	**684,316**	**926,143**	**1,216,143**	**0**	**1,216,143**	**1,219,323**

DEBT SERVICE FUND

DEBT SERVICE FUND

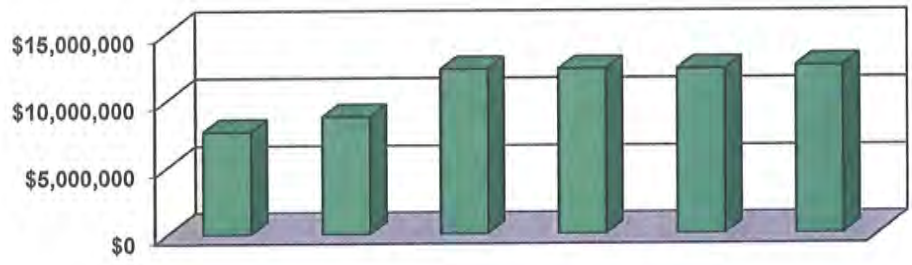
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Taxes	0	$4,234,159	$4,717,963	$855,033	$4,855,033	$4,911,948
Investment Income	0	$2,400	$0	$0	$0	$0
Miscellanous	0	0	0	0	0	$61,991
Other Financing Sources	$8,396,701	$8,584,510	$7,545,685	$7,869,134	$8,584,510	$7,516,346
Total Budget	$8,396,701	$12,821,070	$12,263,648	$8,724,167	$13,439,543	$12,490,285
Change Over Prior Year	---	52.69%	-4.35%	---	4.82%	1.85%

EXPENDITURES





	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Debt Service	$7,636,809	$8,742,513	$12,263,648	$12,265,055	$12,265,055	$12,490,285
Total Budget	$7,636,809	$8,742,513	$12,263,648	$12,265,055	$12,265,055	$12,490,285
Change Over Prior Year	---	14.48%	40.28%	---	40.29%	1.85%

ESTIMATED FUND BALANCE AS OF 11/30/10: $2,570,946

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

DEBT SERVICE FUND

)EPT: Administration Buil(

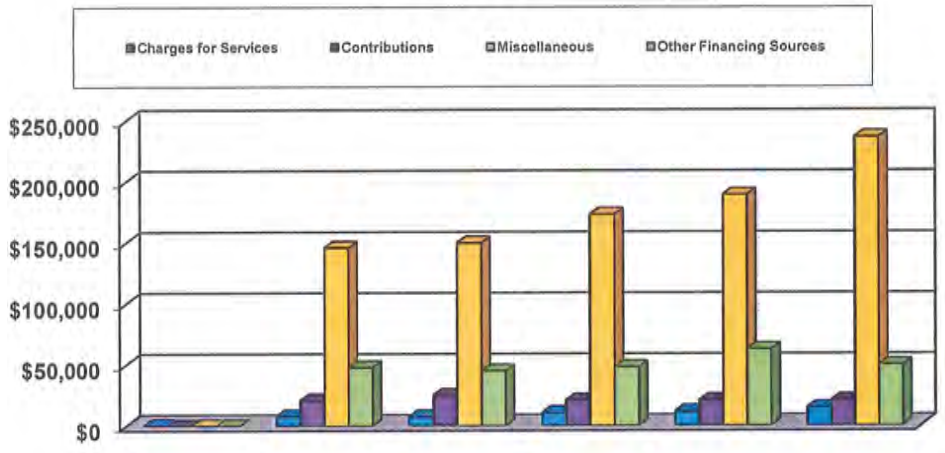
DIV: Admin Building/Conference Center

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
ond Principal - Bond 1	3,165,000	3,260,000	3,375,000	3,375,000	3,375,000	3,490,000
ond Principal - Bond 2	1,190,000	1,240,000	1,290,000	1,290,000	1,290,000	1,340,000
ond Principal - Bond 3	611,000	731,121	669,000	700,396	669,000	699,000
ond Principal - Bond 4	1,359,000	1,376,000	1,411,000	1,411,000	1,411,000	1,451,000
ond Principal - Bond 5	0	0	2,945,000	2,945,000	2,945,000	3,050,000
ond Interest - Bond 1	735,100	576,850	446,450	446,450	446,450	306,450
ond Interest - Bond 2	209,990	160,605	109,945	109,145	109,145	55,610
ond Interest - Bond 3	120,166	0	62,791	31,396	62,791	32,084
ond Interest - Bond 4	186,003	219,195	181,499	181,498	181,498	142,202
ond Interest - Bond 5	0	1,085,235	1,772,963	1,772,961	1,772,961	1,683,038
ond Interest - Bond 6	0	0	0	0	0	240,901
ond Issuance Costs	60,550	93,507	0	2,210	2,210	0
Total Debt Service	**7,636,809**	**8,742,513**	**12,263,648**	**12,265,055**	**12,265,055**	**12,490,285**
OTAL ANNUAL BUDGET	**7,636,809**	**8,742,513**	**12,263,648**	**12,265,055**	**12,265,055**	**12,490,285**

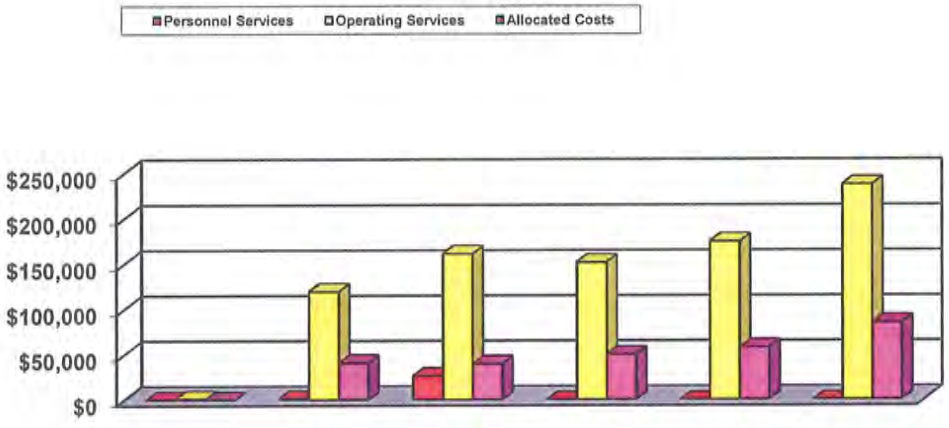
CONFERENCE CENTER FUND

CONFERENCE CENTER FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$632	$8,059	$7,500	$10,600	$11,800	$15,000
Contributions	0	$21,000	$25,000	$21,000	$21,000	$21,000
Miscellaneous	0	$145,950	$150,000	$173,129	$189,350	$236,701
Other Financing Sources	0	$47,876	$45,000	$48,091	$62,691	$50,000
Total Budget	$632	$222,885	$227,500	$252,821	$284,841	$322,701
Change Over Prior Year	---	---	2.07%	---	27.80%	41.85%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personnel Services	0	$1,756	$26,300	0	0	0
Operating Services	$1,327	$119,582	$161,200	$151,720	$174,545	$237,300
Allocated Costs	0	$40,929	$40,000	$50,306	$57,874	$85,401
Total Budget	$1,327	$162,268	$227,500	$202,026	$232,419	$322,701
Change Over Prior Year	---	---	40.20%	---	43.23%	41.85%

ESTIMATED FUND BALANCE AS OF 11/30/10: $110,717

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

CONFERENCE CENTER FUND

AGENCY: Community Services

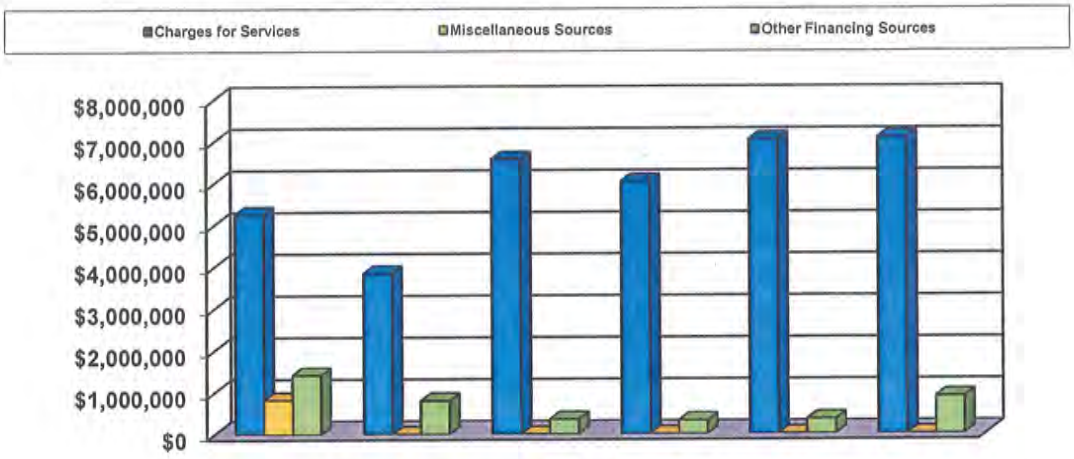
DIVISION: Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	0	920	20,000	0	0	0
Overtime	0	630	0	0	0	0
Group Insurance - Health	0	0	1,500	0	0	0
Group Insurance - Life	0	0	100	0	0	0
Group Insurance - Dental	0	0	500	0	0	0
Group Insurance - LT Disab.	0	0	100	0	0	0
Group Insurance - ST Disab.	0	0	100	0	0	0
Social Security	0	96	1,250	0	0	0
Medicare	0	22	350	0	0	0
Defined Benefit	0	88	2,400	0	0	0
Total Personel Services	**0**	**1,756**	**26,300**	**0**	**0**	**0**
Professional	0	74,419	94,200	94,099	108,255	138,300
Catering Services	0	12,673	14,000	18,317	21,073	15,000
Linen Service	318	6,788	7,000	7,994	9,196	7,500
Contract Labor	0	1,454	0	9,830	11,309	15,000
Cleaning Services	378	3,453	5,000	4,739	5,452	5,000
Communications	0	141	5,000	706	812	2,500
Advertising	631	6,264	10,000	4,697	5,403	15,000
Printing and Binding	0	24	0	114	131	5,000
Other Purchased Services	0	694	2,000	591	679	1,000
General Supplies and Materials	0	2,516	10,000	7,051	8,111	10,000
Small Equipment	0	11,156	13,000	3,584	4,123	19,000
Other Supplies	0	0	1,000	0	0	4,000
Total Operating Services	**1,327**	**119,582**	**161,200**	**151,720**	**174,545**	**237,300**
Disposal	0	0	0	996	1,146	2,000
Custodial	0	0	0	0	0	29,301
Water/Sewerage	0	0	0	13	15	100
Electricity	0	40,929	40,000	49,296	56,712	54,000
Total Allocated Costs	**0**	**40,929**	**40,000**	**50,306**	**57,874**	**85,401**
TOTAL ANNUAL BUDGET	**1,327**	**162,268**	**227,500**	**202,026**	**232,419**	**322,701**

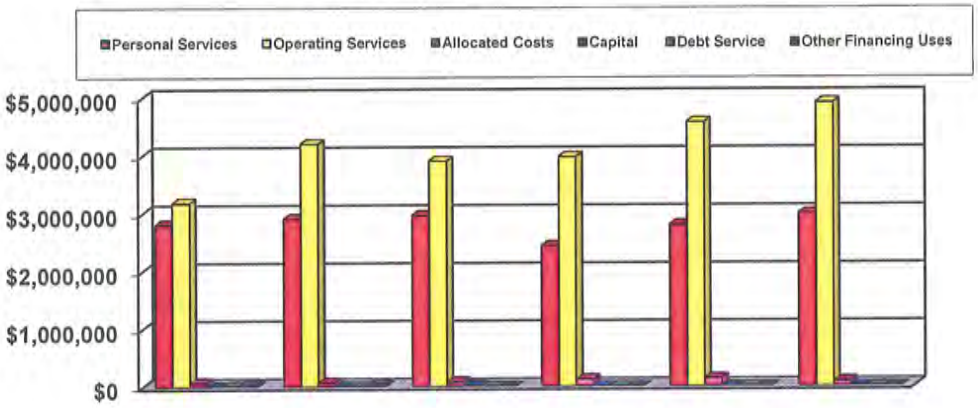
EMERGENCY MEDICAL SERVICES FUND

EMERGENCY MEDICAL SERVICES FUND
REVENUE



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Charges for Services	$5,256,372	$3,842,689	$6,574,497	$6,038,628	$7,038,929	$7,085,147
Miscellaneous Sources	$815,695	$756	$777	$1,377	$1,377	$0
Other Financing Sources	$1,413,718	$800,000	$350,000	$320,833	$350,000	$888,004
Total Budget	$7,485,785	$4,643,445	$6,925,274	$6,360,838	$7,390,306	$7,973,151
Change Over Prior Year	---	-37.97%	49.14%	---	59.16%	15.13%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$2,803,355	$2,900,749	$2,953,892	$2,428,428	$2,793,767	$2,988,174
Operating Services	$3,175,886	$4,194,910	$3,898,643	$3,967,342	$4,564,199	$4,900,939
Allocated Costs	$70,562	$71,984	$75,533	$119,310	$137,260	$84,038
Capital	0	0	$20,000	0	0	0
Debt Service	$10,049	0	0	0	0	0
Other Financing Uses	$50,000	$50,000	0	0	0	0
Total Budget	$6,109,851	$7,217,642	$6,948,068	$6,515,081	$7,495,226	$7,973,151
Change Over Prior Year	---	18.13%	-3.73%	---	3.85%	14.75%

ESTIMATED FUND BALANCE AS OF 11/30/10: $1,825,701

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

EMERGENCY MEDICAL FUND

AGENCY: Fire-Emergency Services

DIVISION: EMS, Administration

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	2,062,291	2,108,837	2,209,479	1,780,096	2,047,898	2,288,411
Overtime	175,348	170,986	175,000	140,592	161,743	187,059
Group Insurance - Health	215,955	263,887	245,660	224,527	258,306	290,219
Group Insurance - Life	11,448	10,563	6,976	5,773	6,642	6,352
Group Insurance - Dental	9,583	10,124	10,152	8,381	9,642	14,278
Group Insurance - LT Disab.	8,424	9,148	9,967	8,268	9,512	10,621
Group Insurance - ST Disab.	4,320	3,868	2,237	2,273	2,615	1,860
Social Security	132,037	134,124	122,203	111,908	128,744	153,479
Medicare	30,880	31,368	28,602	26,172	30,109	35,895
Defined Benefit Plan	153,070	157,844	143,616	120,437	138,556	148,528
Defined Benefit Reduction	0	0	0	0	0	(148,528)
Total Personal Services	**2,803,355**	**2,900,749**	**2,953,892**	**2,428,428**	**2,793,767**	**2,988,174**
Professional	4,103	932	2,000	0	0	26,900
Technical	0	4,950	4,000	1,819	2,092	3,800
Repairs and Maintenance	5,827	5,084	12,500	5,397	6,209	10,500
Vehicle Maintenance	154,195	145,651	175,872	214,570	246,850	200,000
Communications	19,814	28,713	21,991	14,615	16,814	26,168
Postage	381	905	860	378	435	1,000
Advertising	19	388	600	0	0	400
Printing and Binding	0	808	0	80	92	500
Travel	154	1,011	4,000	2,561	2,946	3,800
Education and Training	13,380	6,204	25,500	7,552	8,688	10,000
Licenses	37,900	23,500	42,000	24,022	27,636	42,000
Other Purchased Services	255,633	255,086	250,000	189,890	218,458	260,000
General Supplies and Materials	3,849	3,272	9,500	5,501	6,328	13,500
Gasoline	183,944	108,098	165,600	116,410	133,923	154,000
Food	146	488	500	306	352	500
Books & Periodicals	2,647	2,817	3,500	1,079	1,241	2,800
Small Equipment	15,609	16,174	25,646	12,194	14,028	37,500
Non-Asset Computer Equipment	547	4,034	6,500	3,726	4,287	24,500
Bunker Gear	30,926	30,926	30,926	0	0	30,926
Engine Meds	179,564	217,329	266,507	165,055	189,887	255,000
Uniforms	9,150	49,314	30,641	136	157	30,000
Pharmaceuticals	15,515	27,000	30,000	15,498	17,830	25,000
Depreciation-Machinery & Equip	240,335	119,390	0	0	0	0

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

EMERGENCY MEDICAL FUND

AGENCY: Fire-Emergency Services

DIVISION: EMS, Administration

EXPENDITURE DETAIL (CON'T)

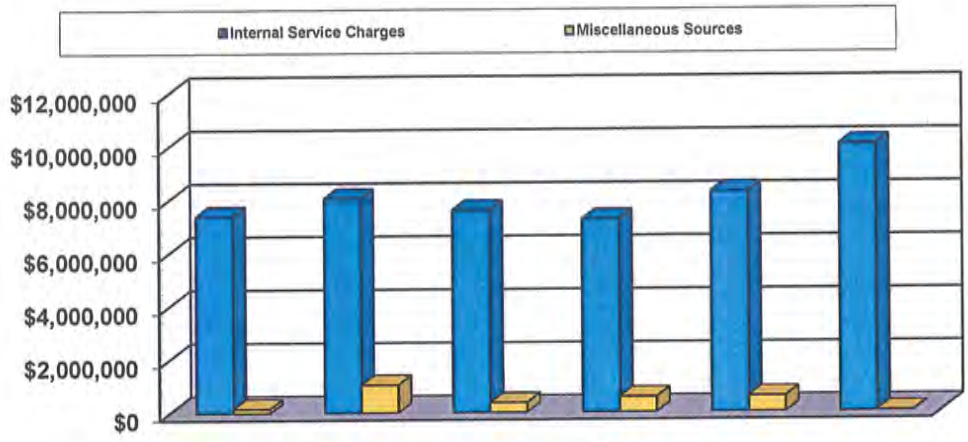
Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Bad Debt Expense	2,002,248	3,138,422	2,790,000	2,149,032	2,472,337	2,521,914
Allowance for Bad Debt	0	0	0	1,037,521	1,193,608	1,220,231
Loss on Disposition	0	4,412	0	0	0	0
Total Operating Services	**3,175,886**	**4,194,910**	**3,898,643**	**3,967,342**	**4,564,199**	**4,900,939**
Unemployment Insurance	0	0	6,065	0	0	0
Workers Compensation	0	0	30,324	91,913	105,741	48,088
Disposal (e.g. Garbage Pic)	0	0	1,082	120	138	500
Insurance, Other Benefits	69,550	71,637	35,000	26,975	31,033	35,000
Electricity	1,012	347	3,062	302	348	450
Total Allocated Costs	**70,562**	**71,984**	**75,533**	**119,310**	**137,260**	**84,038**
Computers	0	0	20,000	0	0	0
Total Capital Outlays	**0**	**0**	**20,000**	**0**	**0**	**0**
Capital Lease Principal	10,049	0	0	0	0	0
Total Debt Service	**10,049**	**0**	**0**	**0**	**0**	**0**
T fer to E911	50,000	50,000	0	0	0	0
Total Other Financing Uses	**50,000**	**50,000**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**6,109,851**	**7,217,642**	**6,948,068**	**6,515,081**	**7,495,226**	**7,973,151**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Fire Fighter	17	17	17	17	17	6
Fire Apparatus Operator	6	6	6	6	6	26
Medcon	3	3	3	3	3	3
Battalion Chief	2	2	2	2	2	1
Fire Apparatus/Paramedic	7	7	7	7	7	10
Fire Fighter Paramedic	0	0	0	0	0	2
Fire Fighter Entry Level	15	15	15	15	15	1
Captain	2	2	2	2	2	2
Training Officer	1	1	1	1	1	2
Quality/QI	1	1	1	1	1	1
Sergeant	1	1	1	1	1	1
T AL BUDGETED POSITIONS	55	55	55	55	55	55

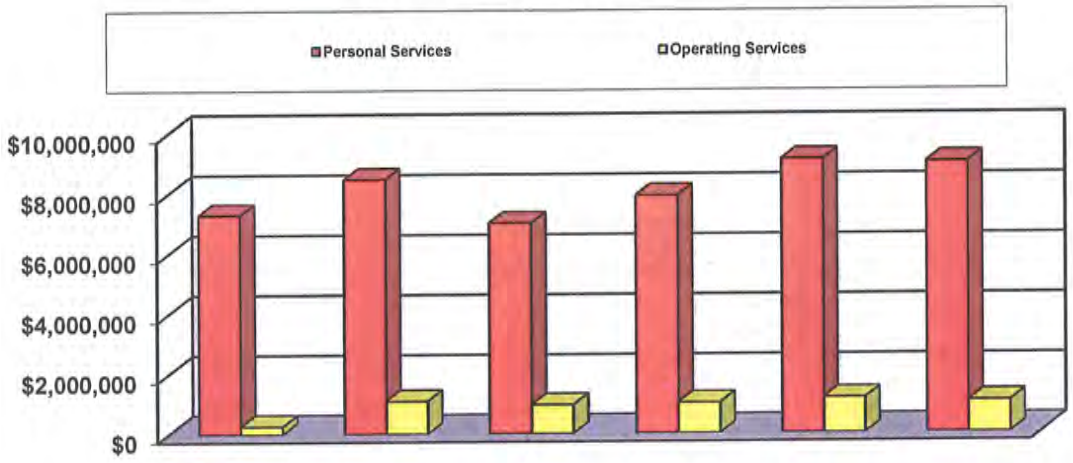
INSURANCE AND BENEFITS FUND

INSURANCE AND BENEFITS FUND
REVENUES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Internal Service Charges	$7,391,581	$8,056,008	$7,608,395	$7,251,424	$8,277,424	$10,041,098
Miscellaneous Sources	$162,631	$1,044,914	$370,000	$575,267	$591,016	$27,985
Total Budget	$7,554,213	$9,100,922	$7,978,395	$7,826,692	$8,868,440	$10,069,083
Change Over Prior Year	---	20.47%	-12.33%	---	-2.55%	26.20%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$7,301,797	$8,468,917	$7,012,634	$7,920,751	$9,112,368	$9,018,639
Operating Services	$265,553	$1,092,399	$965,761	$1,016,300	$1,169,195	$1,050,444
Total Budget	$7,567,350	$9,561,316	$7,978,395	$8,937,051	$10,281,563	$10,069,083
Change Over Prior Year	---	26.35%	-16.56%	---	7.53%	26.20%

ESTIMATED FUND BALANCE AS OF 11/30/10: ($1,452,534)

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

INSURANCE AND BENEFITS FUND

GROUP: Human Resources

DIV: Insurance and Benefits, Admin

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employess	0	0	0	1,903	2,189	44,280
Group Insurance - Health	6,431,001	7,260,795	6,052,344	6,928,679	7,971,047	7,744,635
Group Insurance - Life	267,495	164,840	162,678	210,339	241,983	274,034
Group Insurance - Dental	93,149	563,133	502,000	508,001	584,426	588,001
Group Insurance - LT Disab.	293,557	252,537	232,568	131,777	151,602	175,824
Group Insurance - ST Disab.	216,595	227,612	63,044	139,655	160,665	188,478
Social Security	0	0	0	226	259	2,745
Medicare	0	0	0	53	61	642
Defined Benefit Plan	0	0	0	118	136	-
Total Personal Services	**7,301,797**	**8,468,917**	**7,012,634**	**7,920,751**	**9,112,368**	**9,018,639**
Third Party Admin Fees	265,553	852,560	800,000	876,582	1,008,457	946,644
Broker Fees	0	90,150	90,150	21,246	24,443	103,800
Capitation Fees	0	149,688	75,611	118,472	136,296	0
Total Operating Services	**265,553**	**1,092,399**	**965,761**	**1,016,300**	**1,169,195**	**1,050,444**
TOTAL ANNUAL BUDGET	**7,567,350**	**9,561,316**	**7,978,395**	**8,937,051**	**10,281,563**	**10,069,083**

The Personal Services amounts are monies paid, or budgeted to be paid, on insurance premiums and to the Retirement Plan

GROUP: Human Resources

DIV: Insurance and Benefits, Admin

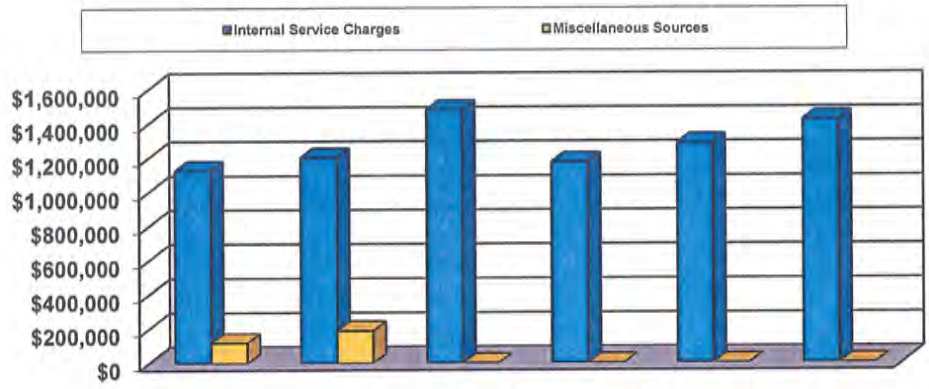
PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Benefits Administrator*	0	0	0	0	0	0.5
Benefits Assistant*	0	0	0	0	0	0.5
TOTAL BUDGETED POSITIONS	**0**	**0**	**0**	**0**	**0**	**1**

Positions Split with Human Resources

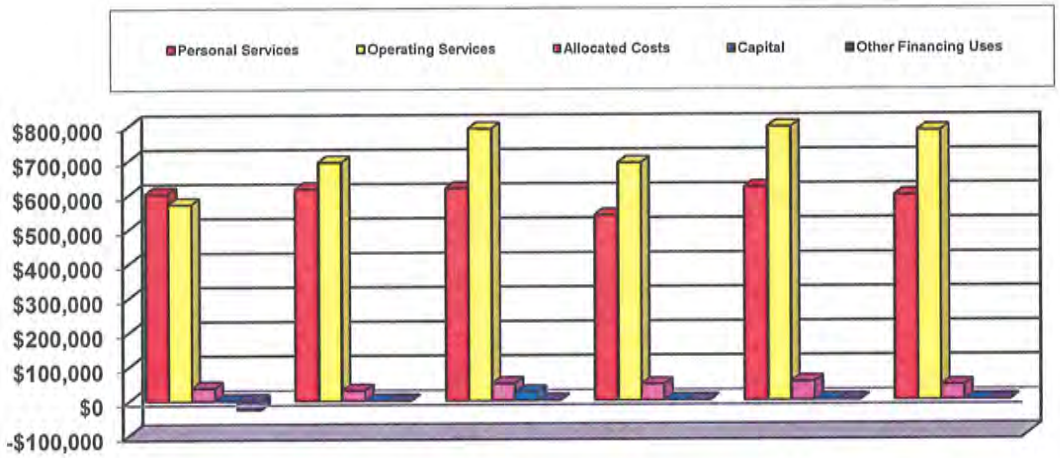
FLEET MAINTENANCE FUND

FLEET MAINTENANCE FUND
REVENUE



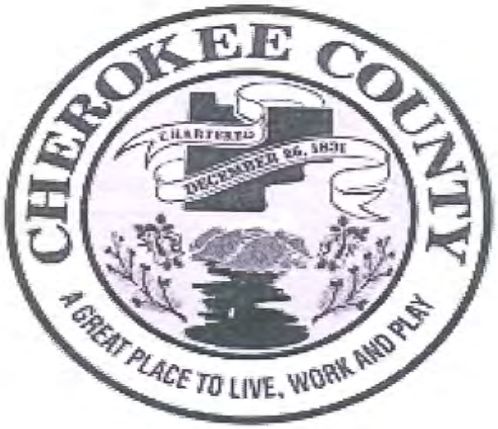
	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Internal Service Charges	$1,124,876	$1,201,955	$1,480,560	$1,175,337	$1,283,336	$1,421,527
Miscellaneous Sources	$119,479	$188,991	$0	$0	$0	$0
Total Budget	$1,244,355	$1,390,946	$1,480,560	$1,175,337	$1,283,336	$1,421,527
Change Over Prior Year	---	11.78%	6.44%	---	-7.74%	-3.99%

EXPENDITURES



	FY08 Actual	FY09 Actual	FY10 Budget	FY10 As of 11/30	FY10 Run Rate	FY11 Budget
Personal Services	$603,550	$616,096	$617,203	$538,827	$619,889	$595,527
Operating Services	$571,997	$693,494	$790,130	$690,368	$794,228	$783,272
Allocated Costs	$37,612	$29,991	$48,927	$47,088	$54,172	$42,728
Capital	0	0	$25,000	0	0	0
Other Financing Uses	-$25,250	0	0	0	0	0
Total Budget	$1,187,908	$1,339,580	$1,481,260	$1,276,283	$1,468,290	$1,421,527
Change Over Prior Year	---	12.77%	10.58%	---	9.61%	-4.03%

ESTIMATED FUND BALANCE AS OF 11/30/10: $29,280



FLEET SERVICES
2011 GOALS AND OBJECTIVES

Goal 1: Maintain County Fleet In A Cost Effective Manner

Current State – Where Are We Now?

- Requesting competitive pricing on parts.
- Requesting bids on larger repairs.
- Repairing transmissions and rear differentials in house when possible.
- Conferring with Department Heads when older/high mileage vehicles are in the shop that require costly repairs to see if he/she wants to go ahead with the repair or surplus the vehicle.

Future State – What Does Success Look Like?

- Lower prices on parts currently used.
- Control cost of large repairs by getting bids and knowing what out of pocket expense will be ahead of time.
- Transmissions purchased directly from Ford that have a longer warranty than when the work was outsourced.
- Save on labor by installing transmissions in house.
- Save on labor by rebuilding rear differentials in house.

Implementation Plan – Steps to Achieve Success?

- Use internet and call local vendors to get competitive pricing on parts.
- Call and receive bids from specialty repair shops for large repairs that need to be outsourced.
- Buy transmissions and parts for rear differentials directly from Ford.

Metrics – How Do We Know When We Achieved the Goal?

- Maintaining a lower parts inventory dollar amount.
- Completing large repairs efficiently while spending minimal money.
- Saving money in parts and on labor by completing repairs in house.
- Better warranty coverage by completing repairs in house.

Goal 2: Keep Fleet Downtime To A Minimum

Current State – Where Are We Now?

- Complete a checklist when a vehicle comes in for service.
- Complete as many repairs in house as possible.
- Keep commonly used parts in stock as needed.
- Be proactive when servicing a vehicle.

Future State – What Does Success Look Like?

- Using a checklist to streamline the service process. This gets the vehicle back on the road in a timely manner.
- Completing transmission repairs in house and set time table for service. Don't have to rely on vendors' schedule.
- Keeping commonly used parts in stock. Don't have to wait for deliveries.
- Being proactive and trying to keep the older vehicles on the road instead of in the shop.
- Keeping repair costs down by trying to prevent multi-system failures.

Implementation Plan – Steps to Achieve Success?

- When a vehicle comes in for service use a very detailed check list that ensures all components and fluids are looked at and at specs.
- Replace transmissions in house when possible. This controls the time it takes to complete the job.
- Maintain a computer system that sets minimum stocked quantities for parts inventory. When that minimum is reached it notifies the Parts Manger to reorder.
- Due to the age of the fleet (2003 squads over 200,000 miles); examine all components.

Metrics – How Do We Know When We Achieved the Goal?

- When a vehicle is serviced efficiently and back on the road in an acceptable time.
- When a repair is done quickly and efficiently.
- When a vehicle that is in the shop for repair is back on the road without waiting for parts to be delivered.
- Downtime and costs on older vehicles stays to a minimum.

CHEROKEE COUNTY
ANNUAL OPERATING BUDGET FY2011

FLEET MAINTENANCE FUND

AGENCY: Public Works **DIVISION: Fleet Maintenance, Admin**

EXPENDITURE DETAIL

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Regular Employees	463,930	472,317	478,990	411,930	473,902	448,477
Overtime	17,199	16,333	15,000	13,415	15,434	20,000
Group Insurance - Health	47,398	52,094	50,960	50,286	57,851	56,178
Group Insurance - Life	2,332	2,200	1,683	1,108	1,275	1,199
Group Insurance - Dental	1,991	1,980	1,864	1,865	2,146	2,769
Group Insurance - LT Disab.	1,716	1,932	2,400	1,898	2,184	2,583
Group Insurance - ST Disab.	880	803	536	531	611	373
Social Security	28,028	28,193	28,067	24,823	28,557	29,046
Medicare	6,555	6,594	6,569	5,806	6,679	6,793
Defined Benefit Plan	33,521	33,650	31,134	27,163	31,250	28,109
Total Personal Services	**603,550**	**616,096**	**617,203**	**538,827**	**619,889**	**595,527**
Professional	82	467	0	241	278	500
Technical	2,864	2,490	7,675	2,434	2,800	4,500
F onemental Disposal	0	0	0	0	0	9,472
Repairs and Maintenance	1,500	6,860	3,000	836	962	3,000
Vehicle Maintenance	10,825	17,347	15,000	13,230	15,220	15,000
Rental of Equipment & Vehicles	1,190	1,617	2,300	1,238	1,424	2,300
Communications	8,103	9,424	11,080	8,460	9,733	10,000
Postage	506	507	600	255	294	600
Travel	0	227	400	0	0	100
Dues and Fees	0	18	1,025	0	0	500
Education & Training	2,758	1,782	8,000	556	640	2,000
Automotive Services O/S Fleet	350	0	0	0	0	0
General Supplies and Materials	5,242	7,062	8,000	4,572	5,260	7,000
Automotive Supplies	472,697	571,142	700,000	635,940	731,613	700,000
Gasoline	9,712	6,389	8,000	7,361	8,469	9,000
Small Equipment	9,783	11,043	12,750	7,602	8,745	10,000
Non-Asset Computer Equipment	4,422	6,314	3,000	1,875	2,157	0
Other Supplies	7,742	11,736	9,300	5,767	6,635	9,300
Depreciation-Expense	34,221	39,069	0	0	0	0
Total Operating Services	**571,997**	**693,494**	**790,130**	**690,368**	**794,228**	**783,272**

FLEET MAINTENANCE FUND

AGENCY: Public Works **DIVISION: Fleet Maintenance, Admin**

EXPENDITURE DETAIL (CON'T)

Category	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Unemployment Insurance	0	0	1,213	0	0	0
Workers Compensation	0	0	6,064	13,218	15,207	5,227
Disposal (e.g. Garbage Pic)	5,470	7,566	9,200	5,382	6,192	528
Custodial	0	0	0	0	0	4,416
Insurance, Other Benefits	7,000	0	7,000	5,395	6,206	2,457
Water/Sewerage	1,080	599	1,200	556	639	800
Natural Gas	9,195	9,158	12,000	8,494	9,772	14,500
Electricity	14,868	12,668	12,250	14,043	16,155	14,800
Total Allocated Costs	**37,612**	**29,991**	**48,927**	**47,088**	**54,172**	**42,728**
Site Improvements	0	0	25,000	0	0	0
Total Capital Outlays	**0**	**0**	**25,000**	**0**	**0**	**0**
Transfers to General Fund	(25,250)	0	0	0	0	0
Total Other Financing Uses	**(25,250)**	**0**	**0**	**0**	**0**	**0**
TOTAL ANNUAL BUDGET	**1,187,908**	**1,339,580**	**1,481,260**	**1,276,283**	**1,468,290**	**1,421,527**

PERSONNEL DETAIL

Title	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Mechanic I	3	1	1	1	1	1
Mechanic II	4	7	7	7	7	6
Mechanic III	2	2	2	2	2	2
TOTAL BUDGETED POSITIONS	11	12	12	12	12	11

BUDGET HISTORY

EXPENDITURE BUDGET HISTORY

	Actual FY08	Actual FY09	Budget FY10	As of 11/30 FY10	Run Rate FY10	Budget FY11
General Fund						
Personal Services	38,649,527	38,123,718	36,373,475	31,205,997	35,900,689	35,296,045
Operating Services	19,093,846	17,545,777	16,829,081	13,643,075	15,583,920	14,851,697
Capital Projects	1,916,022	948,242	304,314	86,188	99,154	78,300
Other Financing Uses	3,798,397	2,465,370	2,579,310	2,267,521	2,541,810	2,659,231
Total General Fund	**63,457,793**	**59,083,107**	**56,086,180**	**47,202,781**	**54,125,572**	**52,885,273**
Economic Development Fund						
Personal Services	6,717	0	0	0	0	0
Operating Services	452,340	472,814	506,374	477,880	506,374	500,566
Debt Service	808,833	2,253,219	2,234,078	773,213	2,244,410	1,874,081
Total Econ Development Fund	**1,267,890**	**2,726,032**	**2,740,452**	**1,251,093**	**2,750,784**	**2,374,647**
General Administration Fund						
Allocated Costs	0	0	1,793,395	2,082,100	2,395,336	2,088,479
Total General Admin Fund	**0**	**0**	**1,793,395**	**2,082,100**	**2,395,336**	**2,088,479**
Special Revenue Funds						
Personal Services	25,463,584	25,901,458	26,795,921	22,592,501	25,970,500	25,341,568
Operating Services	12,172,022	8,680,619	13,770,819	6,668,878	8,375,427	10,217,085
Allocated Costs	1,196,202	1,286,128	1,375,544	1,519,647	1,748,266	2,281,808
Capital Projects	2,672,289	2,755,718	4,008,501	822,654	1,375,496	2,136,985
Other Financing Uses	1,615,182	2,456,699	1,806,196	1,240,854	1,354,867	592,978
Total Special Revenue Funds	**43,119,279**	**41,080,622**	**47,756,980**	**32,844,534**	**38,824,557**	**40,570,424**
Capital Funds						
Personal Services	0	48,772	162,636	142,680	164,145	214,347
Operating Services	0	13,438	3,717,564	13,745	15,813	32,600
Allocated Costs	0	0	0	0	0	285
Debt Service	0	496,642	0	134,204	134,204	0
Capital Projects	39,617,524	47,242,696	53,753,542	37,305,881	42,952,802	47,624,275
Total Capital Funds	**39,617,524**	**47,801,549**	**57,633,742**	**37,596,510**	**43,266,964**	**47,871,507**
Debt Service Funds						
Debt Service	8,321,126	9,668,656	13,479,790	12,265,055	13,481,198	13,709,608
Total Debt Service Funds	**8,321,126**	**9,668,656**	**13,479,790**	**12,265,055**	**13,481,198**	**13,709,608**
Conference Center Fund						
Personal Services	0	1,756	26,300	0	0	0
Operating Services	1,327	119,582	161,200	151,720	174,545	237,300
Allocated Costs	0	40,929	40,000	50,306	57,874	85,401
Total Conference Center Fund	**1,327**	**162,268**	**227,500**	**202,026**	**232,419**	**322,701**
Emergency Medical Fund						
Personal Services	2,803,355	2,900,749	2,953,892	2,428,428	2,793,767	2,988,174
Operating Services	3,175,886	4,194,910	3,898,643	3,967,342	4,564,199	4,900,939
Allocated Costs	70,562	71,984	75,533	119,310	137,260	84,038
Debt Service	10,049	0	0	0	0	0
Capital Projects	0	0	20,000	0	0	0
Other Financing Uses	50,000	50,000	0	0	0	0
Total Emer Medical Fund	**6,109,851**	**7,217,642**	**6,948,068**	**6,515,081**	**7,495,226**	**7,973,151**
Insurance and Benefits Fund						
Personal Services	7,301,797	8,468,917	7,012,634	7,920,751	9,112,368	9,018,639
Operating Services	265,553	1,092,399	965,761	1,016,300	1,169,195	1,050,444
Total Ins & Benefits Fund	**7,567,350**	**9,561,316**	**7,978,395**	**8,937,051**	**10,281,563**	**10,069,083**
Fleet Maintenance Fund						
Personal Services	603,550	616,096	617,203	538,827	619,889	595,527
Operating Services	571,997	693,494	790,130	690,368	794,228	783,272
Allocated Costs	37,612	29,991	48,927	47,088	54,172	42,728
Capital Projects	0	0	25,000	0	0	0
Other Financing Uses	(25,250)	0	0	0	0	0
Total Fleet Maintenance Fund	**1,187,908**	**1,339,580**	**1,481,260**	**1,276,283**	**1,468,290**	**1,421,527**
GRAND TOTAL	**$170,650,049**	**$178,640,772**	**$196,125,763**	**$150,172,513**	**$174,321,909**	**$179,286,400**

PERSONNEL POSITION SUMMARY

FUND	Actual FY08	Actual FY09	Budget FY10	Budget FY11
General Fund				
General Services	84	85	84	79
Commissioners	5	5	5	5
Human Resources	4	4	5	4
Information Technology Systems	12	12	12	12
Office of Financial Management & Budget	11	10	10	10
Judicial Services	168	169	171	167
Law Enforcement	415	415	413	402
County Marshall	6	6	6	6
Community Development	20	16	4	4
Public Works	7	9	9	9
Community Services	7	5	7	6
Total General Fund	**739**	**736**	**726**	**704**
Special Revenue Funds				
Emergency 911 Telephone Fund	65	65	65	58
Senior Services Fund	21	21	21	21
Parks & Recreation Fund	31	29	29	27.75
Insurance Premium Fund	119	115	124	78.5
Transportation Fund	16	16	16	16
Multiple Grant Fund	13.5	17.5	14.5	7.5
CDBG Fund	0	3	3	2.5
Animal Services Fund	18	18	18	17
Victim Witness Fund	3	2	2	2
DUI Court Fund	2.5	2.5	2.5	2.5
Fire District Fund	284.0	264.0	264.0	243.5
Total Special Revenue Funds	**573**	**553**	**559**	**476.25**
Capital Funds				
Recreation Capital Construction Fund	0	2	2	3.75
SPLOST Fund	7	7	7	38
Total Capital Funds	**7**	**9**	**9**	**41.75**
Enterprise				
Emergency Medical Fund	55	55	55	55
Total Enterprise	**55**	**55**	**55**	**55**
Internal Services				
Insurance and Benefits Fund	0	0	0	1
Fleet Maintenance Fund	11	12	12	11
Total Internal Services	**11**	**12**	**12**	**12**
GRAND TOTAL	**1,385**	**1,365**	**1,361**	**1,289**

Note: Table includes regular full time and part time positions but does not include temporary or seasonal positions.

GLOSSARY

GLOSSARY OF TERMS

Accounting Period: A period at the end of which and for which financial statements are prepared.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

ADA: Americans with Disabilities Act – a federal mandate requiring the removal of physical barriers and the addition of improvements to ensure that all physically challenged individuals have equal access to government programs, services and buildings.

Adopted Budget: Appropriation of funds approved by the Board of Commissioners at the beginning of each fiscal year.

Allocation: A sum of money set aside for a specific purpose.

Animal Care Services Fund: A special revenue fund to finance the operations of the animal shelter.

Annexation: The legal incorporation of portions of unincorporated Cherokee county into one of Cherokee's municipalities. This expansion of city boundaries must be approved by the city's mayor and council, and is normally at the request of the property owners.

Annual Budget: A budget applicable to a single fiscal year.

Appropriation: A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be used.

ARC: Atlanta Regional Commission – the regional planning and intergovernmental coordination agency for the ten-county Atlanta metropolitan area.

Assessed Value: A valuation set upon real assets or other property by a government as a basis for levying taxes.

Assessment: The process of making the official valuation of property for the purposes of taxation.

Assets: Resources owned or held by governments which have monetary value.

BOC: Board of Commissioners – the elected five member governing body of Cherokee County. Consists of a Chairman elected at-large, and four Commissioners elected from each of four county districts.

Bond: A certificate of debt issued by a government to finance a capital expenditure or other liabilities in which payment of the original investment plus interest is guaranteed by a specified future date.

Bond Rating: A system of appraising and rating the investment value of individual bond issues.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single year. The term budget is used in

two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

Budget Amendment: A change in an amount in any budget line during the fiscal year.

Budget Calendar: The schedule of key dates which the County follows in the preparation, adoption and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of two parts. The first part contains a message from the budget-making authority, together with a summary of proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years actual revenues, expenditures and other data used in making the estimates. In addition to the budget document, an appropriation ordinance will be necessary to put the budget into effect.

Budget Message: A general discussion of the proposed budget presented in writing to the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

Budget Resolution or Ordinance: The official enactment by the Board of Commissioners authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

Budgetary Accounts: Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

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

CAFR: Comprehensive Annual Financial Report – a report compiled annually which provides detailed information on an organization's financial status.

Capital Assets: Property and equipment with a unit value of $5,000 or more an estimated useful life of two years or more. Capital Assets can also be referred to as Fixed Assets.

Capital Budget: A financial plan of proposed capital expenditures and the means of financing them.

Capital Equipment Reserve Fund: A governmental fund used to account for the financial resources used for the

acquisition and construction of major capital items and facilities.

Capital Improvement Program (CIP): A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset.

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities.

Cash Basis: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Flow: A schedule reflecting projected cash receipts and disbursements to aid in determining seasonal and long-term borrowing needs and investment policy.

CDBG: Community Development Block Grant – a federally funded program designed to assist low income residents.

Community Development Block Grant Fund: a fund established to account for the federal CDBG funds received by the County.

Conference Center Fund: a fund established to account for the activities of the Northside Cherokee Conference Center.

Confiscated Assets Fund: A fund to account for confiscated cash seizures by Cherokee County Law Enforcement from drug related crimes.

Continuing Appropriations: An appropriation which once established, is automatically renewed without further legislative action, period after period, until altered, revoked or expended.

CRPA: Cherokee Recreation and Parks Agency.

DA's Condemnation Fund: A fund to account for confiscations by the Cherokee County District Attorney's Office.

DATE Fund: A special revenue fund to finance drug abuse training education programs within the County.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: Expenditure providing for the repayment of principal and interest on County long-term obligations.

Debt Service Fund: A fund established to account for the accumulation of resources for, and the payment of, general long-term principal and interest.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Deficit: The excess of expenditures over revenues during an accounting period.

Disbursement: Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure.

Double Entry: A system of bookkeeping which requires an entry to the debit side of an account or accounts for the corresponding amount or amounts of the entry to the credit side of another account or accounts.

DUI Court Fund: A fund to finance a DUI/Drug Court in support of the State Court.

Emergency Medical Services (EMS) Fund: An enterprise fund to account for the operation of the Cherokee County ambulance service.

Emergency Telephone System Fund: A special revenue fund to finance the operation and maintenance of the county Emergency 911 system within the County.

Encumbrance: Commitments for unperformed contracts for gods or services.

Enterprise Fund: A fund established 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 of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures: Decreases in net current assets. Expenditures include debt service, capital outlays, and those current-operating costs which require the use of current assets. The difference between expenditure and an expense is a difference in what is being measured. Expenditures measure current outlays, while expenses measure total costs.

Expenses: Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of the related expenditures.

Fines and Forfeitures: Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

Fire District Fund: A special revenue fund to finance the operations of County Fire Services and Emergency Management Agency.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. Cherokee County's fiscal year begins on January 1 and ends on December 31.

Fixed Assets: Assets which are intended to be held or used for a long term, such as land, buildings, improvements, machinery and equipment. In common usage, the term refers only to operating facilities and equipment, not to long-term investments and other non-current assets.

Fleet Maintenance Fund: An internal service fund to finance the maintenance

and operation of equipment used by Roads and Bridges Department and other departments.

Fringe Benefits: Payments made by the County to cover pensions, health insurance, life insurance, Medicare tax, worker's compensation and other benefits to County employees.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The fund equity of governmental funds and trust funds.

GAAP: Generally Accepted Accounting Principles – uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

GASB: Governmental Account Standards Board – the authoritative accounting and financial reporting standard-setting body for government entities.

GASB 43: Passed by the Governmental Standard's Board in June 1999, this statement establishes a new framework for the financial reports of state and local governments. This new financial reporting model represents the biggest single change in the history of governmental accounting and financial reporting.

General Fund: The fund used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Method of raising funds for long-term capital financing. The State of Georgia requires approval by referendum and the debt ceiling is ten percent of the assessed value of all taxable property.

General Property Taxes: Taxes levied on all property located in or owned by the citizens of Cherokee County.

Goals: Broad aims of the County and/or departments toward which programs, projects and services are directed.

Governmental Fund Types: Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds. The measurement focus in these fund types is on the determination of financial position rather than on net income determination. Under current GAAP, there are four governmental fund types:

general, special revenue, debt service and capital projects.

Grants: External contributions or gifts of cash or other assets to be used or expended for a specified purpose, activity, or facility.

Green Space: Land which is left undeveloped by private citizens or the county.

HOME: Home Investment Partnership Act Grant.

Homestead Exemption: A tax relief whereby state law permits local governments to exempt a fixed dollar amount of the appraised value of the qualifying residential property from taxation.

Hotel/Motel Tax Fund: A special revenue fund to finance tourism and marketing programs within the County.

Impact Fee Fund: A special revenue fund to account for monies collected from new development based on that development's fair share of the cost to provide additional facilities in the following categories – public roads, libraries, public safety, fire protection, and parks.

Infrastructure: The basic facilities, equipment, and installations needed for the function of a system or organization (e.g. roads, bridges, water/sewer lines, public buildings).

Insurance Fund: An internal service fund to finance automobile and personal liability insurance.

Insurance Premium Fund: A fund to finance various departments with revenue from insurance premium taxes. Departments included in this fund are Planning and Zoning, roads and Bridges, Stormwater Maintenance, Stormwater Engineering, Engineering, Engineering Development, Conservation Administration, Environmental Health, and Code Enforcement.

Intangible Property: A category of personal property that includes stocks, taxable bonds and cash.

Interfund Transfers: Interfund transfers are a type of interfund transaction. There are two types of interfund transfers: Residual Equity Transfers and Operating Transfers. Both types involve the permanent movement of resources between funds. For any one transaction, the transfer-in and the transfer-out must be classified in the same way, so that the total operating transfers-in for the entire county equal the total transfers-out and the total residual equity transfers-in equal the total residual equity transfers-out.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Fund: A proprietary fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

Jail Fund: A special revenue fund to finance the maintenance of the Cherokee County Jail Facility.

LARP: Landscape Architecture and Regional Planning

Law Library Fund: A special revenue fund to assist in financing the County Law Library.

LGIP: Local Government Investment Pool.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

Licenses & Permits: Fees collected for the issuance of licenses and permits such as business licenses, building and sign permits.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Millage Rate: The property tax rate which is set by the Board of Commissioners.

Miscellaneous Revenue: All revenue received not otherwise classified into line item.

Mission Statement: Statement of what the County does and why and for whom it does it. A statement of purpose. Also applies to departments within the County.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability in incurred except for: (1) prepaid insurance and similar items which need not be reported; (2) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but fir which larger-than-normal accumulations must be disclosed in the notes to the financial statements; and (3) principal and interest on long-term debt which are generally recognized when due. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Motor Vehicle Tax: Taxes levied on vehicles designed primarily for use upon public roads.

Multiple Grant Fund: A special revenue fund to account for various grants provided to the County from state and federal agencies for specific purposes.

OCGA: Official Code of Georgia Annotated – Georgia Law as enacted by the Georgia Legislature.

Open Records Act: A legislative act which authorizes public access to certain records classified as public information.

Operating Budget: The portion of the County budget pertaining to daily operations that provide basic services. The operating budget contains appropriations for such expenditures as

salaries, fringe benefits, commodities, goods and services.

Operating Expenditures: Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

Operating Services: Expenditures for goods and services which primarily benefit the current period and are not defined as capital or personal services.

Operating Transfers: Interfund transfers that are often the interfund equivalent of operating subsidies. As such, their purpose is to support the normal level of operations in the recipient fund.

Ordinance: See "Budget Resolution or Ordinance"

Other Financing Sources: Non-operating revenue received used to assist with county operations such as insurance recoveries, gift/donations, and the sale of surplus fixed assets.

Other Taxes: Taxes collected as authorized by Georgia Law or County Ordinance such as sales tax, beer tax, and hotel-motel tax.

Parks and Recreation Fund: A fund to finance the day to day operations of the Cherokee Recreation and Parks Agency (CRPA).

Penalties & Interest: Fees collected for violations or delinquent payments.

Personal Property: Mobile property not attached to real estate, including tangible property (furniture, equipment, inventory, and vehicles) and intangible property (stocks, taxable bonds, and cash).

Personal Services: Expenses for salaries, wages, overtime, standby pay, worker's compensation, health/life insurance, and retirement employee benefits.

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification is used to account for a government's ongoing organizations and activities that are similar to those often in the private sector.

Real Property: Immobile property such as land, natural resources above and below the ground, and fixed improvements to land.

Recreation Capital Construction Fund: a fund established to account for the proceeds from bonds issued for Parks and Recreation.

Reserves: Appropriations of funds set aside to cover unanticipated or contingent expenses, shortfalls in revenues and special trusts.

Residual Equity Transfers: Interfund transfers which are nonrecurring or non-routine transfers of equity between funds.

Resolution: See "Budget Resolution or Ordinance"

Resource Recovery Development Fund: a fund to account for the activities

of the Resource Recovery Development Authority of Cherokee County.

Revenues: (1) Increases in governmental fund type net current assets other than expenditure refunds and residual equity transfers. (2) Increases in proprietary fund type net total assets from sources other than expense refunds, capital contributions, and residual equity transfers.

Revenue Bond: A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

RFP: Request for Proposal – document requesting vendors to respond with a proposal for a specific project or service outlined in the request.

Sales Tax Bond Fund (Series 2000 G.O. Bonds) – A debt service fund to account for redemption of bonds which were used to provide funds to construct a new jail and public safety facility.

Senior Care Services Fund: A special revenue fund to finance the operations of the senior center.

Sheriff's Commissary Fund: A fund to account for the proceeds of jail inmate commissary sales.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose.

SPLOST: Special Purpose Local Option Sales Tax – a sales tax imposed in the county for a predetermined period to be used for a specific purpose. A SPLOST must be approved by the citizens of the county through a majority vote.

SPLOST Fund III: A capital projects fund to account for acquisitions and installation of roads, bridges, and five multi-use community centers within Cherokee County.

SPLOST Fund IV: A capital projects fund to account for the proceeds of special one percent sales tax levy approved in 2000 for a period of five years. The proceeds of this special tax are designated for a County jail, acquisition, construction and installation of roads, bridges and sidewalks, A County library, park facilities, acquisition of greenspace, and construction of an animal shelter.

SPLOST Fund V: A capital projects fund to account for the proceeds of special one percent sales tax levy approved in 2005 for a period of five years. The proceeds of this special tax are designated for an Administration Building/Conference Center, acquisition, construction and installation of roads, bridges, and sidewalks, park facilities, a Driver's License Facility, Airport expansion and a Children's Shelter.

SWAT: Special Weapons and Tactics – a highly trained, physically elite police unit which responds to critical incidents (i.e. civil disorders, hostage situations), assists in the service of high-risk warrants or arrest scenes, and participates in dignitary protection details.

Tangible Property: Category of personal property that has physical form and substance such as furniture, equipment, and inventory.

Tax Digest: A listing of property owners within the county, their property's assessed value, and the amount of taxes due.

Tax Exemption: Immunity from the obligation of paying taxes in whole or in part.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for assessments. Neither does the term include charges for services rendered only to those who pay, for example, sewer service charges.

Transportation Fund: A fund to finance the operation of local transportation programs.

Unencumbered Appropriation: That portion of an appropriation not yet expended or encumbered.

Victim Assistance Fund: A special revenue fund to finance victim assistance programs within Cherokee County, including, but not limited to: District Attorney's Family Court Office, CASA, Family Violence Center, and Anna Crawford Children's Center.