COLUMBIA COUNTY
GEORGIA



Annual Budget

Columbia County, Georgia
Fiscal Year Ending June 30, 2011







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COLUMBIA COUNTY BOARD OF COMMISSIONERS



L to R: District 1 Commissioner Ron Thigpen, District 2 Commissioner Trey Allen, County-wide Chairman Ron Cross, District 3 Commissioner Charles Allen, and District 4 Commissioner Bill Morris

The Board of Commissioners seeks to provide the necessary county services in the most cost-efficient and effective manner and to provide the foundation and guidelines necessary for the future prosperity of Columbia County. Each Commissioner is chairman over a committee which provides the conduit for information and business to be conducted between the various County departments and the Board of Commissioners.

The Board of Commissioners typically meets the first and third Tuesday of every month at 6 PM in the Auditorium of Building A at the Evans Government Center. Commission meetings are on the County's **website (columbiacountyga.gov)** and are broadcast on WBEK (Comcast channel 103 or Knology channel 96) on Saturday at 10 AM.

Ron C. Cross
Chairman
Term: 2011-2014



Member:
Community Emergency Services Committee
Management Financial Services Committee
Development Services Committee
Public Works Services Committee

The County-wide elected Chairman conducts all Board of Commission (BOC) meetings, prepares and presents the BOC agenda, and appoints Commission members for each BOC standing committee. He also represents the County at all official functions, executes all contracts and agreements, and is a voting member of each of the four standing committees. Ron has completed the County Commissioner Training Program and the Certified Commissioners Advance Program by the Association County Commissioners of Georgia (ACCG) and the University of Georgia (UGA).

Ron Thigpen
Vice Chair
Term: 2011-2014
District 1



Ron has served as the Chairman of the Development Authority. He completed the County Commissioner Training Program by the ACCG and UGA and is currently pursuing the Certified Commissioners Advanced Program.

Chair: Management and Financial Services Committee
Vice Chair: Development Services Committee

Trey Allen
Term: 2009-2012
District 2



Trey completed the County Commissioner Training Program by the ACCG and UGA and is currently pursuing the Certified Commissioners Advanced Program.

Chair: Development Services Committee
Vice Chair: Management and Financial Services Committee



J. Charles Allen, Jr.
Term: 2009-2012
District 3

Charles completed the County Commissioner Training Program by the ACCG and UGA and is currently pursuing the Certified Commissioners Advanced Program.

Chair: Community and Emergency Services Committee
Vice Chair: Public Works Services Committee



Bill Morris
Term: 2011-2014
District 4

Bill retired from the Columbia County Board of Education and is pursuing the County Commissioner Training Program by the ACCG and UGA.

Chair: Public Works Services Committee
Vice Chair: Community and Emergency Services Committee



Vision – To be recognized as a world-class community and local government.

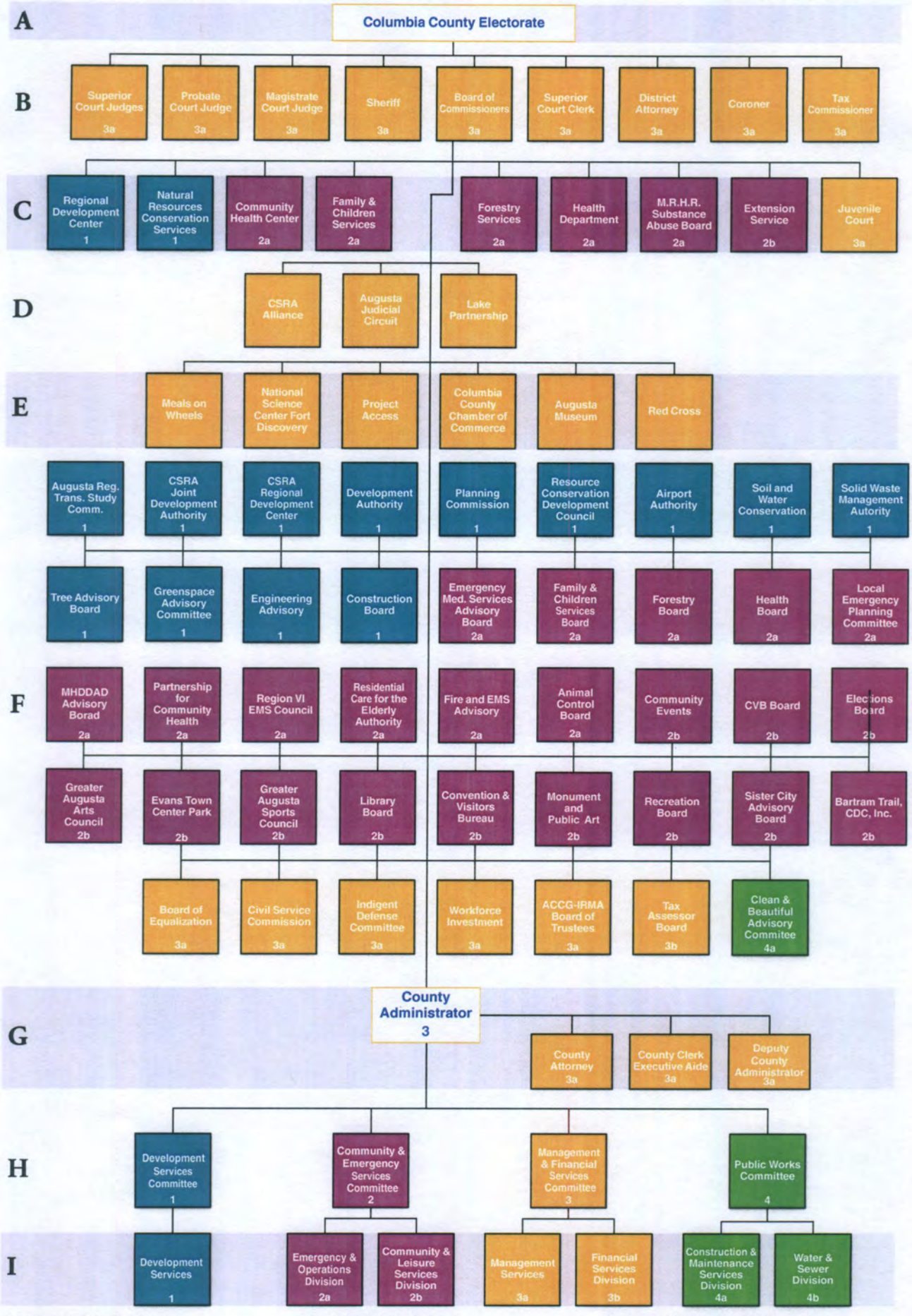
Mission – To provide efficient and cost-effective essential services in a professional manner.

Values – To maintain the highest level of ethical and performance standards.

Pledge – We will serve as responsible stewards of public assets, interests, and trust.

FY 2011/12 PRIORITIES, OBJECTIVES, AND INITIATIVES

1. Balance budget with no reduction in services and lower the millage rate.
2. Complete Broadband construction ($18 million Stimulus project) and begin marketing of towers/fiber.
3. Finish the design and right-of-way for the $39 million Washington Road widening project.
4. Continue cost-savings initiatives such as the Management Review Team to reduce costs and promote projects/programs that increase sales tax so the County can become less dependent on property taxes.
5. Educate the citizens on the upcoming regional T-SPLOST referendum in the summer of 2012. Passing of this referendum could greatly lower the County's cost share of future large transportation projects.
6. Strive to complete all capital improvement projects funded by SPLOST and bonds on time and under budget.
7. Open a fire station to cover citizens south of I-20 and coordinate with fire department to transfer deeds for the remaining fire stations to the County.
8. Complete and open the new consolidated Health Department building, Animal Services facility, Building C expansion, Recycle Center at Riverside Park, Fleet facility, Maintenance/Broadband building, and Evans Towne Center Park.
9. Finish and open Family Y/Event Center at the Gateway as well as the Gateway Blvd Extension.
10. Finalize plans for independent library system.



A. Citizens of Columbia County
B. Elected and Consitutional Officials
C. State supported services and organizations
D. Regional Partnerships
E. Local Partnerships
F. County Boards and Authorities
G. County Administrator and direct reports
H. Committees that report to the Board of Commision
I. County Divisions

COLUMBIA COUNTY, GEORGIA
PRINCIPAL OFFICIALS
September 1, 2011

ELECTED OFFICIALS

BOARD OF COMMISSIONERS

Ron C. Cross, Chairman
Ronald L. Thigpen, Vice Chairman, District 1

District 2	James E. Allen, III
District 3	J. Charles Allen, Jr.
District 4	William D. Morris

CONSTITUTIONAL OFFICERS

Tax Commissioner	Kay Allen
Clerk of Court	Cindy Mason
Magistrate Court Judge	Bobby Christine
Probate Court Judge	Alice Padgett
Sheriff	Clay Whittle
Coroner	Vernon Collins

APPOINTED OFFICIALS

County Administrator	Scott Johnson
Deputy County Administrator	Vacant
Director of Financial Services	Leanne C. Reece
Director of Development Services	Richard Harmon
Director of Community and Leisure Services	Barry Smith
Director of Water and Sewerage Services	William C. Clayton
Director of Construction and Maintenance Services	Matt Schlachter
Director of Emergency Services	Pamela P. Tucker
County Clerk	Erin Hall
County Attorney	Douglas D. Batchelor, Jr.

RESOLUTION NO. 11-922

RESOLUTION OF THE BOARD OF COMMISSIONERS OF COLUMBIA COUNTY, GEORGIA ADOPTING AN ANNUAL BALANCED BUDGET FOR ALL FUNDS USED BY COLUMBIA COUNTY, GEORGIA FOR FISCAL YEAR 2011/2012

THIS RESOLUTION adopted by the Board of Commissioners of Columbia County, Georgia (the "Board").

WHEREAS, it is the duty of the Board to adopt and operate under an annual balanced budget for the general fund, each special revenue fund, and each debt service fund in use by the local government pursuant to Section 36-81-3(b)(1) of the Official Code of Georgia Annotated ("O.C.G.A."); and

WHEREAS, nothing shall preclude a local government from adopting a budget for any funds used by the local government in addition to those specifically identified, including enterprise funds and internal service funds; and

WHEREAS, the Board has determined the legal level of budgetary control to be the department level and has approved budgetary policies as outlined in Section 601.1 of the *Columbia County Comprehensive Policy* manual; and

WHEREAS, a notice of a public hearing was published in the Columbia News Times, a newspaper of general circulation throughout Columbia County (the "Newspaper") at least one (1) week prior to the public hearing that was held on the proposed budget, which public hearing was held on May 3, 2011, at least one week prior to the meeting of the Board at which adoption of the budget resolution was considered, all as required by Section 36-81-5(f) and (g) O.C.G.A.; and

WHEREAS, a report of the proposed budget was published in the Newspaper at least one week prior to the adoption of this Resolution, as required by Section 36-81-6(a) O.C.G.A.

NOW, THEREFORE, BE IT RESOLVED by the Board and it is hereby resolved by authority of same as follows:

Section 1. **Adoption of Annual Balanced Budget for Fiscal Year 2011/2012.** The annual balanced budget for Fiscal Year 2011/2012 for all funds of Columbia County, GA, in the form attached hereto and made a part hereof as Attachment A is hereby adopted. Nothing shall preclude the Board from amending this budget so as to adapt to changing governmental needs during said Fiscal Year.

Section 2. **Fiscal Year**. The Fiscal Year for Columbia County, GA, shall be July 1, 2011 through June 30, 2012.

Section 3. **Effective Date**. This Resolution shall be effective upon its adoption.

Resolution adopted June 7, 2011.

BOARD OF COMMISSIONERS
COLUMBIA COUNTY, GEORGIA

Ron C. Cross, Chairman

Ronald L. Thigpen, Vice-Chairman

Charles Allen, Jr., Commissioner

James E. Allen, III, Commissioner

William D. Morris, Commissioner

CLERK'S CERTIFICATE

I, Charlene R. Sharkey, Deputy Clerk of the Board of Commissioners of Columbia County, Georgia, (the "Board") **DO HEREBY CERTIFY** that the foregoing pages of typewritten matter constitute a true and correct copy of a resolution, passed by the Board of Commissioners at a regular meeting of the Board of Commissioners duly held on June 7, 2011 at 6:00 p.m., open to the public and in which a quorum was present and acting throughout, and that the original of said Resolution appears of record in the Resolution Book of the Board, which is in the custody and control of Erin E. Hall, Clerk of the Board of Commissioners of Columbia County, Georgia.

Given under my hand and seal of the Board, this 7th day of June, 2011.

Charlene R Sharkey

DEPUTY CLERK, BOARD OF COMMISSIONERS OF COLUMBIA COUNTY, GEORGIA

[COUNTY SEAL]

ATTACHMENT A
BUDGET SUMMARY

	REVENUES				EXPENDITURES			
	2011 ORIGINAL	2011 REVISED	2012 PROPOSED	PCT CHANGE	2011 ORIGINAL	2011 REVISED	2012 PROPOSED	PCT CHANGE
GENERAL FUND	$ 54,123,958.00	$ 54,123,958.00	$55,126,087	1.85%	$ 54,123,958.00	$ 54,123,958.00	$ 55,126,087.00	1.85%
BUILDING STANDARDS FUND	$ 1,216,055.00	$ 1,216,055.00	$ 1,272,026.00	4.60%	$ 1,216,055.00	$ 1,216,055.00	$ 1,272,026.00	4.60%
LIBRARY BOARD	$ 160,000.00	$ 160,000.00	$ 110,000.00	-31.25%	$ 160,000.00	$ 160,000.00	$ 110,000.00	-31.25%
RECREATION ADVISORY BD	$ 26,945.00	$ 26,945.00	$ 26,945.00	0.00%	$ 26,945.00	$ 26,945.00	$ 26,945.00	0.00%
STREET LIGHTS FUND	$ 1,315,400.00	$ 1,315,400.00	$ 1,615,400.00	22.81%	$ 1,315,400.00	$ 1,315,400.00	$ 1,615,400.00	22.81%
SHERIFF'S 911 FUND	$ 1,751,977.00	$ 1,751,977.00	$ 2,085,000.00	19.01%	$ 1,751,977.00	$ 1,751,977.00	$ 2,085,000.00	19.01%
DRUG COURT	$ 10,000.00	$ 10,000.00	$ 25,000.00	150.00%	$ 10,000.00	$ 10,000.00	$ 25,000.00	150.00%
DRUG ABUSE TREATMENT	$ 25,000.00	$ 25,000.00	$ 25,000.00	0.00%	$ 25,000.00	$ 25,000.00	$ 25,000.00	0.00%
SUPPLEMENTAL JUVENILE	$ 60,000.00	$ 60,000.00	$ 50,000.00	-16.67%	$ 60,000.00	$ 60,000.00	$ 50,000.00	-16.67%
JAIL FUND	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.00%	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.00%
FEDERAL ASSET SHARING	$ 20,000.00	$ 20,000.00	$ 20,000.00	0.00%	$ 20,000.00	$ 20,000.00	$ 20,000.00	0.00%
STATE CONDEMNATION FUND	$ 30,000.00	$ 30,000.00	$ 50,000.00	66.67%	$ 30,000.00	$ 30,000.00	$ 50,000.00	66.67%
RENTAL FACILITIES	$ 459,000.00	$ 459,000.00	$ 539,500.00	17.54%	$ 459,000.00	$ 459,000.00	$ 539,500.00	17.54%
LODGING TAX FUND	$ 567,824.00	$ 567,824.00	$ 576,305.00	1.49%	$ 567,824.00	$ 567,824.00	$ 576,305.00	1.49%
MULTIPLE GRANT FUND	$ 54,840.00	$ 54,840.00	$ 201,931.00	268.22%	$ 54,840.00	$ 54,840.00	$ 201,931.00	268.22%
FIRE SERVICES FUND	$ 9,193,294.00	$ 9,193,294.00	$ 9,852,054.00	7.17%	$ 9,193,294.00	$ 9,193,294.00	$ 9,852,054.00	7.17%
SHERIFF'S GIFTS/DONATIONS	$ 20,000.00	$ 20,000.00	$ 20,000.00	0.00%	$ 20,000.00	$ 20,000.00	$ 20,000.00	0.00%
INSURANCE PREMIUM TAX	$ 4,040,000.00	$ 4,040,000.00	$ 3,800,000.00	-5.94%	$ 4,040,000.00	$ 4,040,000.00	$ 3,800,000.00	-5.94%
COMMUNITY EVENTS FUND	$ 30,000.00	$ 30,000.00	$ 30,000.00	0.00%	$ 30,000.00	$ 30,000.00	$ 30,000.00	0.00%

ATTACHMENT A
BUDGET SUMMARY

GA SUP CT CK'S COOP AUTH	$ 10,000.00	$ 10,000.00	$ 10,000.00	0.00%	$ 10,000.00	$ 10,000.00	$ 10,000.00	0.00%	
LAW LIBRARY FUND	$ -	$ -	$ 30,000.00		$ -	$ -	$ 30,000.00		
2001-2005 SPLOST	$ 4,922,967.00	$ 4,922,967.00	$ 2,505,000.00	-49.12%	$ 4,922,967.00	$ 4,922,967.00	$ 2,505,000.00	-49.12%	
2004 GENERAL OBLIGATION BOND	$ 591,000.00	$ 591,000.00	$ -		$ 591,000.00	$ 591,000.00	$ -		
2006-2010 SPLOST	$ 11,663,524.00	$ 11,663,524.00	$ 11,358,500.00	-2.62%	$ 11,663,524.00	$ 11,663,524.00	$ 11,358,500.00	-2.62%	
2007 GENERAL OBLIGATION BOND PROJECTS	$ 7,018,801.00	$ 7,018,801.00	$ 1,890,000.00	-73.07%	$ 7,018,801.00	$ 7,018,801.00	$ 1,890,000.00	-73.07%	
2009 GO BOND/2011-2016 SPLOST	$ 19,362,775.00	$ 19,362,775.00	$ 18,000,000.00	-7.04%	$ 19,362,775.00	$ 19,362,775.00	$ 18,000,000.00	-7.04%	
DEBT SERVICE FUND-2007 GO BOND	$ 6,250,237.00	$ 6,250,237.00	$ 6,498,636.00	3.97%	$ 6,250,237.00	$ 6,250,237.00	$ 6,498,636.00	3.97%	
DEBT SERVICE FUND-2004 GO BOND	$ 5,045,250.00	$ 5,045,250.00	$ -		$ 5,045,250.00	$ 5,045,250.00	$ -		
DEBTSVCFUND-2009GOBOND	$ 1,729,250.00	$ 1,729,250.00	$ 7,039,250.00	307.07%	$ 1,729,250.00	$ 1,729,250.00	$ 7,039,250.00	307.07%	
WATER AND SEWER FUND	$ 24,462,600.00	$ 24,462,600.00	$ 27,087,600.00	10.73%	$ 24,462,600.00	$ 24,462,600.00	$ 27,087,600.00	10.73%	
STORM WATER UTILITY FUND	$ 2,550,000.00	$ 2,550,000.00	$ 2,739,749.00	7.44%	$ 2,550,000.00	$ 2,550,000.00	$ 2,739,749.00	7.44%	
SOLID WASTE MANAGEMENT	$ 569,972.00	$ 569,972.00	$ 585,725.00	2.76%	$ 569,972.00	$ 569,972.00	$ 585,725.00	2.76%	
COLUMBIA COUNTY BROADBAND UTILITY	$ 580,155.00	$ 580,155.00	$ 12,648,525.00	2080.20%	$ 580,155.00	$ 580,155.00	$ 12,648,525.00	2080.20%	
EMPLOYEE MEDICAL FUND	$ 5,892,110.00	$ 5,892,110.00	$ 6,105,451.00	3.62%	$ 5,892,110.00	$ 5,892,110.00	$ 6,105,451.00	3.62%	
RISK MANAGEMENT FUND	$ 910,244.00	$ 910,244.00	$ 911,925.00	0.18%	$ 910,244.00	$ 910,244.00	$ 911,925.00	0.18%	
CUSTOMER SERVICE AND INFORMATION	$ 193,683.00	$ 193,683.00	$ 188,933.00	-2.45%	$ 193,683.00	$ 193,683.00	$ 188,933.00	-2.45%	
FLEET REPLACEMENT FUND	$ 792,061.00	$ 792,061.00	$ 1,219,000.00	53.90%	$ 792,061.00	$ 792,061.00	$ 1,219,000.00	53.90%	
	$ 165,798,922.00	$ 165,798,922.00	$ 174,393,542.00	5.18%	$ 165,798,922.00	$ 165,798,922.00	$ 174,393,542.00	5.18%	

IX.

Chairman and Members of the Board of Commissioners:

I am pleased to present to you the adopted budget for fiscal year 2012, which will begin July 1, 2011. At the budget reviews conducted by the oversight committees of the Columbia County Board of Commissioners, the County Administrator and staff were instructed to balance the budgets for all Columbia County funds with no property tax increase and no new programs unless authorized by the Board of Commissioners (BOC). The departments were asked to maintain services to our citizens, and the overall General Fund budget, at current levels. To accomplish this objective, all Elected Officials and Division Directors were asked to prepare their budgets using the zero-based method and to recommend measures to reduce expenditures and increase revenues. Through the cooperative effort of all involved, a budget for Columbia County is balanced for all funds for fiscal year 2012.

This budget provides funding to maintain current levels of service, with no increase in the millage rate, while reducing operating costs and capital outlay where possible. The annual budget for all funds totals $174,393,542, reflecting an increase from the fiscal year 2011 adopted budget of $8,594,620, or 5.18%. This increase is primarily due to (1) the first required principal payment on the 2009 general obligation bond of $5,310,000 and (2) continued construction of the broadband utility. The General Fund budget increased $1,002,129 from the fiscal year 2011 adopted budget, or 1.85%, primarily due to an increase in operating costs of $833,022, or 4.75%. The Water and Sewerage Fund and Storm Water Utility Fund budgets increased by $2,625,000 and $189,749, respectively, or 10.73% and 7.44%. These increases were due to additional customers, the increased cost of water production, and the purchase of capital equipment.

Budget Review

Prior to adoption, a series of budget work sessions and committee meetings were held with County staff and Elected Officials. The purpose of these work sessions and meetings was to allow input from staff and Elected Officials, promote communication among staff and Elected Officials, gain understanding regarding all budgetary issues, and to prioritize all budget requests. A public hearing was held on May 3, 2011, to allow the public an opportunity to address their concerns and priorities. The budget was adopted by the BOC on June 7, 2011, at its regularly scheduled meeting.

Highlights

- Total General Fund expenditures increased by 1.85% from the FY 2010/2011 adopted budget, including a contingency of $1,130,247, or 2.09% of proposed expenditures.

- The increase in General Fund expenditures consists of an increase in personnel costs of 1.93%, an increase in new personnel hires and promotions of 100.00%, an increase in operating expenditures of 4.75%, and a decrease in capital requests of 20.39%.

- No interfund transfers were included in the General Fund for FY 2011/2012.

- New personnel requests within the General Fund include 4 new positions in the Sheriff's Office in the amount of $92,007, reclassifications and promotions in the amount of $20,235, a 35 day delay in replacement of vacancies for a savings of $235,000, no merit increase, funding for recommendations included within the salary study in the amount of $15,000, funding for a "Healthy Lifestyle" program in the amount of $25,000, funding to increase the employer contribution of basic life insurance to 100% in the amount of $9,300, and funding for wellness physicals in the amount of $90,000. New hires are budgeted at a rate of "entry only" and include various effective dates. The combined cost/(savings) of these additional personnel and benefit requests is ($95,700).

- New personnel requests within other funds include 1 new Building Inspector, 1 new Marketing Coordinator, 4 new positions in the Water Utility, and reclassifications and promotions in the amount of $30,687. The combined cost of these additional personnel requests is $276,925.

- No merit increase will be budgeted until the tax digest is received and sales tax collections are further monitored. Any merit increase approved will be taken from Contingency.

Revenue Assumptions

- Growth in the property tax digest is projected to be flat. Therefore, the budget was prepared and balanced using a 0.0% increase in property tax revenues due to the economic uncertainty and ongoing changes in state legislation. Any actual growth in the property tax revenues will be added to the contingency fund. If the tax digest decreases by 1%, the following deficits will occur within the FY 2012 budget:

  1. General Fund - $263,991
  2. Debt Service Fund - $40,371
  3. Fire Services Fund - $78,285

- Uncertainty still surrounds Local Option Sales Tax revenues. Although we experienced an annualized increase of 14.38 % for calendar year 2010, the annualized increase for calendar year 2011 is only 1.85% as of June 2011. Therefore, the budget was prepared and balanced using a 5% increase in sales tax revenues.

Expenditure/Revenue Adjustments

- At the Management and Financial Services Committee meeting held on July 12, 2011, staff recommended that the BOC evaluate a proposal to reduce the millage rate for debt service by 0.25 mills due to the strength of our fund balance. At the BOC meeting held on July 19, 2011, the BOC approved this proposal. This requires an adjustment to the property tax revenues of -$1,040,487. This revenue reduction will be offset by the use of General Fund fund balance.

- As part of the millage rate proposal, staff recommended transferring 0.366 mills from the debt service millage rate to the fire services millage rate to cover the increased cost of providing fire services. This revenue reduction for debt service, along with the increase in debt service requirements for fiscal year 2012, will be offset by the use of General Fund fund balance in the amount of $2,735,237. Due to the strength of our fund balance, the increased cost of fire services and the increase in debt service requirements can be covered without an increase in the overall millage rate.

Fund Balance

Fund Balance within the General Fund as of June 30, 2010, totaled $29.6 million. Of this total, $11.25 million was designated. The following designations were previously established by the BOC:

- Catastrophic Leave $1.5 million
- Extraordinary Losses $1 million
- Employee Medical Plan $500,000
- Economic Incentives $1 million
- Fleet Fund $1 million
- Marshall Square Property $6.25 million

Also included within the total fund balance was an operating reserve of $14.8 million, or 100 days of operations. Total fund balance as of June 30, 2010, including all reserves and the above mentioned designations equated to 199.37 days of operations.

During FY 2011, the County purchased property known as the "Marshall Square Property" for $6.25 million from fund balance. Funding was reallocated from the following categories for this purchase:

- Catastrophic Leave $1 million
- Renewal & Extension $3 million
- Economic Incentive $1 million
- Unreserved, undesignated $1.25 million

This property is being held for resale or development. Funds from the sale or development of this property will be used to replenish fund balance.

The County projects to add approximately $1 million to fund balance as of June 30, 2011. Due to an increase in the FY 2012 budget, the operating reserve will be increased to $15.1 million to maintain 100 days of operations. With these changes and the above mentioned reduction in property tax revenues and increase in debt service requirements, total fund balance within the General Fund as of June 30, 2011, is expected to be $26.6 million, or 175.81 days of operations.

Issues for Future Consideration

- Continuation of the Management Review Team for position vacancies – A 35 day delay in the replacement of vacancies has been included in the budget, for a savings of $235,000. Budgeted savings for fiscal year 2011 were $258,000. Actual savings as of June 30, 2011, were $601,936.67. This is due to the establishment of a management review team which analyzes all position vacancies to determine if replacement is necessary. Staff has utilized such management tools as division restructuring, function reassignment, attrition, and elimination of positions to achieve savings. Budgeted savings for fiscal year 2012 are $235,000.

- Flexible Work Schedule Program – On June 16, 2009, the BOC approved extending this program for future years. The purpose of the program is to reduce energy and fuel costs, increase customer service, and improve employee morale. Because different employees are off on different days, equipment and vehicle sharing has been implemented thus allowing us to decrease the size of the fleet. Unplanned absences and requests for personal time off have greatly diminished. This program is still in effect for fiscal year 2012 and will be evaluated annually for continuation.

- Using Special Purpose Local Option Sales Tax (SPLOST) for debt service – Included within the 2011/2016 Capital Improvements Plan was the use of $20.2 million of SPLOST to reduce existing general obligation debt used to fund the Justice Center and Detention Center. Based on the 2011 digest and because 0.366 mills was reallocated from Debt Service to Fire Services in order to balance that fund, approximately $2.7 million will be needed from other sources to make FY 2012 bond payments. Because a 0.25 mill rollback was also approved, approximately $3.8 million will be needed from other sources to make FY 2012 bond payments. The two other sources available for debt service are the General Fund Fund Balance (GFFB) and 2011/2016 SPLOST proceeds.

  Staff currently proposes the following strategy:
  1. Use GFFB in excess of the operating reserve and BOC designations to fund the remaining debt service needs for FY 2012 and defer the use of SPLOST funds to FY 2013.
  2. Use available 2011/2016 SPLOST funds and available GFFB for FY 2013 – 2017.
  3. Include the remaining payoff of the 2007 GO Bond within the next SPLOST program.

- Merit adjustments – As previously mentioned, no merit increase was included within the FY 2012 budget. The following are three possible options for merit:
  1. 100% merit – This option adds the merit to the employees' base salaries and will impact current and future years. Assuming an effective date of January 1, 2012, the total impact for FY 2012 will be $365,507, with $288,964 impacting the General Fund.
  2. 50% merit and 50% performance pay – This option adds 50% of the funds to the employees' base salaries and 50% to be paid in a lump sum. Only the portion added to the base salaries will impact current and future years. Assuming an effective date of January 1, 2012, the total impact for FY 2012 will be $182,753, with $144,483 impacting the General Fund. The performance pay would be funded from fund balance and would not affect the current year's or future years' budgets.
  3. 100% performance pay – This option provides a lump sum payment that has no impact on the current year's or future years' budgets. The total payment is $731,013, with $577,929 coming from the General Fund.

- Street Lights assessment – In April 2009, the internal auditors evaluated the current fee structure of the assessment included on the property tax bills to fund operations of the Street Lights Fund as well as disbursements made from this fund. Based on this review, staff determined that revenues received do not cover the expenses incurred and, therefore, the rate should be increased from $43 to $54 effective with the 2009 property tax assessments. On June 15, 2010, the BOC voted to further increase the rate to $57 effective with the 2010 property tax assessments. On May 3, 2011, the BOC voted to further increase the rate to $60 effective with the 2011 property tax assessments.

The process of preparing, recommending, and adopting a balanced budget is always a challenging task for staff and Elected Officials. Your support and direction throughout the budget process are greatly appreciated. All involved continue to strive to maintain current service levels for our citizens during these tough economic times without increasing costs.

Respectfully submitted,

Leanne C Reece

Leanne C. Reece, CPA
Director of Financial Services

INTRODUCTION

The budget document is divided into three sections:

- Introduction - contains the budget message, budget calendar, financial policies and procedures, and financial summaries of revenues and expenditures/expenses for all funds.
- Revenues - provides a history of the various funds and an analysis which explains the revenue projections for the General Fund.
- Departmental Budgets – includes the on-going expenditures/expenses of departments, including personnel, other operating, and capital.

PROFILE OF THE GOVERNMENT

Columbia County, established in 1790 and named in honor of Christopher Columbus, is located in the Central Savannah River Area of Georgia approximately 135 miles east of Atlanta and five miles northwest of Augusta/Richmond County. The 290 square mile county is bounded on the north by Thurmond Lake and the Savannah River (separating Columbia County from Lincoln County, Georgia, and McCormick and Edgefield Counties, South Carolina), on the south and east by Augusta/Richmond County, and on the west by McDuffie County.

A five-member Board of Commission governs Columbia County. The Board is comprised of one chairman, elected county wide, and four commissioners, each elected from a separate commission district serving four year staggered terms. A County Administrator, who is appointed by and responsible to the Board, directs the daily operation of the County. Services provided to the approximately 120,000 residents include: public safety (Sheriff's Office, detention center, E911, fire), emergency services, community services, public works, planning and development, and other general governmental services. The County also provides water, sewer, and storm water services to the public.

THE BUDGET PROCESS

The County's fiscal year (FY) is July 1 – June 30. Preparation of the annual budget begins with each department and constitutional office being provided a budget preparation package. This package includes a message from the Chairman of the Board of Commission, the proposed budget calendar, and specific account information necessary to complete the budget requests.

The Annual Budget is a fiscal plan that presents the services that will be provided to the community and the funds needed to perform these services. The type of service and the level of service will be defined by the use of program objectives and citizen requests, which are further evaluated with the use of performance measures. The County Administrator is responsible for formulating the fiscal plan and presenting it to the Board of Commissioners for approval and adoption.

The public hearings/meetings held throughout the budget process are considered to be an essential part of the budget process as they are designed to solicit feedback from citizens on County operations and services. Please refer to the budget calendar included within this introduction for a list of all public meetings that were held.

The legal level of budgetary control is the department level. Unexpended appropriations at the end of the fiscal year shall lapse into the fund balance. Those amounts cannot be spent unless re-appropriated in the next fiscal year's budget. The operating budgets originally adopted may be amended throughout the year as presented below:

1. Transfers within departments, except salary line items, $5,000 or less may be authorized by the Finance Director.
2. Transfers within departments, except salary line items, in excess of $5,000 may be authorized by the County Administrator.
3. Transfers between departments or funds shall be by authority of the Board.
4. Increase or decrease in the total fund appropriation shall be by authority of the Board.
5. Increase or decrease in salary appropriation within any department shall be by authority of the Board.
6. Appropriation of fund balances in excess of established reserve requirements shall be by authority of the Board.
7. Items 3 - 7 above must be reviewed by the Management and Financial Services Committee.

The adopted budget will be available at the County Administrator's Office, the Finance Office, and on the County's website at www.columbiacountyga.gov.

FY 2011/2012 Proposed Budget Calendar

Tuesday	1/25/2011	Chairman's/BOC's Budget Message – 9:00 AM Auditorium (following regular Committee Meetings)
Thursday	2/17/2011	Personnel requests submitted to Human Resources
Thursday	2/24/2011	Operational and capital requests due to Finance Director; all budget requests must be input into computer
Thursday	3/03/2011	Budget package due from Finance Director to County Administrator
Wednesday	3/9/2011	BOC Staff work-session – 9:00 AM BOC conference room
Thursday	3/10/2011	Elected Officials work-session – 9:00 AM BOC conference room
Tuesday	3/22/2011	Joint *Budget* Committee Meeting - 9:00 AM Auditorium (or immediately following regular Committee Meetings)
Friday	4/08/2011	Newspaper advertisement of Budget Public Hearing
Tuesday	5/03/2011	Budget Public Hearing at 5:30 PM prior to BOC meeting
Tuesday	5/10/2011	Joint *Budget* Committee Meeting - 9:00 AM Auditorium (or immediately following regular Committee Meetings)
Friday	5/13/2011	Newspaper advertisement of proposed budget
Wednesday	5/25/2011	BOC Work-session – 8:30 AM BOC conference room
Tuesday	6/07/2011	Budget Adoption - BOC Meeting - 6:00 PM

Note: Dates and times subject to change.

BUDGET PRESENTATION

As a means of tracking and accounting for money, the operations of the County are divided into funds. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Funds focus on the activities of the individual parts of the County government. Money comes into a fund from a variety of sources and is then used to provide services to the public. Within funds are functions (i.e., General Government, Judicial, Public Safety, Recreation) and within functions are departments. Each of these departments facilitates the tracking of costs and effectiveness of services provided to the public. Within departments are accounts or line items. These are the basic units of measurement in the budget and make it possible to determine costs of specific programs.

By law, the budget for each fund must be balanced. In other words, budgeted revenues must equal budgeted expenditures. The County cannot plan to spend more than it will receive. The

County has multiple funds, the largest being the General Fund which accounts for most services. The County adopts annual budgets for all funds except capital projects funds and trust and agency funds. The following is a list of the County's fund types and an explanation of the purpose for each individual fund.

The County reports the following major governmental funds:

General Fund - The General Fund is the general operating fund of the County. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, local option sales taxes, and various other taxes and licenses. The primary expenditures are for general government, the judicial system, public safety, and street maintenance and improvements.

Special Local Option Sales Tax Fund 2006-2010 – This Capital Projects Fund accounts for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2006 through 2010.

2009 Capital Improvements Projects Fund – This Capital Projects Fund accounts for the property acquisition and construction of projects to be funded with proceeds received from the issuance of the 2009 General Obligation Bonds and revenue from the 2011/2016 SPLOST.

The County reports the following nonmajor governmental funds:

Building Standards Fund - to account for building permits and inspection fees.

Library Board Fund - to account for the activity of the Columbia County Library Board.

Recreation Advisory Board Fund - to account for various projects sponsored by the Recreation Advisory Board to raise funds for recreation equipment.

Street Lights Fund - to account for the street light assessments used for maintenance of street lights in certain subdivisions.

911 Fund - to account for the 911 fees assessed on landline and cellular telephones used for the maintenance and operations of the 911 service.

Drug Court Fund - to account for grants, donations, and participant fees associated with drug testing, counseling, and treatment services for substance abuse intervention.

Drug Abuse Treatment Fund - to account for fines charged by the County to be used for drug abuse treatment and prevention.

Supplemental Juvenile Services Fund - to account for fines charged to juvenile offenders to be used for juvenile services.

Jail Fund - to account for fines charged by the County to be used for jail improvements.

Federal Asset Sharing Fund - to account for assets seized or confiscated by federal courts.

State Condemnation Fund - to account for assets seized or confiscated by state courts.

Community Center Operations Fund - to account for the activities of the Columbia County community centers.

Lodging Tax Fund - to account for hotel/motel tax collections, pursuant to OCGA 48-13-50 et seq.

Multiple Grant Fund - to account for all grants not meeting the 2% materiality test (projected expenditures do not exceed 2% of the General Fund's budgeted total operating expenditures), and not used to finance General Fund operations.

Fire Services Fund - to account for taxes collected in special service districts within the unincorporated area for the purpose of providing fire services.

Sheriff's Gift/Donations Fund - to account for funds donated to the Sheriff's office from external persons or entities.

Insurance Premium Tax Fund - to account for services funded by insurance premium taxes, pursuant to OCGA 33-8-8.3 et seq.

Community Events Fund - to account for special events funded by sponsor fees and ticket sales.

Georgia Superior Court Clerks' Cooperative Authority Fund - to account for funds mandated to be used to administer a statewide index for real estate and personal property records, pursuant to OCGA 15-6-94.

Law Library Fund – to account for the activity of the Columbia County Law Library.

Special Local Option Sales Tax Fund 1996–2000 - to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 1996 through 2000.

Special Local Option Sales Tax Fund 2001-2005 - to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2001 through 2005.

2004 General Obligation Bond Fund - to account for the property acquisition and construction of projects funded with proceeds received from the issuance of the 2004 General Obligation Bonds.

2007 General Obligation Bond Fund – This Capital Projects Fund accounts for the property acquisition and construction of projects to be funded with proceeds received from the issuance of the 2007B Various Purpose General Obligation Bonds.

Debt Service Fund - 2007 General Obligation Bond - to account for property tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2007 General Obligation Bonds.

Debt Service Fund – 2009 General Obligation Bond - to account for special purpose local option sales tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2009 General Obligation Bonds.

The County reports the following major enterprise funds:

Water and Sewerage Fund - to account for water and sewer operations as well as construction and maintenance of water and sewerage projects.

Storm Water Utility Fund – to account for the cost of providing storm water management services and maintaining and improving the County's storm water infrastructure.

Columbia County Broadband Utility - to account for the construction and operation of the Broadband Utility.

The County reports the following nonmajor enterprise fund:

Solid Waste Management Fund - to account for the cost of operating and maintaining the landfill facility.

Additionally, the County reports the following fund types:

Internal Service Funds - Internal Service Funds are used to account for the operations that provide services to other departments or agencies of the government on a cost-reimbursement basis. The County has four internal service funds:

Employee Medical Fund - to account for employer and employee contributions to the County's medical plan.

Risk Management Fund - to account for the County's risk management program.

FINANCIAL POLICIES AND PROCEDURES

INTRODUCTION

The Board of commissioners (the Board) and staff of Columbia County (the County) recognize the desirability of stated financial policies to assist in meeting the County government's basic objectives:

1. The policies will assist the County in the objective of being publicly accountable and assist users of the financial statement to assess that accountability.
2. The policies will assist in meeting and evaluating the operating results of County government.
3. The policies will assist in determining the level of services that can be provided, the cost of services, and the County's ability to provide those services.

The County recognizes that the process of developing policies and supporting procedures to implement the policies is a dynamic process that must be continually reviewed. Accordingly, the County expects these policies to become a significant part of its system of Internal Control and provide the following benefits:

1. Reduce misunderstanding, duplication of effort, errors and inefficiency.
2. Provide a comprehensive, consistent methodology for similar transactions.
3. Insure the use of proper, accurate, and timely financial information.
4. Provide training to new or inexperienced employees to insure uniform, consistent application of policies.
5. Provide a basic framework for a system of internal control.
6. Provide a fixed point of reference for those who wish to evaluate the County's operations and financial reporting.
7. Reduce or eliminate informal policies now in existence.
8. Provide a framework for planning for emergencies.
9. Improve the credibility of the County with Citizens through demonstration of prudent stewardship of public assets.

RESERVE POLICIES

The accumulation of reserves protects the County from uncontrollable increases in expenditures, extraordinary losses, unforeseen reductions in revenues, or a combination of these items. It also allows for prudent replacement and financing of capital construction and replacement projects. It shall be the policy of the County to maintain the following categories:

1. **Contingency:** This reserve shall be appropriated annually as part of the budget by fund and shall be used for paying unexpected or unanticipated expenditures of an

operational nature during the fiscal year. This reserve should approximate one to two percent of the fund budget.

2. **Reserve for Encumbrances:** This reserve shall be established specifically for outstanding purchase commitments at the end of the fiscal year. It shall be used in the succeeding fiscal year to honor those commitments.
3. **Reserve for Inventory:** This reserve shall be established for the valuation of inventory held by the County at fiscal year end. Valuation of this reserve is required by GAAP because, although inventory is an asset, it is not a spendable resource.
4. **Reserve for Debt Service:** This reserve shall be established to protect bond holders and to preserve a good credit rating. Valuation depends on actual requirements to pay bond obligations
5. **Reserve for Special Purposes:** These reserves shall be established generally to set aside funds for designated capital expenditures or other projects with valuations dependent on legal requirements (primarily used in Capital Projects Funds and Special Revenue Funds).
6. **Reserve for Employee Medical Benefits:** This reserve shall be established to cover current year deficiencies or extraordinary losses in the operation of the Employee Medical Plan. Its valuation should range between $500,000 and $700,000.
7. **Reserve for Retirement System:** This reserve shall be established for the valuation of funds held or invested to cover the liability to the employees participating in the retirement plan.
8. **Reserve for Operations:** An operating reserve shall be established in the General Fund and each Enterprise Fund to provide for operating contingencies in either revenues or expenditures, and to provide adequate funds to operate without short-term borrowing. This reserve, which should provide funds for 75 to 100 days of operations, may be used as required by authority of the Board. To determine the current funding level divide the current operating reserve by the result obtained from dividing the annual fund budget by 365 days.
9. **Unreserved, designated Fund Balance:** These funds may be used for one-time expenses, such as capital acquisition, catastrophic events, one-time transfers to other funds, economic incentives, debt reduction, or millage rate reduction to mitigate unforeseen risks and ensure financial stability.
10. **Unreserved, undesignated Fund Balance:** This category is the residual balance of total fund balance less the above reserves and designations and shall be used only for debt or tax reduction, after a rational determination that all other reserves are fully allocated.

OPERATING RESERVE AND DESIGNATED FUND BALANCES

The following criteria shall be used in determining the total amount of fund balance to maintain, unless otherwise specified by legal or contractual requirements.

Category	Days of Operations	% of Budget	Action
Minimum Operating Reserve	100	27%	Use funds for unforeseen contingencies
BOC Designations	101-180	28-50%	May use funds for one-time expenses such as capital acquisition, catastrophic events, one-time transfers to other funds, economic incentives, debt reduction, or millage rate reduction to mitigate unforeseen risks and ensure financial stability
Debt/Tax Reduction (unreserved/undesignated)	>181	>50%	Must use funds to reduce debt or designate for future debt service, or to prevent future tax increases or to permit millage rate reduction

INTERNAL CONTROLS

Management of the County is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the County are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control process is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

As part of the County's annual single audit, required in conformity with provisions of the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, tests are made to determine the adequacy of the internal control structure including that portion relating to federal financial assistance programs, as well as to determine that the County has complied with applicable laws and regulations.

CASH MANAGEMENT AND INVESTMENT

While any investment instrument or decision carries certain elements of risk, numerous safeguards are available to minimize the risk while generating a market rate of return. Columbia County seeks to obtain market rates of return on its investments consistent with constraints imposed by its safety objectives, cash flow considerations, and Georgia state laws. Safety of principal is the foremost objective. Each investment transaction shall first seek to ensure that capital losses are avoided, whether they are from defaults or erosion of market value.

Idle funds are invested primarily in obligations of the State of Georgia and other states; obligations issued, fully insured, or guaranteed by the United States; collateralized certificates of deposit; and the State of Georgia Local Government Investment Pool. The County strives to maximize investment income while minimizing risk and maintaining liquidity sufficient to cover cash operating requirements. The County utilizes various forms of investment instruments to avoid incurring unreasonable risks inherent in the lack of diversification in specific instruments, individual financial institutions, or maturities. Investment maturities are scheduled to coincide with projected cash flow needs, taking into account large routine scheduled expenditures, as well as considering unanticipated revenues and expenditures.

Investment income includes appreciation in the fair value of investments. Increases in fair value during the current year, however, do not necessarily represent trends that will continue; nor is it always possible to realize such amounts, especially in the case of temporary changes in the fair value of investments that the government intends to hold to maturity.

Permitted Investment Instruments

1. Obligations of the United States and of its agencies and instrumentalities;
2. Bonds or certificates of indebtedness of this state and of its agencies and instrumentalities;
   Certificates of deposit of banks which have deposits insured by the Federal Deposit Insurance Corporation (FDIC); provided, however, that that portion of such certificates of deposit in excess of the amount insured by the FDIC shall be secured by direct obligations of this state or the United States which are of a par value equal to that portion of such certificates of deposit which would be uninsured.
3. The State of Georgia Local Government Investment Pool as established by OCGA 36-83-8.

Competitive Selection of Investment Instruments

1. At least three quotes shall be received for the investment of all surplus funds except those placed in overnight repurchase agreements as authorized in the master repurchase agreement incorporated into the depository banking services contract. If a specific maturity date is required, then quotes will be requested for

instruments which meet the maturity requirement. If no specific maturity (within time limitations) is required, then a market trend (yield curve) analysis will be conducted to determine which maturities would be most advantageous.

2. Quotes will be requested from qualified financial institutions for various options with regard to term and instrument. The County will accept the quote which provides the highest rate of return within the maturity required and within the parameters of this policy.

3. Records will be kept of the quotes offered, the quotes accepted, and a brief explanation of the decision made regarding the investment instrument. These records will be kept until completion of the County's annual audit.

Portfolio Diversification

1. Prudent investing necessitates that a portfolio be diversified as to instrument and purchasing source. The following guidelines represent maximum limits established for diversification by instrument.

   - U.S. Treasury Obligations..... 100%
   - U.S. Government Agency Securities and Securities Issued by Instrumentalities of Government Sponsored Corporations..... 50%
   - Local Government Investment Pools..... 100%
   - Certificates of Deposit 75%
   - Obligations of the State of Georgia.....50%
   - Obligations of other agencies or instrumentalities of the State of Georgia 25%

2. No more than 50% of the entire portfolio may be placed with any one bank or security dealer.

Outsourcing Investment Decisions

The Committee may recommend and the Board may approve an investment firm to execute the provisions of this section with the Committee maintaining oversight responsibility and veto authority of the investment firm's activities.

RISK MANAGEMENT

The purpose of the Columbia County risk management program is to minimize the financial burden incurred by the County as a result of work-related injuries, loss of County property, and

damages which may be incurred by third parties. The County has elected to utilize coverages provided by the Association County Commissioners of Georgia Interlocal Risk Management Agency (ACCG-IRMA) and the Association County Commissioners of Georgia Group Self-Insured Workers' Compensation Fund (ACCG-GSIWCF). The County continues to maintain self-insured retention levels of $100,000 per occurrence and $250,000 per occurrence in the ACCG-IRMA and ACCG-GSIWCF programs, respectively. An Internal Service Fund is used to account for costs associated with risk management, with the exception of workers' compensation, which continues to be accounted for within the General Fund. Reserves are being accumulated in both funds to meet potential losses. As reserves increase, retention levels may be increased, reducing the annual cost of coverage.

Management remains committed to a safe working environment. Employee education and training enhance and supplement ongoing efforts to maintain a safe and healthy environment for all County employees. Training classes, such as CPR and first aid, defensive driving, self defense, workplace violence, and office ergonomics, are made available for all County employees.

CAPITAL ASSETS

Capital assets are defined by the County as assets with an initial, individual cost of more than $5,000 and an estimated useful life in excess of one year. This minimum capitalization cost is applicable for all categories of capital assets. Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at their estimated fair value at the date of donation. General infrastructure assets acquired prior to July 1, 2002, consist of the streets network that was acquired or that received substantial improvements subsequent to July 1, 1980. The streets network is reported at estimated historical cost using deflated replacement cost. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are expensed as incurred.

Depreciation is computed using the straight-line method. A summary of the estimated useful lives is as follows:

Vehicles	3 to 8 years
Furniture and fixtures	3 to 8 years
Machinery and equipment	5 to 10 years
Utility plant and distribution systems	10 to 50 years
Storm water systems	10 to 50 years
Land improvements	10 to 50 years
Buildings and improvements	10 to 50 years
Donated subdivisions	25 to 75 years
Infrastructure	25 to 75 years

CAPITAL BUDGETING

The County shall maintain its physical assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs. The budget shall provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

1. The County shall develop a multi-year plan for capital improvements, update it annually, and make capital improvements in accordance with the plan.
2. The County shall adopt a long-term funding mechanism for capital projects. The operating funds to maintain capital projects shall be identified prior to the decision to undertake the projects.
3. The capital improvements plan shall include a plan to address fleet management acquisition and replacement and equipment acquisition and replacement.
4. An appropriate priority mechanism shall be used in all County capital budgeting. This budget shall be approved by the Committee for submission to the Board for final approval.

Capital improvements generally fall into several different categories. Project categories, along with their funding sources, include:

1. Capital expenditures relating to normal replacement of worn or obsolete capital equipment or facilities will be financed on a pay-as-you-go basis, with debt financing considered only as appropriate.
2. Capital expenditures relating to the construction of new or expanded facilities necessitated by growth will be financed primarily on a pay-as-you-go basis. When the new improvements can be determined to benefit the population in the future, debt financing may be appropriate.
3. Capital expenditures which will significantly reduce the cost of operations or future capital cost must be evaluated to demonstrate a positive new present value.
4. Capital expenditures are allowed for improvements that enhance the quality of life in the County and are consistent with the County's goals even though they cannot be categorized as essential for the provision of basic services. The policy relating to unusual capital expenditures directs the County to look to the ultimate beneficiary of each capital improvement in order to determine the source of funding.

COMPENSATED ABSENCES

The County's policy is to permit employees to accumulate earned but unused leave benefits. The County's government-wide and proprietary funds include an accrual for the estimated compensation costs attributable to employee earned but unused leave benefits.

DEBT MANAGEMENT

Columbia County continues to maintain strong bond ratings with the major credit rating services. In August 2010, the Government prepared comprehensive presentations for Fitch IBCA, Standard & Poor's, and Moody's Investors Service rating agencies in an effort to upgrade the current uninsured ratings applied to the Government's general obligation bonds and water and sewerage revenue bonds in anticipation of issuing approximately $60 million in water and sewerage revenue bonds. The Government received an upgrade from Fitch to AAA from AA and an upgrade from Moody's Investor Services to Aa1 from Aa2 and maintains a rating of AA+ from Standard and Poor's for the general obligation debt. The Government received upgrades from all three rating agencies for the water and sewerage debt. Standard and Poor's upgraded from AA to AA+, Fitch upgraded from AA- to AA+, and Moody's Investor Services upgraded from Aa3 to Aa2. These high ratings are a primary factor in keeping interest costs low on the Government's outstanding debt.

The County will continue to follow prudent fiscal policies and practices in order to maintain its strong credit rating:

1. The County shall develop adequate reserves to avoid the necessity of short-term borrowing to finance operating needs. In the interim, financing in anticipation of a definite fixed source of revenue, such as Tax Anticipation Notes, is acceptable.
2. The issuance of long-term debt shall be limited to capital improvements or projects which cannot be financed from current revenues or resources. Current resources are defined as that portion of fund balance in excess of required reserves.
3. Every effort shall be made to limit the long-term debt maturity schedule to no longer than the estimated useful life of the capital projects or improvements being financed.
4. When the County utilizes either long-term or short-term debt it shall insure that the debt is financed soundly by:
    a. Conservatively projecting the revenue sources which will repay the debt.
    b. Financing the improvement over a period not greater than the useful life of the improvement for long-term debt, or December 31st of the calendar year for short- term debt.
    c. Determining that the cost benefit of the improvement, including interest and any other costs, is positive.
5. The County shall limit the total of its general obligation long-term borrowing to 10% of its net assessed property value. Short-term borrowing shall be limited to 75% of the source of revenue expected to repay the loan.

6. Capital leases may be used to finance equipment purchases when the total cost of the equipment purchases exceed 3% of the budget for the fund in which they originate.
7. The County shall maintain a Debt Service Fund which is equivalent to the amount of general obligation debt maturing in the subsequent year.
8. Whenever possible the County will finance capital projects by using self-supporting revenue bonds since revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.
9. General obligation debt shall not be used for enterprise activities.
10. Full and continuing disclosure will be provided in the general financial statements and bond representations.
11. Annual budget appropriations shall include debt service payments and reserve requirements for all long-term debt currently outstanding.
12. Long-term borrowing will be incorporated into the County's capital improvement plan as necessary.

TRAVEL AND TRAINING

The County encourages and coordinates training opportunities for employees in order that services rendered to the County will be more efficient and effective. As addressed by this policy, training is defined as any work related program, seminar, conference, convention, course or workshop attended by an employee whose tuition and expenses are funded in whole or in part by the County or while the employee is in a paid status with the County. All travel and training for employees of the County must be approved by the department manager or division director. A *Certificate of Attendance* or other documentation shall be provided to Human Resources in order to maintain an employee training history and to periodically audit training attendance and policy compliance. Authorized travel expenses include, but are not limited to:

1. Registration fees.
2. Lodging expenses.
3. Meals incurred during overnight lodging and for certain circumstances when there is no overnight lodging.
4. Mileage for use of personal vehicle (except travel between their place of residence and their official headquarters, or personal mileage incurred while on travel status).
5. Parking fees.

Non-allowable expenses include:

1. Laundry services.
2. Tobacco

3. Alcoholic beverages.
4. Entertainment.
5. Personal telephone calls
6. Meals and lodging in lieu of other meals and/or lodging the expense of which is included in the registration fee.
7. Expenses of a spouse or other non-employee.

Travel Expense Reimbursement

1. Employees traveling overnight may be reimbursed for meals on a per diem in accordance with the US General Services Administration's Domestic Per Diem Rates. This will be published annually by the Finance Department.
2. Per Diem rates are based on the length of day which an employee is officially on travel status. Generally, employees who travel overnight should not be reimbursed for three full meals on the day of departure or return. The following guidelines apply to reimbursement of meal expenses for these days:
   a. Employees may only be reimbursed for the meals purchased while officially on travel status.
   b. Employees who depart for an overnight trip prior to 6:30 AM are entitled to reimbursement for breakfast expenses, provided an expense was incurred.
   c. Employees who return from an overnight trip later than 7:30 PM are entitled to reimbursement for dinner expenses, provided an expense was incurred.
3. Employees who are required to travel and do not stay overnight may be reimbursed for certain meal expenses under the following situations:
   a. Employees may be reimbursed for a noon meal not associated with overnight lodging if the meal is a scheduled part of a meeting or training session. Reimbursement is only authorized however, if the meeting or training was previously approved by the Department Manager, equaled or exceeded six hours in length, and was held more than 25 miles from the employee's office.
   b. Employees who are more than 25 miles away from the office on a work assignment and (1) depart prior to 6:30 AM are entitled to reimbursement for breakfast expenses and/or (2) return later than 7:30 PM are entitled to reimbursement for dinner expenses.
4. Partial day per diem will be provided as follows:
   a. Breakfast – 20% of the full per diem rate
   b. Lunch – 30% of the full per diem rate
   c. Dinner – 50% of the full per diem rate

5. Rooms, lodging, or accommodations furnished to government employees traveling on official business within the State of Georgia should be exempt from hotel/motel tax. Tax exemption forms, available in the Finance Department, should be tendered to the establishment to prove eligibility.
6. Mileage reimbursement rates and auto allowances for personal cars used while conducting official County business will be in accordance with the Internal Revenue Service mileage reimbursement allowances. This will be published annually by the Finance Department. This allowance includes the cost of depreciation, maintenance and repairs, gasoline, oil, insurance and vehicle registration fees. Therefore, if an employee is reimbursed using the mileage reimbursement rate or auto allowance, then no reimbursement will be given for actual operating expenses.
7. Employees with auto allowances may be reimbursed for actual miles driven only if travel is on official business in excess of a 25 mile radius of the County.
8. Receipts are required for all expenses except
   a. Meals under a per diem basis
   b. Miscellaneous expenses up to a maximum of $10.00/day (Unless otherwise supported by a receipt.)
   c. Reimbursement will not be made for any other unsupported expenses.
   d. Although receipts are not required, an *Employee Expense Report* should be submitted to account for these expenditures. These reports are necessary to account for the funds expended and to ensure authorized use.
9. *Employee Expense Reports* should be completed by the employee and approved by the employee's immediate supervisor or designee, and filed with the Finance Department within 14 days after travel/training is completed, regardless of whether or not reimbursement is due.
   a. Expense reports for any employee reporting directly to the Board, including the County Administrator, the County Clerk, and the County Attorney, must be approved by the Chairman of the Board. Expense reports for Commissioners must be reviewed by the Finance Director. Any questionable items should be discussed with the Commissioner. Unresolved issues should be referred to the Board.
   b. Personal expenses will not be reimbursed and any included in an expense report will be deducted from the reimbursement.
   c. An expense report should be completed if the employee received per diem, is due reimbursement, or incurred non-allowable charges.
   d. If all travel/training expenses are charged to a County purchasing card and all expenses are allowable, no *Employee Expense Report* needs to be completed. The *Purchasing Card Policy* should be followed in these

situations.

Travel Cash Advances

1. Cash travel advances to employees are not allowed if the individual has available a general purpose County credit/purchasing card.
2. Cash advances shall be issued to employees who generally do not travel and are making a one-time trip.
3. All employees are fully responsible for funds advanced to them and shall account for the funds on an *Employee Expense Report*. These statements shall be submitted to the Finance Department within 14 days of the period the expense was incurred. Employees are liable for any advanced funds which are lost or stolen.
4. When the actual travel expenditures reported on the expense statement exceed the amount of the cash advance, the employee shall be reimbursed for the additional travel costs incurred.
5. When the actual travel expenditures reported on the expense statement are less than the cash advance, the employee shall reimburse the agency for the difference. This reimbursement shall be made at the same time the expense statement is submitted.
6. In the event of cancellation or indefinite postponement of authorized travel, any cash advances which were made shall be refunded immediately.
7. If an employee granted a cash advance fails to file a travel expense statement, the amount of the cash advance shall become a lien against any and all funds due the employee from the County. According to the Internal Revenue Service, payments to an employee for travel are taxable if (1) the employee is not required to or does not substantiate timely those expenses with receipts or other documentation, or (2) an advance is given to the employee for business expenses and the employee is not required to or does not return timely any amount he/she does not use for business expenses. Therefore, if an employee does not file a travel expense statement after receiving a cash advance, the amount of the advance will be reported as wages on his/her Form W-2.

PURCHASING CARD POLICY

1. All Elected Officials or Division Directors authorizing the use of purchasing cards must:
   a. insure that all expenditures incurred by his/her division comply fully with the requirements of this and other policies adopted and approved by the Board of Commissioners.

b. approve all Purchasing Card transactions of his/her assigned division.

c. accept responsibility for the actions of designated Division/Department Purchasing Card Administrator for his/her division.

d. Directly, or through the designated Division/Department Purchasing Card Administrator, expressly authorize individual cardholders and establish individual cardholder credit limits.

2. All employees issued a purchasing card:

a. are responsible for record keeping of the weekly transactions including obtaining and submitting receipts for the purchases with each week's online statement.

b. must sign the Purchasing Card Agreement in order to be issued the card. This agreement must be on file with Procurement.

c. is responsible for timely submission of the original detailed receipts to the Division/Department Purchasing Card Administrator no less than weekly.

3. The Program Administrator within the Procurement Department:

a. is responsible for issuing the Purchasing Card Agreements and Georgia Sales Tax Exemption form to authorized personnel. All Purchasing Card Agreements must be forwarded to the Program Administrator prior to the issuance of the purchasing card.

b. maintains the purchasing card computer system which tracks the cardholder name, date issued, card number and limits.

c. will only grant system access to authorized users who are accountable for keeping track of the purchasing cards issued.

d. is responsible for training all Division/Department Purchasing Card Administrators and holding annual purchasing card meetings to update current cardholders.

4. The Division/Department Purchasing Card Administrator:

a. must review the charges, credits and returns for all the purchasing cards assigned to the responsible Division/Department.

b. must review the supporting documentation submitted by the cardholder to assess the validity and completeness of the transaction as well as compliance with this policy and other applicable policies. Any lack of documentation or support must be communicated immediately to the cardholder and resolved in a timely manner.

c. must approve the periodic transactions posted in the purchasing card computer system.

d. is responsible for instruction and guidance for all cardholders under their direction.

5. This policy applies to all employees of Columbia County Government who are authorized holders of a purchasing card.

6. All expenditures authorized under this Policy shall be subject to the availability of funds within the applicable approved departmental budget.
7. All purchases must be in compliance with the *Columbia County Purchasing Policy,* the *Columbia County Travel/Training Policy,* and other applicable Financial Management Policies. This Policy establishes minimum standards which must be adhered to; however, more stringent or additional guidelines may be imposed by Elected Officials or Division Directors for use in their divisions. These guidelines and controls should be rigorously monitored within each division.
8. A purchasing card may be issued to certain authorized employees for convenience of qualified business transactions and to take advantage of vendor discounts offered to the County. The purchasing card should never be used as a personal credit card and any personal purchases on the card are strictly prohibited, except as otherwise allowed in the *Columbia County Travel/Training Policy*.
9. Should the purchasing card be inadvertently used for a personal purchase, the employee is to immediately notify his supervisor and reimburse the County for the purchase. The reimbursement should be attached to the report submitted as in VIII, D. below. Repeated violations can result in the deactivation of cardholder accounts and penalties including possible termination of employment.
10. The issuance of a purchasing card to an employee provides the cardholder with the ability to commit County funds to buy certain goods or services. All purchases must be eligible charges to the purchasing card and require the appropriate documentation to adequately safeguard County assets and support authorized purchases.
11. All charges on the purchasing card require an original detailed receipt from the vendor as support for the transaction. If the charge is invoiced to the cardholder, then the invoice should be sent directly to the cardholder's responsible Division.
12. Receipts must include at a minimum: 1) vendor name, 2) amount, 3) date of transaction, and 4) description of the items purchased. Receipts that do not include this minimum documentation are **not** acceptable.
13. Receipts for authorized meals must include a listing of attendees and the purpose for the meal.
14. All purchasing card transactions must be coded and explained in detail in the internet based purchasing card system. A report should be printed, receipts attached, and submitted to the Program Administrator.
15. All travel and training purchases charged on the cardholder's account must adhere to the terms outlined in the County's Travel and Training Policy.

16. All transaction forms and supporting documentation must adhere to the Georgia Record Retention Policy. This documentation must be available for audit and review for 5 years after date of purchase.

PROCUREMENT

With a decentralized purchasing function, it is important that all personnel that are involved in the purchasing process know and understand the policies and procedures. Ultimate responsibility will rest with the personnel in the Procurement Department to review all requests and insure that County policies are followed. The Procurement Department shall maintain and distribute purchasing rules and regulations to be used internally and rules and regulations written specifically for vendors.

Procurement and Public Works Thresholds

1. Purchases with an estimated total cost in excess of $20,000 require formal bids.
2. Purchases estimated to be more than $2,000 but less than $20,000 shall be made in the open market with or without newspaper advertisement, but shall have written quotations from at least three prospective bidders.
3. Purchases estimated to be less than $2,000 shall be made in the open market. Buyers are to use their best judgment as to source of supply.
4. Purchases shall not be split to avoid threshold limits.

Methods of Procurement

1. **Bid** – to be utilized when the County's requirements are clearly defined. It is awarded to the most responsive and responsible bidder who offers the lowest price meeting the conditions of the bid document (e.g. tangible items - vehicles, equipment, etc).
2. **Pre-Qualification** – to be utilized when the County's requirements are defined; however, there may be unique services or criteria involved that create the need to determine whether a (potential) bidder is indeed a qualified bidder (e.g. architectural, construction, consultants, growth management plan, etc). Once the Pre-Qualification list has been determined and approved by the Board of Commission (the Board), the County's bid procedures will then be followed.
3. **RFP** – to be utilized when the County's requirements are defined, but the means or methods to meet the objectives cannot be clearly established. It is awarded to the highest ranked provider meeting the established criteria. (E.g. unknown solution – 911 phone system, insurance products, etc).
4. **Negotiated Contracts** – Procurement encourages the use of the first 3 methods; however, negotiated contracts for professional services can be used when a formal Bid, Pre-Qualification, or RFP was not completed (e.g. Legal, Engineering,

Architectural, Insurance, Audit, Surveying, etc). This is typically used when additional services are needed on an existing contract or when recurring services are needed (i.e., engineering) and a relationship has been established with an existing vendor and cost associated with changing vendors may be more than savings achieved through the procurement process.

Bid Process

1. General Guidelines

   a. These guidelines are to be used as an aid in the Bid process. They may be adjusted by the Procurement Manager depending on their application to specific solicitations.

   b. The Bid process should be initialized by submitting the Bid Request Form to Procurement, approximately six to eight (6-8) weeks prior to the project's anticipated start date. See attached Exhibit A - Advertisement Requirements and Sample Timeline.

   c. All County documents necessary to ensuring a proper bid response (i.e., construction drawings, engineer reports, etc.) shall be submitted to Procurement along with the bid request form prior to the bid being advertised.

2. Pre-Bid/Proposal Conferences

   a. Pre-Bid/Proposal Conferences answer vendor questions or clarify any confusion concerning difficult specification/SOW requirements.

   b. Pre-Bid/Proposal Conferences ensure that all interested parties to a bid/proposal have equal access to uniform information. If any changes/additions/deletions are necessary, Procurement will issue an Addendum addressing the revisions.

   c. If an Engineer or Architect is handling the project the invitation and Addenda will be issued by such. Construction and Maintenance Services also handle their own invitations and addenda. Procurement must, however, receive a copy of any information that is released.

   d. It is at the discretion of the Procurement Manager and requesting department to determine if a Pre-Bid/Proposal Conference is necessary. Normally the decision is dependent upon the complexity of the Bid/RFP.

   e. If a Pre-Bid/Proposal Conference is made MANDATORY, only those vendors who attended and signed the appropriate Sign-In Sheet during the meeting are eligible to submit a bid/proposal.

   f. Typically a Pre-Bid/Proposal Conference is made MANDATORY if county staff necessitates the vendors to physically "see" a specific item/location, etc., such as

a construction site or county facility.

g. When a MANDATORY Pre-Bid/Proposal Conference is scheduled, the date of the conference must be at least five business days following the ***LAST*** published advertisement.

3. Bid Opening – Sealed bids shall be opened publicly in the presence of one or more witnesses at the time and place designated in the solicitation. The amount of each bid, and such other relevant information as may be specified by regulation, together with the name of each bidder shall be recorded; the record and each bid shall be open to public inspection. The official time of bid opening shall be stated in the bid documents and as determined by the clock in the room designated for the formal bid opening. If no clock is available, time shall be determined as stated by the presiding official. No bid or bid corrections will be accepted after the stated time deadline.

4. Bid Acceptance and Evaluation - Bids shall be submitted in a sealed opaque envelope. Outside of the submitted envelope shall contain the full name of the bidder with applicable license numbers, the date of the bid, and the name and number of the project. Bid adjustments shall be allowed on the face of the envelope (for lump sum bids only) if deemed necessary by the bidder provided adjustments are made and submission is complete by the stated time deadline.

5. In the event that the pre-qualification process is utilized by the owner, no bids will be accepted from bidders not previously approved by the owner. Notification of pre-approval or disapproval will be made to potential bidders no later than fourteen days prior to the bid date.

6. Correction or Withdrawal of Bids; Cancellation of Award - Correction or withdrawal of inadvertently erroneous bids before or after award, or cancellation of awards or contracts based on such bid mistakes, shall be permitted. After bid opening, no changes in bid prices or other provisions of bids prejudicial to the interest of the County or fair competition shall be permitted. All decisions to permit the correction or withdrawal of bids, or to cancel award or contract based on bid mistakes, shall be supported by a written determination made by the Procurement Department and presented to the Board. The final decision shall be from the Board.

7. Award - The contract shall be awarded with reasonable promptness to the most responsible and responsive bidder with the lowest cost whose bid meets the requirements and criteria set forth in the solicitation. The recommended award shall be presented to the Board. The final decision shall be from the Board.

8. The Bid process does NOT include negotiations with bidders after the receipt and opening of bids. In the event all bids for a construction project exceed available funds, the user department is authorized to negotiate an adjustment of the bid price, including changes in the bid requirements in order to bring the bid within the amount of available funds.

9. Each Bid shall state the County's right to reject any or all bids and waive any irregularities or informalities therein.
10. Tie Bids - Tie bids are low responsive bids from responsible bidders that are identical in price and which meet all the requirements and criteria set forth in the solicitation. In the event of a tie bid, award shall be made in the best interest of Columbia County as determined by the Board of Commissioners.
11. Bid / Proposal Bonds
    a. Bid bonds will be indicated in public notices inviting bids/RFPs (legal advertisement). The amount of such bonds will be a minimum of 5% the bid/proposal, and will be in the form of one or any combination of the following: bid bond, certified check, cashier's check or cash.
    b. An irrevocable letter of credit issued by a bank may be substituted for the above deposits, unless otherwise noted on legal advertisement, only if the amount of the bid/proposal bond does not exceed **$750,000.**
    c. If a vendor submits a bid/proposal with an ***INCORRECT*** bid/proposal bond amount specified in the legal advertisement, the bid/proposal amount will ***NOT*** be disclosed and the bid/proposal will be disqualified and not considered.
    d. When it appears that the use of the bid/proposal bond is not advantageous to the County, the Procurement Manager may waive this requirement.
    e. Unsuccessful bidders will be entitled to return of the surety within 30 days after opening of the bids/proposals.
    f. Upon failure of the awarded vendor to enter into a contract within ten calendar days after the County tenders the proposed contract, the vendor forfeits the bid/proposal bond.

Request for Proposal

1. The Request for Proposal (RFP) process is primarily used when the County's requirements are defined, but the means or methods to meet the objectives cannot be clearly established. Requests for Proposals utilize the best value technique and consider cost as just one of several evaluation criteria necessary to make an award.
2. The RFP process requires a contractor to prepare a written proposal that explains in detail how he plans to meet the County's requirement. Innovative ideas and techniques that the contractor feels may benefit the County may be included in the proposal.
3. Concurrently, the RFP process may also be applicable to the acquisition of commodities when the need for an evaluated technical performance, service or value added service component, or any related technical solution component exists.

4. An award made under the RFP process is based on a variety of evaluated factors which may include: contractor references, business approach, technical superiority, overall cost effectiveness, etc. The evaluation criteria are set-forth in each RFP.
5. General Guidelines

   a. These guidelines are to be used as an aid in the evaluation process. They may be adjusted by the Procurement Manager depending on their application to specific solicitations.
   b. A proposal cannot be evaluated effectively unless each Committee member is familiar with the original RFP. The Evaluation Committee must review the guidelines carefully to be certain that they are operating within their constraints. If changes to the guidelines are desired, the Evaluation Committee shall contact the Procurement Manager who may (providing the changes desired do not conflict with existing regulations, resolutions, policies or procedures) adapt the guidelines to the specific needs of the solicitation. No changes to the guidelines may be made without the advance approval of the Procurement Manager.
   c. Each RFP shall state the County's right to reject any or all bids and waive any irregularities or informalities therein.

Pre-qualification Process

1. Request for qualifications

   a. Pre-Qualification may be utilized when the County's requirements are defined; however, there may be unique services or criteria involved that create the need to determine whether a (potential) bidder is indeed a responsible bidder (e.g. architectural, construction, consultants, growth management plan, etc). Once the Pre-Qualification list has been determined and approved by the Board (the Board), the County's bid procedures will then be followed.
   b. A formal Request for Qualifications (RFQ) for a proposed project will be prepared and distributed to a select list of firms. Respondents will indicate their interest in the project and illustrate their relevant project experience and overall capabilities to perform the services required for the project.
   c. The initial RFQ, which is to be submitted by the using department, should include the following:
      - A brief description of the proposed project
      - Any special expertise or unusual services that might be required
      - A time schedule for the project, including the selection process to retain a firm
      - A list of selection criteria (location of firm, past experience, financial standing, current workload, references, brief 10-15 minute presentation submitted via DVD or email, etc.)

2. Evaluation of firms
   a. The written qualifications of the firms will be evaluated by the Evaluation Committee as discussed in the RFP process based on, but not limited to, the following factors:
      - Individual qualifications of personnel as a team
      - Overall experience of personnel as a team
      - Ability of team to perform within time constraints based on firm workload
      - Firm's awareness of project's issues, opportunities and constraints
      - Project team's experience on similar projects
      - Quality of past work
      - Financial stability of firm
      - Project control measures to monitor schedule and budget
      - Location and quality of office facilities
      - Performance evaluation from past clients (References)
      - Brief 10-15 minute presentation, if required
3. Determination of pre-qualified firms
   a. After evaluation of the firms as discussed in the RFP process, each firm will be deemed either qualified or NOT qualified. The recommended list of qualified firms will be presented to the Board for approval. If the firm was deemed NOT qualified, a detailed explanation as for the reason for disqualification will be provided.
   b. The disqualified firm is entitled to appeal the recommendation and submit a formal protest in accordance with the County's protest policy.
4. Approval of pre-qualified firms by board

   a. The recommended list of qualified firms will be presented to the Columbia County Board for approval prior to the dissemination of the bid.
   b. The Boarder's decision is final.
5. The firms who are deemed qualified by the Board will then follow the County's bid procedures.
6. Advertisement Requirements

No formal advertisement requirements exist for the prequalification process. Therefore, the window of advertisement will be at the sole discretion of the using department and Procurement. Once a prequalification decision is made, all bid time requirements will be followed.

Advertisement Requirements

TYPE	ADVERTISEMENT REQUIREMENT
NON PUBLIC WORKS (NO DOLLAR LIMIT)	Advertise at least ***ONE*** week… Ad published at least five business days prior to openi
PUBLIC WORKS ($20,000 - $99,999)	Advertise ***THREE*** weeks… Ad published at least five business days prior to openi
PUBLIC WORKS ($100,000+)	Advertise ***FOUR*** weeks… Ad published at least five business days prior to openi
ROADWAY (NO DOLLAR LIMIT)	Advertise ***THREE*** weeks… Ad published at least five business days prior to openi
PURCHASE INVOLVES STATE OR FEDERAL FUNDS	Advertise ***FOUR*** weeks… Ad published at least five business days prior to openi
MANDATORY PRE-BID / CONFERENCE	Last required ad ***MUST*** be published at least five bu days prior to Mandatory Pre-Bid / RFP Conference. Pre-Bid / RFP Conference ***MUST*** be at least five bu days prior to opening.

1. Procurement shall have plans and specifications available on the first day of the advertisement and shall be open to inspection by the public. If handled by Construction and Maintenance Services or approved Engineer or Architect, the plans will be available in their respective offices. The plans and specifications shall indicate if the project will be awarded by base bid or base bid plus selected alternates.
2. Procurement shall issue any addenda modifying plans and specifications no less than 72 hours prior to the advertised time for the opening of bids/proposals, excluding Saturdays, Sundays, and legal holidays. However, if the necessity arises to issue an addendum modifying plans and specifications within the 72 hour period prior to the advertised time for the opening of bids/proposals, excluding Saturdays, Sundays, and legal holidays, then

the opening of bids/ proposals shall be extended at least 72 hours, excluding Saturdays, Sundays, and legal holidays, from the date of the original bid or proposal opening without the need to re-advertise.

3. The Procurement Department will contact all potential vendors referred by the requesting department as well as seek additional suppliers. All vendors are encouraged to register on Columbia County's webpage to be notified via email of upcoming Bids/RFP's.
4. In the event no bids/proposals are received the Procurement Manager, in conjunction with the requesting department, will revise the specifications/SOW and solicit bids/RFPs once again by mail, telephone, facsimile, newspaper, or by any other reasonable manner in order to secure a responsible bidder/proposer.
5. Additional purchases (piggy-backing) based on prior bids, excluding Public Works projects, are allowed as long as ALL of the following conditions are met:

    a. Low bidder/highest ranked provider agrees to maintain its price.
    b. Quantity ordered is the same or less.
    c. Specifications/SOW and items ordered are identical to originals.
    d. Market conditions remain the same.
    e. Funds have been budgeted for the specific expenditure.
    f. Request takes place during a twelve-month period from date bids/proposals were opened.

Protest Guidelines for RFPs/Bids

1. The following protest procedure is the sole administrative remedy for protesting procurement processes, recommendations, and/or decisions made regarding request for proposals (RFPs) and bids.
2. It is not available to non-timely proposers/bidders or when all proposals/bids are rejected.
3. Any responsive bidder or proposer submitting a bid or proposal in response to a solicitation may protest the apparent award or recommendation to award a contract by submitting such protest in writing via certified mail, hand delivery, facsimile transmission or email to the Procurement Manager no later than five (5) business days (the first business day to be the day after the notice is received) after notice from the Procurement Department is received by protester of the recommendation to be made to the Board (BOC) or actual knowledge is obtained by the protester that a recommendation to award to a proposer/bidder other than the protester will be made to the BOC, whichever occurs first.
4. The written protest must be received in the Procurement office no later than 5:00 p.m. on the fifth (5th) business day as set forth above. The protest should contain, at a minimum, the following:

- The protestor's company name, protestor's name, address, email address, telephone number and fax number;
- The Bid / RFP number;
- A detailed statement of all factual and legal grounds for protests;
- Copies of relevant documents supporting protester's statement;
- Statement as to form of relief;
- All information establishing that the protestor is an interested party for the purpose of filing a protest; and
- All information establishing the timeliness of the protest.

5. The Procurement Manager, Finance Division Director, and Division Director of the division out of which the contract will be managed (Review Team) shall review the protest and supportive documents and issue a written decision within five (5) business days of receipt, where feasible, to the protestor via certified mail or email. The Review Team may take any action or make any requests he or she deems necessary in order to investigate the protest including extending the time to issue a decision in order to obtain all evidence and other pertinent information.
6. The decision of the Procurement Review Team shall be included in the presentation/recommendation made to the BOC for final approval. No evidence or information may be introduced or relied upon in the appeal that has not been presented in the original written protest.

Items not Requiring Bids / Proposals

1. All purchase items estimated to be equal to $2,000 but less than $20,000 will be made in the open market without observing the formal competitive bidding procedures, but will be contracted for or purchased in accordance with the procedures listed below.
2. All open market purchases will, whenever possible, be based on **THREE TO FIVE *WRITTEN*** quotations.
3. The user department will solicit quotations by email, mail, telephone, facsimile, catalogs or any other viable means.
4. All open public works quotations will be based on pre-qualified contractors who have met all necessary requirements to conduct business for the County.

State Contract Purchases

1. The requirement for three to five written quotations for purchases equal to $2,000 but less than $20,000 may be waived by the Procurement Manager on items purchased through a contract that has been bid and negotiated by the State of Georgia Department of Administrative Services. However, Procurement strongly recommends obtaining at least three quotes (using the state contract price as one

of the quotes) as we have been able to "beat" state contract pricing numerous times.

2. The competitive bid procedures for purchases of $20,000 or more may be waived on items purchased through a contract that has been bid and negotiated by the State of Georgia Department of Administrative Services ***upon recommendation of the affected Oversight Committee***.

Emergency Purchases

An "Emergency" is defined as any situation resulting in imminent danger to the public health or safety or the loss of an essential governmental service. In the event of an emergency that threatens the public health, safety, or welfare of the County, the Procurement Manager and/or Finance Director will have the authority to suspend formal competitive bidding procedures to the extent required to rectify the emergency. In the absence of the Procurement Manager and Finance Director, the affected Division Director(s) will have the same authority, but will report such emergency purchases to the Procurement Manager promptly (within two working days if possible).

Sole Source Purchases

Sole source is defined as those procurements made pursuant to a written determination by a governing authority that there is only one source for the required supply, service, or construction item. Departments are to contact Procurement for verification of a "sole source" purchase. Before making a determination of Sole Source, research must be conducted to determine if other products or service providers exist and can satisfy procurement requirements. Sound procurement practice requires that Sole Source procurement be used when it is the only option and not as an attempt to contract with a favored service provider or for a favored product.

Professional Services

1. Although professional services are not required to be competitively procured, when determined to be in the best interest of Columbia County, requests for proposals may be issued for professional services.
2. A professional service is defined as any service performed by a person or firm that is registered with Georgia Secretary of State and required to maintain a valid State of Georgia license to provide their respective service, including but not limited to the following:
   - **a.** Engineering
   - **b.** Architectural
   - **c.** Surveying
   - **d.** Testing and Special Studies
   - **e.** Audit and Accounting
   - **f.** Insurance

g. Financial Management
h. Fiscal Advisor
i. Court Reporting
j. Legal

3. Purchases of goods and services including professional services should have a purchase order issued in order to help provide a good audit trail, encumber the funds, and avoid duplicating routine approval of timely invoices.
4. Procurement strongly encourages to competitively seek all Professional Services $20,000 or greater.

Contracts

1. The Board must approve any lease-purchase agreement, long-term lease or contract. Exempted from this provision are short-term lease (rental) agreements, routine maintenance or service agreements, and items otherwise identified herein, which may be signed by the department manager.
2. Change order is defined as an alteration, addition, or deduction from the original scope of work as defined by the contract documents to address changes or unforeseen conditions necessary for project completion.
3. Bid and contract documents may contain provisions authorizing the issuance of change orders, without the necessity of additional requests for bids or proposals, within the scope of the project when appropriate or necessary in the performance of the contract. Change orders may not be used to evade the purposes of the Procurement Policies.
4. Contract Change Orders for Public Works projects less than $20,000 may be approved by the Department Manager and/or Division Director.
5. The Board of Commissioners may, at their discretion, designate alternate signors unless prohibited by law with relation to the item being signed. However, no employee or official of the County has the authority to obligate the County in any manner without prior approval from the Board of the Commissioners.

Surplus Property Sales

1. These procedures are intended to be used as a guideline under which Columbia County will dispose of surplus property.
2. The Columbia County Board of Commissioners, through the Director of Financial Services, has authorized the Procurement Department to dispose of surplus items. As appointed agent, Procurement, is the only department authorized to enter into and sign contracts for the disposal of property; and is charged with the responsibility of assuring that all disposal actions are in accordance with the Code

of Columbia County, Code of the State of Georgia, and applicable Federal government regulations.

3. The Board of Commissioners is authorized to sell via GovDeals online auction any personal property belonging to the County that is deemed to be of any value.
4. The Warehouse Foreman and/or Administrative Assistant will be the point of contact for managers, staff, suppliers, consultants, and the public interested in information on Columbia County surplus property activities. All departments will complete the warehouse request form provided by Procurement for any unneeded or unwanted materials, equipment, and supplies. Procurement will then notify the Facility Maintenance Department to have items delivered to the warehouse.
5. Procurement will attempt to utilize excess materials to satisfy other requirements whenever possible. Procurement will oversee and supervise the disposal of all materials that are no longer of value to Columbia County.
6. An inventory of surplus property must be taken and presented by the Procurement Manager to the Management and Financial Services Committee and then to the full Board of Commission for approval. The following departments are responsible for assisting Procurement in ensuring that all items are the property of the County and do need to be declared surplus property:
    - Fleet Services – vehicles and heavy equipment
    - Information Technology – computer equipment
    - Maintenance – miscellaneous equipment / furniture
7. To maintain fairness, reduce potential conflicts of interest, and encourage competition among all parties, any regular employee, temporary staff, or payroll outsource position of the Columbia County Board of Commissioners is prohibited from participating in the competitive sealed bid disposal or online auction of surplus items.
8. Procurement Department personnel will be responsible for coordinating any sale action required in the disposal operations. All funds, cash, checks, or other negotiable instruments collected must be accounted for and turned over to the Finance Director as soon as possible after receipt.
9. It is essential the Procurement Department personnel be well trained and acquainted with the legal requirements and regulations governing the disposal function. When potential conflict with an existing regulation is suspected, or legal assistance is advisable, it is the responsibility of the Procurement Manager to notify county officials of conflicts or potential conflicts, and/or that legal counsel is needed.
10. The Board of Commissioners retains the right to reject any and all bids/offers or to cancel any proposed sale.

11. The Board of Commissioners may sell an asset in as-is condition to another government entity for full trade-in value either as listed in the Kelley Blue Book for vehicles, the Green Guide for heavy equipment, or appraised by another independent entity. Cost of appraisal, if any, will be added to the cost of the asset.

Georgia Security and Immigration Compliance Act

Columbia County is subject to the requirements of the Georgia Security and Immigration Compliance Act. Accordingly, the requirements of O.C.G.A. §13-10-91 and Georgia Department of Labor Rule 300-10-1-.02 are conditions that must be included in any contract. Compliance with these requirements shall be attested by the execution of the Contractor Affidavit which can be obtained from Procurement, and shall become a part of the awarded contract. In the event the Contractor employs or contracts with any subcontractor(s) in connection with the awarded contract, the Contractor shall secure from such subcontractor(s) attestation of the subcontractor's execution of the Subcontractor Affidavit which can be obtained from Procurement, and shall also become a part of the awarded contract and also a part of the contractor/subcontractor agreement. Contractor shall maintain records of such attestation for inspection by Columbia County at any time. Contractor shall be required to provide copies to Columbia County upon request. Failure to comply with these rules will result in the rejection of the bid and/or termination of any awarded contract where it is subsequently determined that there has been a violation of any provision of the Act or implementing rules and regulations.

Ethics Policy

The Procurement Division shall maintain multiple sources of supply for all procurements, and shall maintain the best possible source relationships. The goodwill of sources and the reputation of Columbia County will be promoted by:

1. Giving all sales personnel a full, fair, prompt and courteous hearing.
2. Keeping competition fair and open.
3. Soliciting source suggestions in the determination of standards and specifications and assuring that the same are both fair and clear.
4. Having consistent buying policies and principles.
5. Observing strict truthfulness in all transactions and correspondence.
6. Being scrupulous about maintaining the highest level of business ethics when dealing with sources and user divisions.
7. Respecting the confidence of the sales personnel or their companies as to confidential or proprietary information.

<u>Conflicts of Interest:</u>

No affiliate or employee of Columbia County shall submit offers for, enter into, or be in any manner interested in entering into a contract for Columbia County purchases or contract for

services in which they would be financially interested, directly or indirectly. Nor shall any affiliate or employee of Columbia County seek to influence in any manner, the award of a contract, purchase of a product or service from any offeror. Further, affiliates and employees must immediately disclose to Columbia County any silent partnership, proprietorship, employment, other involvement or relationship in a prospective contract or procurement.

Acceptance of gifts by employees from sources or potential sources, or their salesmen or representatives, at any time is strictly prohibited, except for inexpensive advertising items of nominal value (see CONFLICTS OF INTEREST Policy) with the firm's name clearly imprinted on them. These items shall not be displayed publicly in the Procurement division offices. Employees must not become obligated to any source and shall not conclude any transaction from which they may personally benefit, directly or indirectly.

Vendors shall be advised from time to time that employees may not solicit or accept gratuities such as any type of compensation, contribution, emolument (kick-backs), offer of employment, loan, reward, rebate, gift, money, lodging, service, or "other things of value", except as specifically exempted herein. Employees of Columbia County are not to participate in any type of extravagant entertainment with the supplier, customer, or consultant, or a contractor. These restrictions do not include entertainment such as business meals that are customary and proper under the circumstances; as long as they are consistent with good business ethics, and do not place the recipient under an obligation of any kind.

Noncompliance with this policy either from a vendor, customer, consultant, contractor, or employee will be justification for disciplinary action, including termination of said employee, and /or immediate termination of the business relationship.

In the event that employee visits to a vendor's plant or distribution center become necessary for technical or other reasons, trips must be made at Columbia County expense, unless provided contractually by the vendor.

No money shall be paid to any person, firm or corporation who is indebted to Columbia County.

Laws and Regulations:

It is essential that Procurement Division personnel be well trained and acquainted with the legal requirements and regulations governing the purchasing function. When potential conflict with an existing regulation is suspected, or legal assistance is advisable, it is the responsibility of the Procurement Division Director to notify management of conflicts or potential conflicts, and/or that legal counsel is needed.

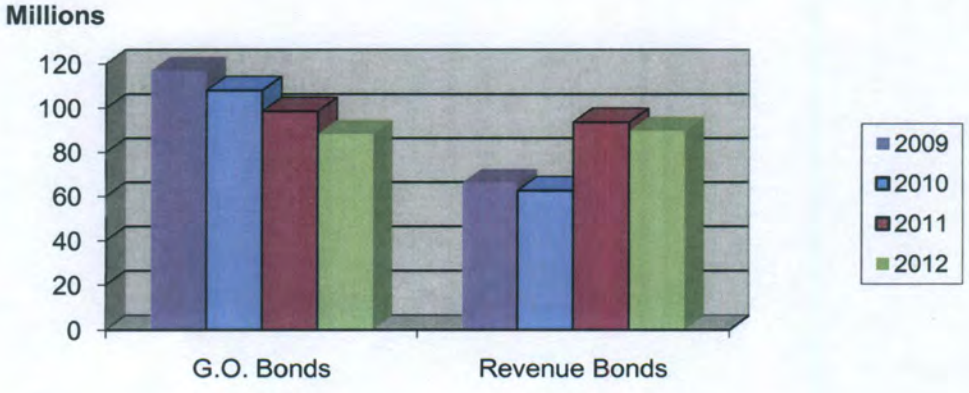
DEBT ADMINISTRATION

Columbia County continues to maintain strong bond ratings with the major credit rating services. In August 2010, the Government prepared comprehensive presentations for Fitch IBCA, Standard & Poor's, and Moody's Investors Service rating agencies in an effort to upgrade the current uninsured ratings applied to the Government's general obligation bonds and water and sewerage revenue bonds in anticipation of issuing approximately $60 million in water and sewerage revenue bonds. The Government received an upgrade from Fitch to AAA from AA and an upgrade from Moody's Investor Services to Aa1 from Aa2 and maintains a rating of AA+ from Standard and Poor's for the general obligation debt. The Government received upgrades from all three rating agencies for the water and sewerage debt. Standard and Poor's upgraded from AA to AA+, Fitch upgraded from AA- to AA+, and Moody's Investor Services upgraded from Aa3 to Aa2. These high ratings are a primary factor in keeping interest costs low on the Government's outstanding debt. The County will continue to follow prudent fiscal policies and practices in order to maintain its strong credit rating.

As of June 30, 2011, the Government had a total of $192 million in outstanding bonded debt, including deferred amounts. Of this amount, $98.5 million consists of general obligation debt backed by the full faith and credit of the government and $93.5 million consists of water and sewerage revenue bonds backed by the revenues of the water and sewer system. On September 30, 2010, the County issued $60.73 million of water and sewerage revenue bonds. This bond issue refunded $27.4 million of previously issued water and sewerage revenue bonds.

The Government's Outstanding Debt
General Obligation and Revenue Bonds
As of June 30,

	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
General obligation bonds	$ 116,811,233	$ 107,925,343	$ 98,519,453	$ 88,218,563
Revenue bonds	65,924,732	62,395,255	93,494,466	89,634,837
Total debt	$ 182,735,965	$ 170,320,598	$ 192,013,919	$ 177,853,400

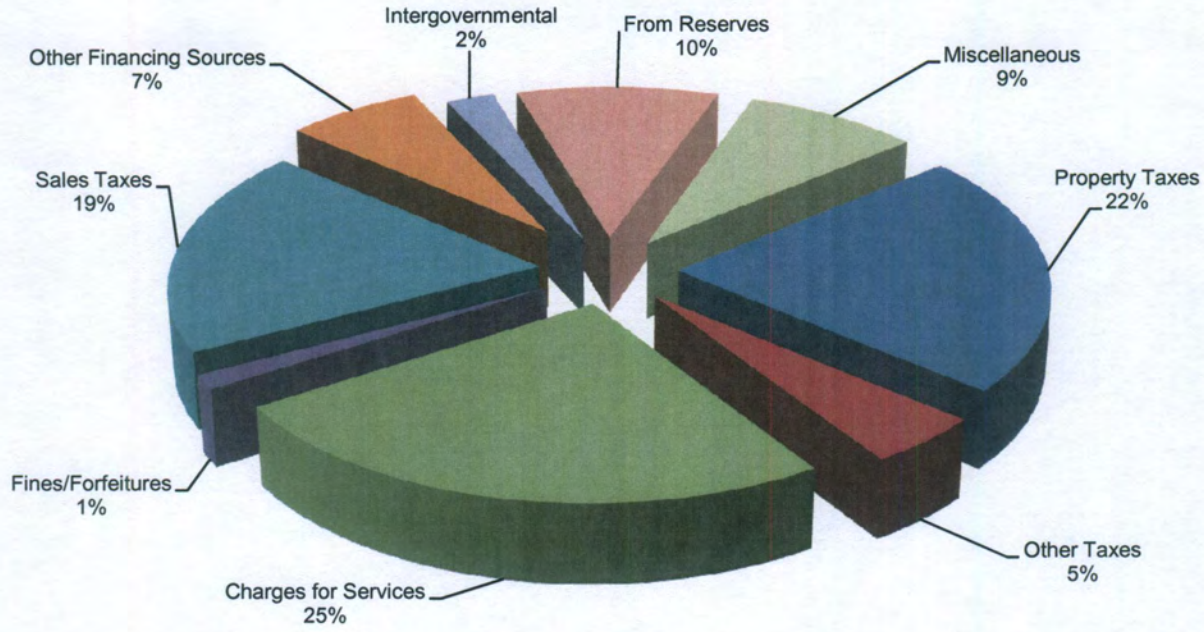


The State of Georgia limits the amount of general obligation debt that a unit of government can issue to 10% of the net assessed value of taxable property located within that government's boundaries. The legal debt limit for the County based on the 2010 tax digest was $412,663,660. Assuming no growth in the 2011 tax digest (the 2011 tax digest was not available at the time of printing; however preliminary estimates indicate no growth), the legal debt limit for 2011 is estimated to remain at $412,663,660. Based on this figure, the estimated legal debt margin for the County as of June 30, 2011, is $318,283,660, showing that the County only utilized 22.87% of its legal debt limit for 2011. Based on another 1% growth rate in 2012, the County will utilize only 20.4% of its 2012 legal debt limit.

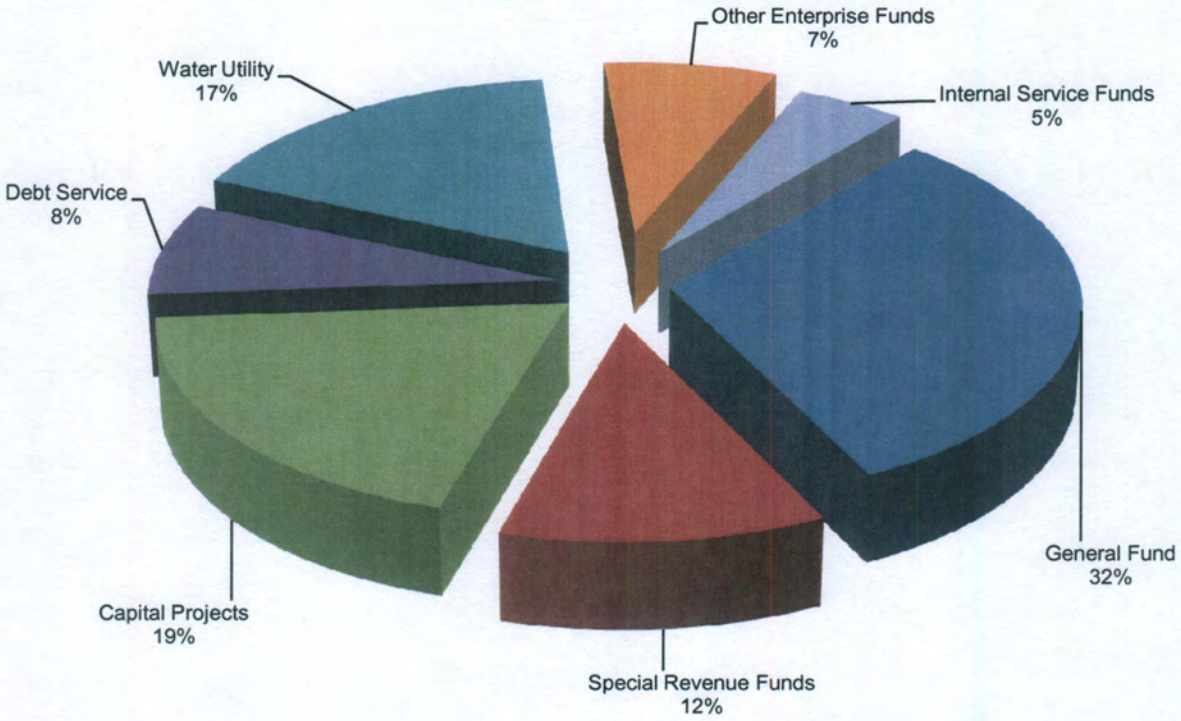
Summary of Legal Debt Margin

	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
GO Bonds	$ 110,740,000	$ 102,820,000	$ 94,380,000	$ 85,045,000
Legal Debt Limit	$ 415,886,505	$ 412,663,660	$ 412,663,660	$ 416,790,297
Legal Debt Margin	$ 305,146,505	$ 309,843,660	$ 318,283,660	$ 331,745,297
% of Debt Limit	26.63%	24.92%	22.87%	20.40%

Countywide Sources of Funds
FY 2011/2012



Countywide Uses of Funds
FY 2011/2012



COMBINED STATEMENT OF BUDGETED REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN RESERVES
FISCAL YEAR 2011/2012

	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	DEBT SERVICE	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL
REVENUES:							
Property Taxes	$ 26,941,328	$ 8,284,952	$ -	$ 3,776,202	$ -	$ -	$ 39,002,482
Sales Taxes	15,477,000	-	18,000,000	-	-	-	33,477,000
Other Taxes	3,679,900	4,376,305	-	-	-	-	8,056,205
Charges for Services	3,992,500	4,341,645	-	-	29,255,000	6,105,451	43,694,596
Fines/Forfeitures	2,019,200	310,000	-	-	-	-	2,329,200
Intergovernmental	1,985,403	201,931	-	-	12,547,881	1,916,150	16,651,365
Miscellaneous	755,756	1,174,017	-	-	523,244	-	2,453,017
Total Anticipated Revenues	$ 54,851,087	$ 18,688,850	$ 18,000,000	$ 3,776,202	$ 42,326,125	$ 8,021,601	$ 145,663,865
EXPENDITURES:							
Personal Services	$ 34,943,032	$ 2,947,550	$ -	$ -	$ 6,705,167	$ 369,158	$ 44,964,907
Operating	19,495,009	15,654,667	-	1,000	8,219,462	6,837,151	50,207,289
Capital Projects	688,046	132,464	23,118,634	-	18,522,883	1,219,000	43,681,027
Debt Service:							-
Principal	-	-	-	9,335,000	4,200,000	-	13,535,000
Interest	-	-	-	4,201,886	5,414,087	-	9,615,973
Total Anticipated Expenditures	$ 55,126,087	$ 18,734,681	$ 23,118,634	$ 13,537,886	$ 43,061,599	$ 8,425,309	$ 162,004,196
Excess(Deficit) of Revenues over Expenses	$ (275,000)	$ (45,831)	$ (5,118,634)	$ (9,761,684)	$ (735,474)	$ (403,708)	$ (16,340,331)
Sale of Property	100,000	-	-	-	-	-	100,000
Transfers In	175,000	1,567,102	-	9,761,684	-	-	11,503,786
Transfers Out	-	(1,754,480)	(10,634,866)	-	-	-	(12,389,346)
Increase (Decrease) in Reserves	$ -	$ (233,209)	$ (15,753,500)	$ -	$ (735,474)	$ (403,708)	$ (17,125,891)

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
GENERAL FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Taxes - property	$ 27,682,831	$ 27,664,377	$ 27,147,075	$ 26,941,328
Taxes - sales	14,612,918	15,637,754	16,135,031	15,477,000
Taxes - other	3,431,974	3,477,965	3,496,183	3,679,900
Licenses and permits	332,478	350,862	341,437	345,000
Charges for services	3,885,641	3,897,273	4,154,201	3,992,500
Intergovernmental	2,195,594	2,518,882	2,021,891	1,985,403
Fines and forfeitures	1,787,729	2,091,889	1,868,934	2,019,200
Investment income	337,583	254,111	211,668	200,000
Contributions	10,371	115,412	967	500
Miscellaneous sources	435,774	398,463	358,788	210,256
Other financing sources	203,000	599,862	269,269	275,000
Total revenues	$ 54,915,893	$ 57,006,850	$ 56,005,444	$ 55,126,087
Expenditures:				
Personal services	$ 33,927,867	$ 34,509,749	$ 34,602,843	$ 34,943,032
Operating services	17,387,749	18,017,716	17,496,498	19,495,009
Capital projects	867,437	717,349	236,637	688,046
Other financing uses	1,109,000	1,981,586	69,670	-
Total expenditures	$ 53,292,053	$ 55,226,400	$ 52,405,648	$ 55,126,087

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
SPLOST 2006-2010

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Taxes - sales	$ 16,644,367	$ 17,821,142	$ 9,101,465	$ -
Intergovernmental	-	388,568	111,432	-
Investment income	434,809	328,268	221,952	-
Miscellaneous sources	328	-	-	-
Other financing sources	154,553	500,000	5,660,032	-
Use of reserves	-	-	-	11,358,500
Total revenues	$ 17,234,057	$ 19,037,978	$ 15,094,881	$ 11,358,500
Expenditures:				
Capital projects	$ 3,439,411	$ 5,534,214	$ 11,709,396	$ 11,358,500
Other financing uses	5,133,250	4,613,219	1,373,493	-
Total expenditures	$ 8,572,661	$ 10,147,433	$ 13,082,889	$ 11,358,500

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
2009 GENERAL OBLIGATION BOND/2011-2016 SPLOST FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Taxes - sales	$ -	$ -	$ 9,285,582	$ 18,000,000
Investment income	54,886	626,659	91,055	-
Contributions	-	40,000	-	-
Other financing sources	42,484,502	-	-	-
Use of reserves	-	-	-	-
Total revenues	$ 42,539,388	$ 666,659	$ 9,376,637	$ 18,000,000
Expenditures:				
Capital projects	$ 1,669,618	$ 5,749,410	$ 16,423,793	$ 7,365,134
Other financing uses	472,890	3,583,390	9,960,360	10,634,866
Total expenditures	$ 2,142,508	$ 9,332,800	$ 26,384,153	$ 18,000,000

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
WATER AND SEWERAGE FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Charges for services	$ 24,450,053	$ 25,860,872	$ 27,946,197	$ 26,675,000
Investment income	812,853	545,022	551,895	325,000
Miscellaneous sources	89,766	78,960	96,825	87,600
Capital contributions	3,615,030	3,047,341	3,447,307	-
Total revenues	$ 28,967,702	$ 29,532,195	$ 32,042,224	$ 27,087,600
Expenditures:				
Personal services	$ 5,282,894	$ 5,422,185	$ 5,450,152	$ 5,581,804
Operating services	12,314,357	13,436,885	14,200,858	6,538,592
Capital projects	-	-	117,263	5,353,117
Debt service	2,237,874	1,957,058	1,389,648	9,614,087
Total expenditures	$ 19,835,125	$ 20,816,128	$ 21,157,921	$ 27,087,600

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
STORM WATER UTILITY FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Charges for services	$ 2,505,784	$ 2,586,285	$ 2,591,125	$ 2,580,000
Investment income	29,476	11,844	29,894	10,000
Miscellaneous sources	826	5	-	-
Capital contributions	1,992,655	1,283,744	2,423,775	-
Use of reserves	-	-	-	149,749
Total revenues	$ 4,528,741	$ 3,881,878	$ 5,044,794	$ 2,739,749
Expenditures:				
Personal services	$ 646,665	$ 658,996	$ 642,058	$ 700,224
Operating services	2,199,108	2,183,575	2,113,509	810,293
Capital projects	-	-	127,044	1,229,232
Total expenditures	$ 2,845,773	$ 2,842,571	$ 2,882,611	$ 2,739,749

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
BROADBAND UTILITY FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Charges for services	$ -	$ -	$ -	$ -
Intergovernmental	-	162,356	5,860,329	12,547,881
Investment income	-	21	3,497	-
Miscellaneous sources	-	-	-	100,644
Other financing sources	-	1,000,000	-	-
Capital contributions	-	-	-	-
Total revenues	$ -	$ 1,162,377	$ 5,863,826	$ 12,648,525
Expenditures:				
Personal services	$ -	$ 49,986	$ 289,052	$ 288,591
Operating services	-	387,517	153,064	419,400
Capital projects	-	-	12,545,150	11,940,534
Total expenditures	$ -	$ 437,503	$ 12,987,266	$ 12,648,525

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
NONMAJOR FUNDS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Taxes - property	$ 11,909,432	$ 11,908,639	$ 12,160,297	$ 11,841,154
Taxes - sales	-	-	-	-
Taxes - other	4,844,561	4,844,817	4,789,523	4,596,305
Licenses and permits	1,303,780	1,143,471	1,227,570	992,067
Charges for services	9,612,226	10,214,445	10,493,045	10,447,096
Intergovernmental	1,389,608	2,649,808	3,831,992	2,118,081
Fines and forfeitures	377,401	358,170	414,007	310,000
Investment income	1,271,074	466,127	118,100	15,609
Contributions	-	452,291	116,593	70,000
Miscellaneous sources	351,346	178,595	181,091	96,341
Other financing sources	14,469,226	11,581,887	13,136,656	11,328,786
Use of reserves	-	-	-	5,617,642
Total revenues	$ 45,528,654	$ 43,798,250	$ 46,468,874	$ 47,433,081
Expenditures:				
Personal services	$ 4,048,475	$ 4,340,569	$ 4,446,270	$ 3,451,256
Operating services	20,320,789	21,889,917	22,214,549	22,943,995
Capital projects	8,642,963	12,166,478	13,622,522	5,746,464
Debt service	11,477,903	12,998,578	13,194,122	13,536,886
Other financing uses	7,826,134	3,290,290	7,767,383	1,754,480
Total expenditures	$ 52,316,264	$ 54,685,832	$ 61,244,846	$ 47,433,081

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
ALL FUNDS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Revenues:				
Taxes - property	$ 39,592,263	$ 39,573,016	$ 39,307,372	$ 38,782,482
Taxes - sales	31,257,285	33,458,896	34,522,078	33,477,000
Taxes - other	8,276,535	8,322,782	8,285,706	8,276,205
Licenses and permits	1,636,258	1,494,333	1,569,007	1,337,067
Charges for services	40,453,704	42,558,875	45,184,568	43,694,596
Intergovernmental	3,585,202	5,719,614	11,825,644	16,651,365
Fines and forfeitures	2,165,130	2,450,059	2,282,941	2,329,200
Investment income	2,940,681	2,232,052	1,228,061	550,609
Contributions	5,618,056	4,858,788	5,988,642	70,500
Miscellaneous sources	878,040	656,023	636,704	494,841
Other financing sources	57,311,281	13,681,749	19,065,957	11,603,786
Use of reserves	-	-	-	17,125,891
Total revenues	$ 193,714,435	$ 155,006,187	$ 169,896,680	$ 174,393,542
Expenditures:				
Personal services	$ 43,905,901	$ 44,981,485	$ 45,430,375	$ 44,964,907
Operating services	52,222,003	55,915,610	56,178,478	50,207,289
Capital projects	14,619,429	24,167,451	54,781,805	43,681,027
Debt service	13,715,777	14,955,636	14,583,770	23,150,973
Other financing uses	14,541,274	13,468,485	19,170,906	12,389,346
Total expenditures	$ 139,004,384	$ 153,488,667	$ 190,145,334	$ 174,393,542

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

Fund	Anticipated Expenses	Anticipated Revenues	Estimated Beginning FY 2011 Fund Balance	Estimated Change in Reserve	Estimated Ending FY 2011 Fund Balance	Reserved Fund Balance	Fund Balance Available for Appropriation
General	$ 55,126,087	$ 55,126,087	$ 33,767,742	$ -	$ 33,767,742	$ 233,664	$ 33,534,078
Building Standards Fund	1,272,026	1,045,817	801,106	(226,209)	574,897	3,046	571,851
Library Board Fund	110,000	103,000	393,010	(7,000)	386,010	-	386,010
Recreation Advisory Board Fund	26,945	26,945	18,843	-	18,843	-	18,843
Street Lights Fund	1,615,400	1,615,400	(785,565)	-	(785,565)	-	(785,565)
911 Fund	2,085,000	2,085,000	4,221,844	-	4,221,844	12,993	4,208,851
Drug Court Fund	25,000	25,000	25,666	-	25,666	-	25,666
Drug Abuse Treatment Fund	25,000	25,000	82,932	-	82,932	-	82,932
Juvenile Services Fund	50,000	50,000	126,899	-	126,899	-	126,899
Jail Fund	150,000	150,000	392,641	-	392,641	-	392,641
Federal Asset Sharing Fund	20,000	20,000	90,554	-	90,554	-	90,554
State Condemnation Fund	50,000	50,000	83,959	-	83,959	-	83,959
Community Centers Fund	539,500	539,500	176,808	-	176,808	2,351	174,457
Lodging Tax Fund	576,305	576,305	815,705	-	815,705	2,514	813,191
Multiple Grant Fund	201,931	201,931	(74,039)	-	(74,039)	-	(74,039)
Fire Services Fund	9,852,054	9,852,054	367,043	-	367,043	-	367,043
Sheriff's Gifts/Donations Fund	20,000	20,000	51,046	-	51,046	-	51,046
Insurance Premium Tax Fund	3,800,000	3,800,000	149,864	-	149,864	4,235	145,629
Community Events Fund	30,000	30,000	108,579	-	108,579	125	108,454

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

Fund	Anticipated Expenses	Anticipated Revenues	Estimated Beginning FY 2011 Fund Balance	Estimated Change in Reserve	Estimated Ending FY 2011 Fund Balance	Reserved Fund Balance	Fund Balance Available for Appropriation
Georgia Superior Court Clerks' Cooperative Authority Fund	$ 10,000	$ 10,000	$ 5,582	$ -	$ 5,582	$ -	$ 5,582
Law Library Fund	30,000	30,000	26,514	-	26,514	-	26,514
SPLOST Funds:							
2001-2005	2,505,000	-	2,505,000	(2,505,000)	-	-	-
2006-2010	11,358,500	-	41,595,400	(11,358,500)	30,236,900	3,062,732	27,174,168
General Obligation Bond Funds:							
2007	1,890,000	-	14,619,874	(1,890,000)	12,729,874	607,454	12,122,420
2009	18,000,000	18,000,000	15,457,875	-	15,457,875	1,093,201	14,364,674
Debt Service Funds:							
2007 General Obligation Bond	6,498,636	6,498,636	162,867	-	162,867	162,867	-
2009 General Obligation Bond	7,039,250	7,039,250	7,037,302	-	7,037,302	7,037,302	-
Water and Sewerage Fund	27,087,600	27,087,600	158,187,207	-	158,187,207	291,568	157,895,639
Storm Water Utility Fund	2,739,749	2,590,000	21,117,991	(149,749)	20,968,242	131,957	20,836,285
Solid Waste Management Fund	585,725	-	1,343,864	(585,725)	758,139	6,288	751,851
Columbia County Broadband Utility	12,648,525	12,648,525	174,373	-	174,373	174,373	-
Internal Service Funds:							
Employee Medical Fund	6,105,451	6,105,451	1,990,435	-	1,990,435	1,990,435	-
Risk Management Fund	911,925	911,925	-	-	-	-	-
Customer Service and Information Center	188,933	188,933	-	-	-	-	-
Fleet Replacement Fund	1,219,000	815,292	3,644,361	(403,708)	3,240,653	156,959	3,083,694
ALL FUNDS	**$ 174,393,542**	**$ 157,267,651**	**$ 308,683,282**	**$ (17,125,891)**	**$ 291,557,391**	**$ 14,974,064**	**$ 276,583,327**

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

STREET LIGHTS FUND

Recently our Internal Auditors conducted a rate study of the Street Lights Fund and determined that the current rate is not sufficient to cover expenses. Therefore, the BOC has implemented annual rate increases beginning in 2010 to cover anticipated expenses.

MULTIPLE GRANT FUND

The majority of grants accounted for within this fund are reimbursable grants. Reimbursement for expenditures incurred in FY 2011 will be received in FY 2012.

Customer Service/Information Center Fund - to account for operations of the County's customer service/information center.

Fleet Replacement Fund – to account for the County's vehicle/equipment replacement program.

BASIS OF ACCOUNTING AND BUDGETING

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are adopted for the general fund, special revenue funds, and debt service funds. The County adopts a project length budget for each capital project fund.

Beginning with fiscal year 2003, the County follows Statement No. 34 of the Governmental Accounting Standards Board. This statement substantially changes the financial reporting model for governments. In addition to the fund financial statements, government wide statements (including all funds) are presented on the full accrual basis of accounting along with reconciliation to the fund financial statements. The individual funds, however, will continue to be maintained on the traditional basis of accounting depending on the fund type.

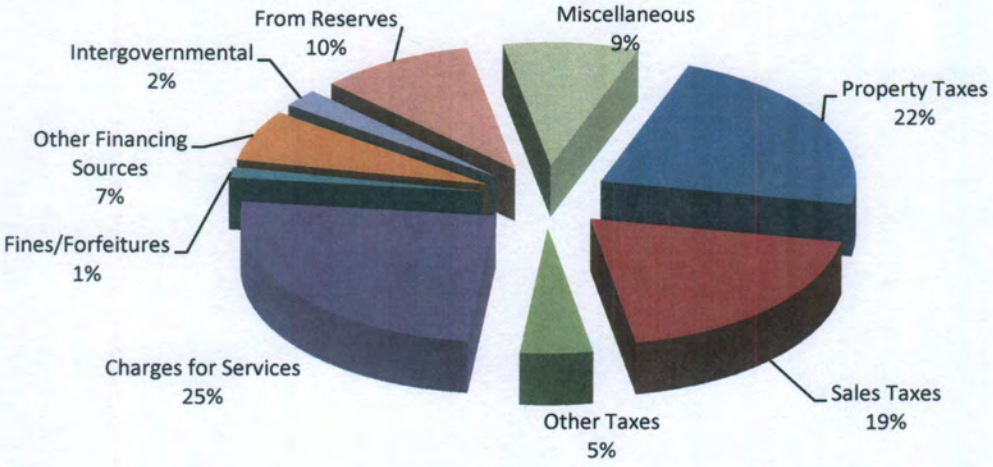
Governmental funds are maintained on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Revenues not considered available are recorded as deferred revenues. Expenditures are recorded when the liability is incurred. The focus of accounting is on current financial resources.

Proprietary funds (enterprise funds and internal service funds) are maintained using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time goods or services have been received. The focus of accounting for these funds is on determination of income.

REVENUE SUMMARY

Columbia County derives its revenues from nine basic categories: Property Taxes, Sales Taxes, Other Taxes, Charges for Services, Fines and Forfeitures, Intergovernmental, Miscellaneous, and Use of Reserves. The following revenue section includes a summary of revenues for all major funds, an analysis of revenues by category and a revenue budget history for each fund.

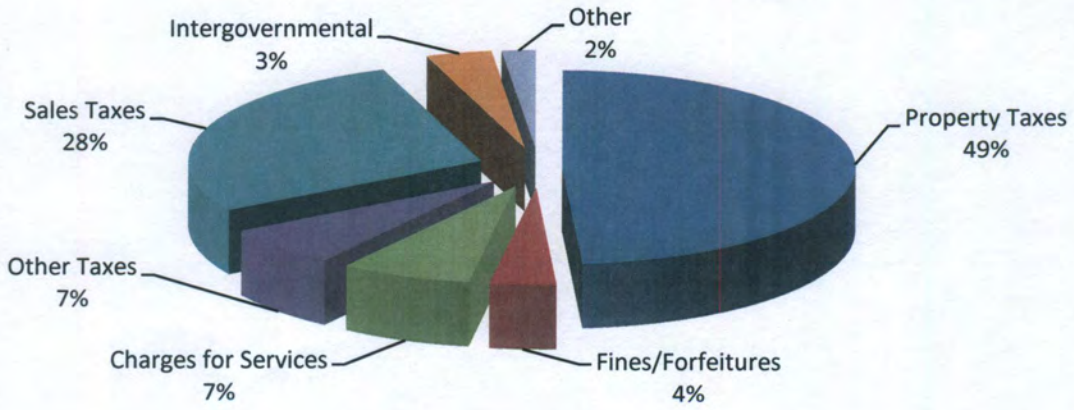
FY 2012 Budgeted Revenues – All Funds



GENERAL FUND

The General Fund revenues are derived primarily from taxes: property and other taxes account for 57% and local option sales taxes account for 27%, for a total of 84% of General Fund revenues. Other sources of revenue for the General Fund include fines and forfeitures from the court system, charges for services from Planning and Recreation, intergovernmental revenues, and miscellaneous income. Budgeted revenues for the General Fund for FY 2011 total $55,126,087.

FY 2012 Budgeted Revenues – General Fund



SPLOST 2006-2010

The primary source of revenue for this fund is the 1% tax on sales generated within the County. These funds are used for capital projects in the areas of transportation, recreation, county facilities, public safety, and intergovernmental projects. Other revenues include investment income and interfund transfers. The current SPLOST program ended in December 2010 but was renewed for another 6 years beginning in January 2011.

2009 GENERAL OBLIGATION BOND/2011-2016 SPLOST FUND

In March 2009, the County issued $38.0 million in general obligation bonds in connection with the renewal of the SPLOST program for 2011-2016. These funds will be used for capital projects in the areas of county facilities, public safety, water projects, and recreation projects. Other revenues include investment income and interfund transfers.

WATER AND SEWERAGE FUND

This utility provides services to approximately 39,000 water customers and 32,000 sewer customers. Of the total budgeted revenues of $27.1 million, $16.0 million, or 59%, is derived from water sales and $9.5 million, or 35%, is derived from sewer sales. Other revenues include water and sewer taps, investment income, and rental income.

STORM WATER UTILITY FUND

This utility was established to provide funds for storm water management services and to maintain and improve the County's storm water infrastructure. Revenues are derived from two major sources: fees charged to customers and funds provided by the County to maintain a minimum level of service.

COLUMBIA COUNTY BROADBAND UTILITY

This utility was established to account for the construction, operation, and maintenance of the infrastructure required to provide a middle-mile fiber network for our community. Currently, the primary source of revenue is the $13.5 million grant received under the American Recovery and Reinvestment Act of 2009. The total estimated cost of the project is $18 million. Other revenues include interfund transfers and grant matching funds from SPLOST. Future revenues will include user fees.

REVENUE ANALYSIS

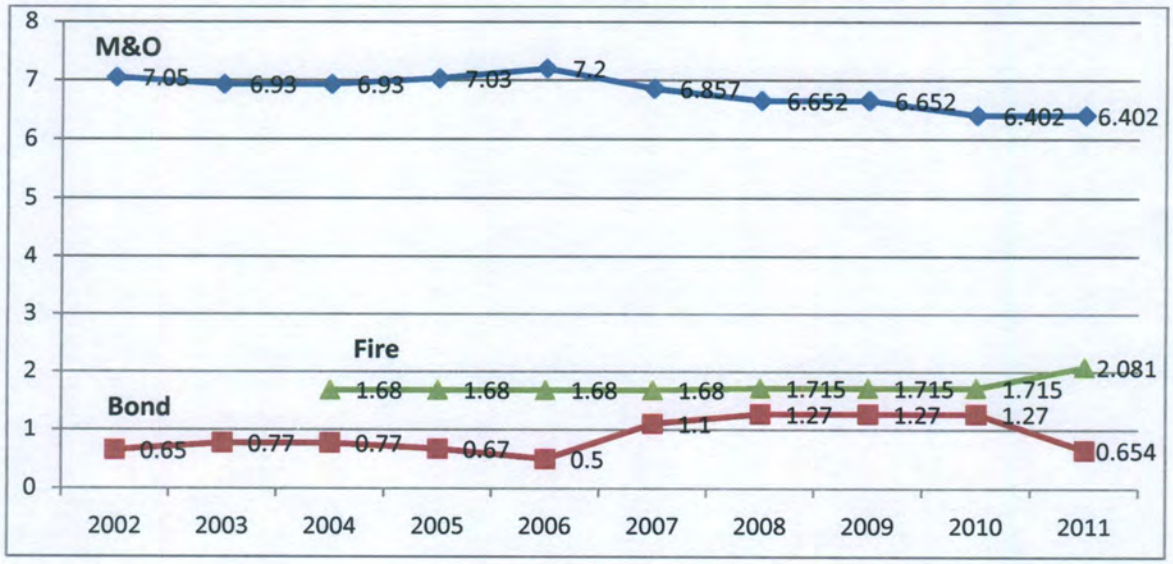
PROPERTY AND OTHER TAXES

This category includes general property taxes for the General Fund, Fire Services Fund, and the 2007 General Obligation Bond Debt Service Fund. Other taxes include revenues from cablevision, real estate transfer taxes, intangible taxes, alcohol taxes, and occupational taxes.

For calendar year 2010, the maintenance and operations portion of the millage rate, which is accounted for within the General Fund; the fire millage rate, which is applied only to the unincorporated area of the County; and the debt service millage rate remained at 6.402 mills, 1.715 mills, and 1.27 mills, respectively, for a total millage rate for the County of 9.387 mills. For calendar year 2011, the millage rate for debt service has been reduced from 1.27 mills to 0.654 mills, and the millage rate for fire services has been increased to 2.081 mills from 1.715 mills, reducing the total millage rate for the County to 9.137 mills. In the past ten years, the County has only increased the total millage rate twice: in 2004 to implement the Fire Services Fund and in 2007 with the issuance of general obligation bonds.

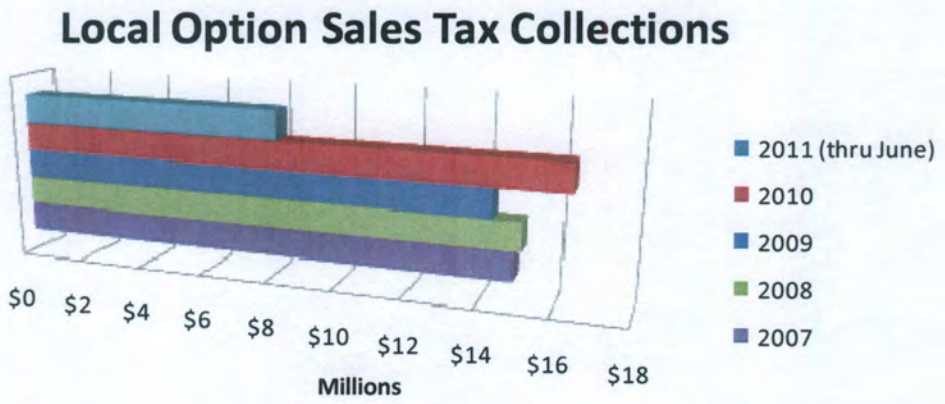
These amounts exclude the school millage rate, which the Board of Education (BOE) sets independently. In 2010, the school millage rate was 17.09 mills. In addition, the State of Georgia assesses .25 mills. Therefore, the total millage on property taxes for 2010 was 26.727 mills. Due to continued state budget reductions, the BOE increased the 2011 school millage rate to 17.59, increasing the overall millage rate for 2011 to 26.977.

In the past, Columbia County has enjoyed a healthy growth in its tax digest each year. However, due to the economy and changes in state legislation, the County is anticipating no growth, or even a slight decline, in the 2011 digest. Therefore, the budget was prepared and balanced using a 0.0% increase in property tax revenues in order to maintain conservative revenue projections.



SALES TAXES

Sales tax revenues include 1% on sales that is accounted for within the General Fund (local option sales tax – LOST) and 1% on sales for capital purposes (special purpose local option sales tax – SPLOST). The LOST is established by state legislation but the SPLOST requires voter approval. The citizens of Columbia County recently approved to extend the SPLOST through 2016. Due to the slow economy, Columbia County experienced a drop in sales tax revenues during calendar year 2009, resulting in negative growth. Although collections in calendar year 2010 improved and exhibited moderate growth, slower growth has occurred during the first half of 2011. Therefore, a 5% increase in LOST revenues was projected in the FY 2012 General Fund budget in order to maintain conservative revenue projections. The amount of SPLOST budgeted in capital projects funds was based on current reserve balances within those funds and the projected construction timeline of projects. Projects are constructed only as funds are available.



CHARGES FOR SERVICES

This revenue source includes charges for street lights; 911 charges for both landline and wireless telephones; water, sewer, and storm water charges; and charges to employees that participate in the medical plan.

FINES AND FORFEITURES

Columbia County supports the following court systems: Probate Court, Magistrate Court, Juvenile Court, and Superior Court. Revenues from fines are expected to remain at current levels.

OTHER FINANCING SOURCES

This category consists of interfund transfers and sales of property. Significant transfers include $1.58 million from the IPTF to the Fire Services Fund to subsidize operations due to property tax revenues being insufficient to cover the costs of providing fire services and $10.6 million from the 11-16 SPLOST Fund for debt retirement.

INTERGOVERNMENTAL

This category includes payments in lieu of taxes, grant revenues, cost allocations among funds, and County participation with Internal Service Funds.

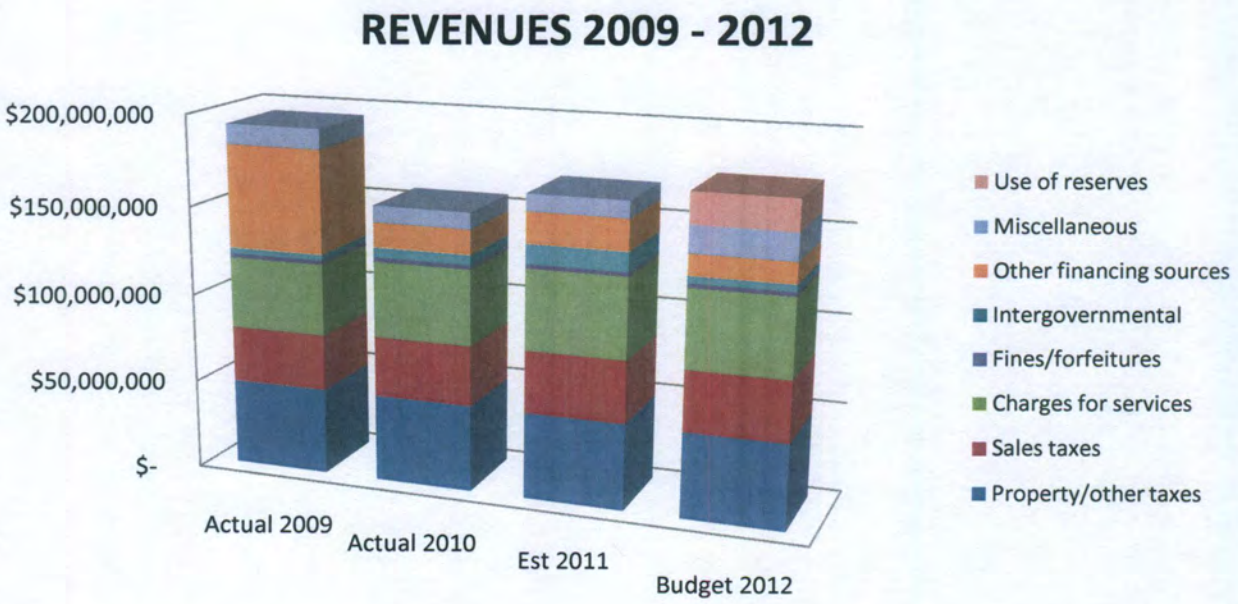
The County operates four Internal Service Funds: Employee Medical Plan, which is a self-insured plan; the Risk Management Fund used to account for various risk activities associated with property, automobile, and general liability exposures; the Customer Service and Information Center used to account for our 311 Center; and a Fleet Replacement Fund implemented in FY 2008, with the goal of better managing costs associated with fleet replacement. This fund consists of revenues derived from participating funds as "lease payments" and revenues obtained from the sales of surplus vehicles and equipment through an on-line auction system.

USE OF RESERVES

This category accounts for the use of reserves that have been accumulated in prior years. The majority of the $17.13 million budgeted is used in the Capital Projects Funds as follows: the 2007 GO Bond Fund, $1.9 million; the 01-05 SPLOST Fund, $2.5 million; the 06-10 SPLOST Fund, $11.4 million.

MISCELLANEOUS

This category includes revenues not included in any other category, such as licenses and permits, investment income, and contributions and donations.



REVENUE BUDGET HISTORY

GOVERNMENTAL FUNDS
GENERAL FUND

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
Taxes				
Sales tax	$ 14,612,918	$ 15,637,754	$ 16,135,031	$ 15,477,000
Railroad equipment	8,325	8,650	9,408	9,500
Cablevision	642,669	797,324	685,582	800,000
General property taxes	24,711,177	24,721,978	24,185,223	24,290,731
Motor vehicle tax	2,343,186	2,459,831	2,357,230	2,264,740
Mobile home tax	66,997	63,179	53,937	67,085
Interest/penalties	324,456	176,186	311,570	150,000
Motor vehicle interest/penalties	219,063	219,571	225,203	150,000
Timber tax	17,953	23,632	13,912	18,772
Real estate transfer tax	134,919	93,843	82,382	150,000
Recording intangible tax	692,581	599,157	657,418	800,000
Alcohol taxes	1,078,392	1,141,822	1,204,259	1,000,000
Occupational taxes	875,087	837,170	857,132	920,400
Total Taxes	**45,727,723**	**46,780,096**	**46,778,289**	**46,098,228**
Licenses & Permits				
Land disturbing fees	11,594	23,074	11,498	20,000
Alcohol licenses	320,810	327,738	329,939	325,000
Massage licenses	24	-	-	-
Sign permits	50	50	-	-
Total Licenses & Permits	**332,478**	**350,862**	**341,437**	**345,000**
Intergovernmental				
Payment in lieu of taxes	119,883	104,919	70,610	50,000
Other intergovernmental	1,789,605	1,899,458	1,534,760	1,551,764
Grants	286,106	514,505	416,521	383,639
Total Intergovernmental	**2,195,594**	**2,518,882**	**2,021,891**	**1,985,403**
Charges for Services				
Commission on tax collections	1,923,233	1,891,386	1,934,867	2,000,000
Court fees	1,064,729	1,067,671	1,286,806	1,050,000
Recreation fees	347,925	308,989	298,643	392,200
Other	549,754	629,227	633,885	550,300
Total Charges for Services	**3,885,641**	**3,897,273**	**4,154,201**	**3,992,500**
Fines & Forfeitures	**1,787,729**	**2,091,889**	**1,868,934**	**2,019,200**
Investment Income	**337,583**	**254,111**	**211,668**	**200,000**
Contributions & Donations	**10,371**	**115,412**	**967**	**500**
Miscellaneous				
Rental income	239,882	238,510	226,793	118,606
Other	195,892	159,953	131,995	91,650
Total Miscellaneous	**435,774**	**398,463**	**358,788**	**210,256**
Other Financing Sources				
Interfund Transfers	190,000	575,000	175,000	175,000
Sale of property	13,000	24,862	94,269	100,000
Total Other Financing Sources	**203,000**	**599,862**	**269,269**	**275,000**
Total General Fund	**$ 54,915,893**	**$ 57,006,850**	**$ 56,005,444**	**$ 55,126,087**

REVENUE BUDGET HISTORY

GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
BUILDING STANDARDS FUND				
Licenses & permits	$ 1,303,779	$ 1,143,471	$ 1,227,570	$ 992,067
Charges for services	68,161	58,714	18,991	41,250
Investment income	8,672	4,097	-	10,500
Miscellaneous	5,916	3,253	2,879	2,000
Use of reserves	-	-	-	226,209
Total	**$ 1,386,528**	**$ 1,209,535**	**$ 1,249,441**	**$ 1,272,026**
LIBRARY BOARD				
Fines & forfeitures	$ 69,948	$ 65,466	$ 65,745	$ 65,000
Investment income	10,546	5,792	2,821	5,000
Contributions & donations	-	35,000	9,000	20,000
Miscellaneous	15,301	14,379	10,012	13,000
Use of reserves	-	-	-	7,000
Total	**$ 95,795**	**$ 120,637**	**$ 87,577**	**$ 110,000**
RECREATION ADVISORY BOARD				
Charges for services	$ 23,025	$ 23,190	$ 23,255	$ 22,995
Investment income	111	-	231	109
Miscellaneous	10,951	4,747	3,834	3,841
Total	**$ 34,086**	**$ 27,937**	**$ 27,320**	**$ 26,945**
STREET LIGHTS FUND				
Charges for services	$ 1,147,258	$ 1,485,211	$ 1,633,679	$ 1,615,400
Contributions & donations	28,466	24,590	16,131	-
Total	**$ 1,175,724**	**$ 1,509,801**	**$ 1,649,810**	**$ 1,615,400**
SHERIFF'S 911 FUND				
Charges for services	$ 2,202,252	$ 2,240,236	$ 2,246,647	$ 2,085,000
Investment income	24,141	9,392	28,045	-
Total	**$ 2,226,394**	**$ 2,249,628**	**$ 2,274,692**	**$ 2,085,000**
DRUG COURT				
Charges for services	**$ 5,630**	**$ 20,404**	**$ 37,668**	**$ 25,000**
DRUG ABUSE & TREATMENT				
Fines & forfeitures	$ 36,627	$ 33,503	$ 30,201	$ 25,000
Investment income	818	20	612	-
Total	**$ 37,444**	**$ 33,523**	**$ 30,813**	**$ 25,000**
SUPPLEMENTAL JUVENILE SERVICES				
Charges for services	$ 39,356	$ 41,696	$ 30,760	$ 50,000
Investment income	1,097	132	1,095	-
Total	**$ 40,453**	**$ 41,828**	**$ 31,855**	**$ 50,000**
JAIL FUND				
Fines & forfeitures	$ 178,318	$ 203,208	$ 180,224	$ 150,000
Investment income	2,711	817	2,957	-
Total	**$ 181,030**	**$ 204,025**	**$ 183,181**	**$ 150,000**
FEDERAL ASSET SHARING				
Fines & forfeitures	$ 67,135	$ 20,877	$ 12,189	$ 20,000
Investment income	388	279	201	-
Total	**$ 67,523**	**$ 21,156**	**$ 12,390**	**$ 20,000**

REVENUE BUDGET HISTORY

GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
STATE CONDEMNATION FUND				
Fines & forfeitures	$ 25,373	$ 35,116	$ 125,649	$ 50,000
Investment income	185	83	128	-
Total	**$ 25,558**	**$ 35,199**	**$ 125,777**	**$ 50,000**
COMMUNITY CENTERS				
Charges for services	$ 390,062	$ 405,907	$ 330,293	$ 462,000
Miscellaneous	62,274	68,370	61,995	77,500
Other financing sources	274,000	273,000	-	-
Total	**$ 726,336**	**$ 747,277**	**$ 392,288**	**$ 539,500**
LODGING TAX FUND				
Taxes	$ 568,874	$ 586,990	$ 632,497	$ 576,305
Intergovernmental	5,000	4,000	-	-
Investment income	7,413	4,153	-	-
Miscellaneous	620	515	201	-
Total	**$ 581,907**	**$ 595,658**	**$ 632,698**	**$ 576,305**
MULTIPLE GRANT FUND				
Intergovernmental	**$ 17,619**	**$ 16,444**	**$ 114,741**	**$ 201,931**
FIRE SERVICES FUND				
Property taxes	$ 6,803,209	$ 6,815,018	$ 6,972,906	$ 8,284,952
Other financing sources	1,331,140	1,946,876	2,000,021	1,567,102
Total	**$ 8,134,349**	**$ 8,761,894**	**$ 8,972,927**	**$ 9,852,054**
SHERIFF'S GIFTS/DONATIONS				
Investment income	$ 184	$ 101	$ 77	$ -
Contributions & donations	17,011	18,350	18,518	20,000
Total	**$ 17,195**	**$ 18,451**	**$ 18,595**	**$ 20,000**
INSURANCE PREMIUM TAX FUND				
Taxes	$ 4,046,652	$ 3,988,630	$ 3,879,230	$ 3,800,000
Investment income	40,344	18,536	-	-
Total	**$ 4,086,996**	**$ 4,007,166**	**$ 3,879,230**	**$ 3,800,000**
COMMUNITY EVENTS FUND				
Charges for services	$ 5,437	$ 17,753	$ 12,259	$ -
Investment income	810	347	-	-
Contributions & donations	165,901	34,350	72,944	30,000
Total	**$ 172,148**	**$ 52,450**	**$ 85,203**	**$ 30,000**
GA SUP CT CK'S COOP AUTHORITY				
Charges for services	$ -	$ -	$ -	$ 10,000
Investment income	70	41	-	-
Total	**$ 70**	**$ 41**	**$ -**	**$ 10,000**
ECONOMIC INCENTIVE FUND				
Investment income	$ -	$ 2,062	$ -	$ -
Other financing sources	2,000,000	-	-	-
Total	**$ 2,000,000**	**$ 2,062**	**$ -**	**$ -**
LAW LIBRARY FUND				
Charges for services	$ 43,092	$ 42,119	$ (1,099)	$ 30,000
Investment income	5,480	3,697	-	-
Total	**$ 48,572**	**$ 45,816**	**$ (1,099)**	**$ 30,000**

REVENUE BUDGET HISTORY

GOVERNMENTAL FUNDS
CAPITAL PROJECTS FUNDS

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SPLOST 2001-2005				
Intergovernmental	$ 266,050	$ 514,800	$ 2,157,516	$ -
Investment income	166,428	18,426	21,775	-
Contributions & donations	4,486	250,000	-	-
Use of reserves	-	-	-	2,505,000
Other financing sources	81,000	3	-	-
Total	**$ 517,965**	**$ 783,229**	**$ 2,179,291**	**$ 2,505,000**
2004 GENERAL OBLIGATION BONDS				
Intergovernmental	$ 2,100	$ -	$ -	$ -
Investment income	60,163	1,911	-	-
Contributions & donations	582	-	-	-
Use of reserves	-	-	-	-
Other financing sources	-	-	-	-
Total	**$ 62,845**	**$ 1,911**	**$ -**	**$ -**
SPLOST 2006-2010				
Taxes	$ 16,644,367	$ 17,821,142	$ 9,101,465	$ -
Intergovernmental	-	388,568	111,432	-
Investment income	434,809	328,268	221,952	-
Contributions & donations	328	-	-	-
Use of reserves	-	-	-	11,358,500
Other financing sources	154,553	500,000	5,660,032	-
Total	**$ 17,234,057**	**$ 19,037,978**	**$ 15,094,881**	**$ 11,358,500**
2007 GENERAL OBLIGATION BONDS				
Investment income	$ 813,976	$ 240,602	$ 3,703	$ -
Contributions & donations	-	10,000	-	-
Use of reserves	-	-	-	1,890,000
Other financing sources	985,032	-	4,294,110	-
Total	**$ 1,799,008**	**$ 250,602**	**$ 4,297,813**	**$ 1,890,000**
2009 GENERAL OBLIGATION BONDS				
Taxes	$ -	$ -	$ 9,285,582	$ 18,000,000
Investment income	54,886	626,659	91,055	-
Contributions & donations	-	40,000	-	-
Other financing sources	42,484,502	-	-	-
Total	**$ 42,539,388**	**$ 666,659**	**$ 9,376,637**	**$ 18,000,000**

DEBT SERVICE FUNDS

2007 GENERAL OBLIGATION BONDS				
Taxes	$ 5,335,258	$ 5,362,819	$ 5,465,186	$ 3,776,202
Investment income	11,916	1,583	6,143	-
Other financing sources	-	-	-	2,722,434
Total	**$ 5,347,174**	**$ 5,364,402**	**$ 5,471,329**	**$ 6,498,636**
2004 GENERAL OBLIGATION BONDS				
Investment income	$ 54,126	$ 1,656	$ 361	$ -
Other financing sources	5,133,250	4,613,219	493	-
Total	**$ 5,187,376**	**$ 4,614,875**	**$ 854**	**$ -**
2009 GENERAL OBLIGATION BONDS				
Investment income	$ -	$ -	$ 52	$ -
Other financing sources	$ -	$ 3,583,390	$ 7,039,250	$ 7,039,250
Total	**$ -**	**$ 3,583,390**	**$ 7,039,302**	**$ 7,039,250**

REVENUE BUDGET HISTORY

PROPRIETARY FUNDS
ENTERPRISE FUNDS

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND				
Charges for services	$ 24,450,053	$ 25,860,872	$ 27,946,197	$ 26,675,000
Investment income	812,853	545,022	551,895	325,000
Contributions	3,615,030	3,047,341	3,447,307	-
Miscellaneous	87,600	75,450	96,825	87,600
Other financing sources	2,166	3,510	-	-
Total	**$ 28,967,702**	**$ 29,532,195**	**$ 32,042,224**	**$ 27,087,600**
STORM WATER UTILITY FUND				
Charges for services	$ 2,505,784	$ 2,586,285	$ 2,591,125	$ 2,580,000
Investment income	29,476	11,844	29,894	10,000
Contributions	1,992,655	1,283,744	2,423,775	-
Miscellaneous	826	5		
Use of reserves	-	-	-	149,749
Total	**$ 4,528,741**	**$ 3,881,878**	**$ 5,044,794**	**$ 2,739,749**
SOLID WASTE MANAGEMENT FUND				
Investment income	$ 15,033	$ 147,541	$ 32,921	$ -
Miscellaneous	2,267	9,173	8,680	-
Use of reserves	-	-	-	585,725
Other financing sources	3,488,981	45,000	-	-
Total	**$ 3,506,281**	**$ 201,714**	**$ 41,601**	**$ 585,725**
COMMUNICATIONS UTILITY				
Intergovernmental	$ -	$ 162,356	$ 5,860,329	$ 12,547,881
Investment income	-	21	3,497	-
Miscellaneous	-	-	-	100,644
Other financing sources	-	1,000,000	-	-
Total	**$ -**	**$ 1,162,377**	**$ 5,863,826**	**$ 12,648,525**

INTERNAL SERVICE FUNDS

EMPLOYEE MEDICAL FUND				
Charges for services	$ 5,687,952	$ 5,879,214	$ 6,160,589	$ 6,105,451
Investment income	11,561	4,858	16,973	-
Miscellaneous	39,737	81,668	93,490	-
Total	**$ 5,739,251**	**$ 5,965,740**	**$ 6,271,052**	**$ 6,105,451**
RISK MANAGEMENT FUND				
Intergovernmental	$ 421,725	$ 1,214,838	$ 405,575	$ 911,925
Total	**$ 421,725**	**$ 1,214,838**	**$ 405,575**	**$ 911,925**
CUSTOMER SERVICE AND INFORMATION				
Intergovernmental	$ 160,721	$ 193,180	$ 189,488	$ 188,933
Total	**$ 160,721**	**$ 193,180**	**$ 189,488**	**$ 188,933**
FLEET REPLACEMENT FUND				
Intergovernmental	$ 516,393	$ 706,546	$ 767,061	$ 815,292
Use of reserves	-	-	-	403,708
Other financing sources	1,173,657	1,116,889	400	-
Total	**$ 1,690,050**	**$ 1,823,435**	**$ 767,461**	**$ 1,219,000**

EXPENDITURE SUMMARY

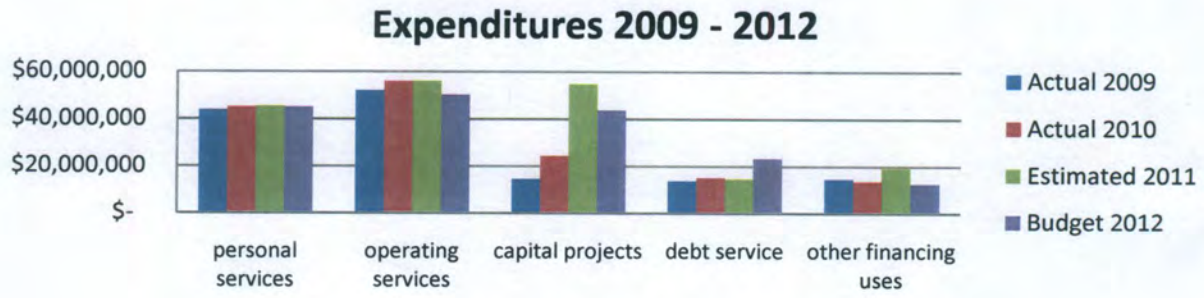
The annual budget for Columbia County, GA, for FY 2012 provides funding to maintain current levels of service, with a proposed decrease in the millage rate of 0.25 mills, while reducing operating costs and capital outlay where possible. The annual budget for all funds totals $174,393,542, reflecting an increase from the fiscal year 2011 adopted budget of $8,594,620, or 5.18%. This increase is primarily due to (1) the first required principal payment on the 2009 general obligation bond of $5,310,000 and (2) continued construction of the broadband utility. The Columbia County Broadband Utility Fund was established in fiscal year 2011 to account for the $13.5 million grant received under the American Recovery and Reinvestment Act of 2009. The total estimated cost of the project is $18 million. The estimated completion date for construction is April 2012.

The General Fund budget increased $1,002,129 from the fiscal year 2011 adopted budget, or 1.85%, primarily due to an increase in operating costs of $833,022, or 4.75%. The Water and Sewerage Fund and Storm Water Utility Fund budgets increased by $2,625,000 and $189,749, respectively, or 10.73% and 7.44%. These increases were due to additional customers, the increased cost of water production, and the purchase of capital equipment.

Other budget highlights include:

- Due to uncertain economic times, all departments were asked to prepare their budgets using the zero-based method and maintain operating budgets, excluding personnel, at current levels.
- General Fund departments should anticipate no new hires unless restructuring occurs that reduces expenditures and vacant positions will be reviewed by the Management Review Team before being filled.
- No merit increase will be budgeted until the tax digest is received and sales tax collections are further monitored. Any merit increase approved will be taken from Contingency.

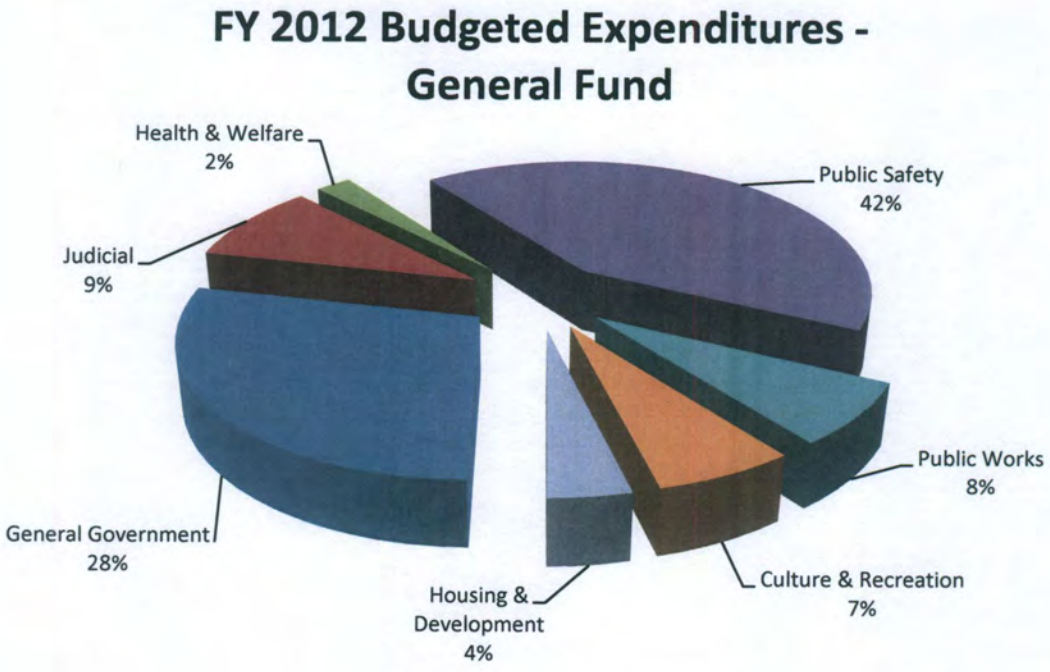
Expenditures consist of five categories: personal services, operating services, debt service, capital projects, and other financing uses.



GENERAL FUND

The General Fund budget increased $1,002,129 from the fiscal year 2011 adopted budget, or 1.85%.

- Total General Fund expenditures increased by 1.85% from the FY 2010/2011 adopted budget, including a contingency of $1,130,247, or 2.09% of proposed expenditures.
- The increase in General Fund expenditures consists of an increase in personnel costs of 1.93%, an increase in new personnel hires and promotions of 100.00%, an increase in operating expenditures of 4.75%, and a decrease in capital requests of 20.39%.
- No interfund transfers were included for FY 2011/2012.
- New personnel requests within the General Fund consist of 4 new positions in the Sheriff's Office in the amount of $92,007, reclassifications and promotions in the amount of $20,235, a 35 day delay in replacement of vacancies, no merit increase, funding for recommendations included within the salary study in the amount of $15,000, funding for a "Healthy Lifestyle" program in the amount of $25,000, funding to increase the employer contribution of basic life insurance to 100% in the amount of $9,300, and funding for wellness physicals in the amount of $90,000. New hires are budgeted at a rate of "entry only" and include various effective dates. The combined cost of these additional personnel and benefit requests is ($95,700).



CAPITAL EXPENDITURES

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012 CAPITAL EXPENDITURES BUDGET
ALL FUNDS BY CATEGORY (EXCEPT CAPITAL PROJECTS FUNDS)

BUILDINGS	Description	Budget
Sheriff's Office	Computer LAN Connections	$ 2,000
911	CIP Buildings	$ 15,000
		$ 17,000
VEHICLES		
Sheriff's Office	Emergency equipment for vehicles	$ 125,000
Detention Center	Emergency equipment for vehicles	$ 8,000
Community Centers	Golf cart	$ 500
Water Utility	4 Service trucks	$ 97,000
Water Utility	Trailer	$ 3,500
Water Utility	Dump truck	$ 90,000
Water Utility	Vac truck	$ 280,000
Fleet Replacement Fund:		
Tax Assessor	4 SUVs	$ 88,000
Sheriff	23 patrol vehicles	$ 571,500
Detention Center	Van	$ 32,000
Wildwood Park	Zero turn lawnmower	$ 20,000
Animal Shelter	Truck	$ 37,500
Construction & Maintenance	5 full size trucks	$ 125,000
		$ 1,478,000
MACHINERY/EQUIPMENT		
Information Technology	Equipment replacement	$ 50,000
Information Technology	Idera SQL Diagnostics Manager	$ 5,100
Information Technology	Data center equipment	$ 46,000
Information Technology	Wireless controller upgrade	$ 51,000
Information Technology	100 thin clients	$ 75,000
GIS	GPS Unit	$ 7,000
Probate Court	Equipment replacement	$ 10,000
Sheriff's Office	2 Rifles	$ 6,446
Sheriff's Office	5 Raytheon Night Vision	$ 20,000
Sheriff's Office	CPU Workstation	$ 3,500
Sheriff's Office	GPS Tracker	$ 10,000
Sheriff's Office	Thermal Imaging Equipment	$ 36,000
Sheriff's Office	Digital Video Recorder	$ 2,250
Sheriff's Office	Body wire replacement	$ 3,200
Sheriff's Office	Computer equipment	$ 204,100
Sheriff's Office	Contingency	$ 10,000
Planning	Printer upgrades	$ 3,500
911	Criticall evaluation software	$ 3,494
Water Utility	Computer equipment	$ 35,000

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012 CAPITAL EXPENDITURES BUDGET
ALL FUNDS BY CATEGORY (EXCEPT CAPITAL PROJECTS FUNDS)

MACHINERY/EQUIPMENT (cont.)		
Water Utility	Water treatment equipment	$ 18,300
Water Utility	Waste water treatment equipment	$ 88,000
Water Utility	Meter test bench	$ 9,000
Water Utility	Water distribution equipment	$ 133,600
Water Utility	Wastewater conveyance equipment	$ 91,400
Water Utility	Mechanical equipment	$ 10,100
Water Utility	Engineering and mapping equipment	$ 55,500
Storm Water Utility	Front end loader	$ 30,000
Storm Water Utility	Testing equipment	$ 3,800
Storm Water Utility	Track hoe	$ 300,000
Communications Utility	Specialty equipment	$ 151,630
Communications Utility	Carrier ethernet electronics	$ 850,000
Communications Utility	Pre-loaded enclosures	$ 66,450
Communications Utility	Fiber optic test equipment	$ 50,000
Communications Utility	Fiber network/operations mgt software	$ 75,000
Fleet Replacement Fund:		
Construction & Maintenance	Motorgrader	$ 195,000
Construction & Maintenance	Utility vehicle	$ 70,000
Construction & Maintenance	4 Plows	$ 50,000
Construction & Maintenance	2 mowers & trailers	$ 30,000
		$ 2,859,370
OTHER		
Senior Center	Radios	$ 9,950
911	Computers and software	$ 16,130
Fire Services	Fire equipment	$ 97,340
Water Utility	Training tools	$ 34,409
Water Utility	Laboratory items	$ 35,700
Water Utility	Meter upgrade	$ 346,000
Water Utility	Miscellaneous items	$ 109,500
		$ 649,029
INFRASTRUCTURE		
Water Utility		$ 3,916,108
Storm Water Utility		$ 895,432
Communications Utility		$ 10,747,454
		$ 15,558,994
TOTAL		$ 20,562,393

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012 CAPITAL EXPENDITURES BUDGET
NONRECURRING CAPITAL PROJECTS

2001 - 2005 SPLOST		Budget
Transportation Projects:		
Smith Crawford	$	242,000.00
Nathan Jones	$	126,000.00
Augusta Tech	$	52,000.00
Stanford Drive	$	100,000.00
Haywood Drive	$	122,000.00
Jacqueline & Kelli Dr.	$	600,000.00
Columbia Rd Sidewalk	$	158,000.00
Hardy McManus/SR28	$	600,000.00
Project Management	$	130,000.00
	$	2,130,000.00
Intergovernmental - Economic Development Related Infrastructure	$	375,000
Total 2001-2005 SPLOST Projects	$	2,505,000

2006 - 2010 SPLOST		
Transportation Projects:		
Marshall Square	$	240,000.00
Oakley Pirkle Sidewalk	$	180,000.00
Gateway	$	223,000.00
William Few S Widening	$	820,000.00
Lewiston Rd/Wm Few	$	300,000.00
Washington Rd	$	2,000,000.00
McZilkey	$	470,000.00
Brown Circle	$	400,000.00
P & M Road	$	280,000.00
Rosemont	$	130,000.00
Hereford/Gibbs/Cox	$	500,000.00
Flowing Well McKnight	$	500,000.00
Burks Mtn, Ph 2	$	400,000.00
	$	6,443,000
County Facilities:		
Building A Renovation	$	95,000
Renovate Other Existing County Buildings	$	300,000
	$	395,000

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012 CAPITAL EXPENDITURES BUDGET
NONRECURRING CAPITAL PROJECTS

2006 - 2010 SPLOST (continued)		Budget
Recreation Projects:		
Wildwood Park Improvements	$	150,000
Canal Headgates	$	130,000
New Park Land Acquisition	$	1,885,000
Upgrade Existing Parks	$	245,000
Greenspace Land Acquisition	$	470,000
New Park Improvements	$	670,000
Baker Place Recreation Improvements	$	282,000
Blackstone Camp Road Park	$	188,500
Other Passive Recreation Projects	$	500,000
	$	4,520,500
Total 2006-2010 SPLOST Projects	$	11,358,500

2007 General Obligation Bond		
Transportation Projects		
Crawford Place	$	228,000
Reynolds Farm	$	18,000
N Belair 5 Lane	$	20,000
Gibbs Rd Sidewalk	$	384,000
	$	650,000
Recreation Projects:		
Blackstone Camp Road Park	$	220,000
Evans Town Center Park	$	685,000
Wildwood Park	$	310,000
Blanchard Woods Park	$	25,000
	$	1,240,000
Total 2007 General Obligation Bond Projects	$	1,890,000

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012 CAPITAL EXPENDITURES BUDGET
NONRECURRING CAPITAL PROJECTS

2009 General Obligation Bond/2011-2016 SPLOST	Budget
Transfers Out:	
2007 GO Debt Retirement	$ 3,433,016
2009 GO Bond Debt Service Payments	$ 7,201,850
	$ 10,634,866
Public Buildings:	
Fleet Facility	$ 510,000
Multi -purpose Facility	$ 1,537,500
	$ 2,047,500
Public Safety:	
Animal Control Facility	$ 120,000
Countywide Projects:	
Building C Expansion	$ 1,095,000
Health Department Facility	$ 700,000
	$ 1,795,000
Recreation Projects - Evans Town Center Park	$ 1,941,645
Municipal Projects:	
City of Harlem	$ 323,944
City of Grovetown	$ 1,137,045
	$ 1,460,989
Total 2009 GO/2011-2016 SPLOST Projects	$ 18,000,000
TOTAL CAPITAL PROJECTS FUNDS	$ 33,753,500

GENERAL FUND

The General Fund is the primary operating fund of the County and is used to account for all activities of the County not included in other specified funds. The General Fund accounts for normal recurring activities such as public safety, parks and recreation, public works, general government, etc.

EXPENDITURE SUMMARY

GOVERNMENTAL FUNDS
GENERAL FUND

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL GOVERNMENT				
BOARD OF COMMISSIONERS	$ 2,514,020	$ 5,071,225	$ 2,525,399	$ 3,036,998
FINANCE	$ 689,618	$ 753,200	$ 728,521	$ 659,768
PROCUREMENT	$ 479,967	$ 449,686	$ 464,648	$ 437,473
CONTINGENCY	$ -	$ -	$ -	$ 1,130,247
INFORMATION TECHNOLOGY	$ 3,505,575	$ 3,196,845	$ 2,845,824	$ 2,837,575
COUNTY ADMNISTRATOR	$ 1,295,524	$ 649,369	$ 550,862	$ 594,685
BOARD OF ELECTIONS	$ 546,482	$ 265,969	$ 570,838	$ 352,637
GENERAL OVERHEAD	$ -	$ -	$ -	$ 3,253,713
NEW APPROPRIATIONs	$ -	$ -	$ 16,731	$ (95,700)
HUMAN RESOURCES	$ 675,810	$ 600,002	$ 511,753	$ 609,869
MANAGEMENT SERVICES	$ 113,323	$ -	$ -	$ -
TAX COMMISSIONER	$ 1,515,183	$ 1,667,153	$ 1,640,297	$ 1,583,525
TAX ASSESSOR	$ 1,133,588	$ 1,248,812	$ 1,233,043	$ 1,210,176
ENGINEERING SERVICES	$ 666,266	$ 416,275	$ 10,930	$ -
TOTAL	**$ 13,135,356**	**$ 14,318,536**	**$ 11,098,846**	**$ 15,610,966**
JUDICIAL				
CLERK OF SUPERIOR COUR	$ 1,407,237	$ 1,553,578	$ 1,526,389	$ 1,478,673
OFFICE OF SUPERIOR COU	$ 511,447	$ 650,582	$ 656,344	$ 754,690
PROBATE COURT	$ 788,562	$ 825,479	$ 895,839	$ 829,229
JUVENILE COURT	$ 683,016	$ 699,970	$ 716,177	$ 690,227
MAGISTRATE COURT	$ 847,467	$ 828,444	$ 888,161	$ 871,829
DISTRICT ATTORNEY	$ 551,569	$ 577,338	$ 541,802	$ 506,600
TOTAL	**$ 4,789,297**	**$ 5,135,390**	**$ 5,224,712**	**$ 5,131,248**
PUBLIC SAFETY				
SHERIFF'S OFFICE	$ 13,798,005	$ 13,970,237	$ 14,577,082	$ 13,956,617
DETENTION CENTER	$ 7,743,789	$ 7,994,807	$ 8,155,187	$ 7,736,290
EMERGENCY SERVICES	$ 325,046	$ 619,825	$ 361,505	$ 314,668
EMERGENCY MEDICAL SERV	$ 500,000	$ 500,000	$ 500,000	$ 500,000
ANIMAL SHELTER	$ 653,852	$ 526,494	$ 516,646	$ 652,877
CORONER	$ 117,817	$ 136,620	$ 142,621	$ 118,180
TOTAL	**$ 23,138,508**	**$ 23,747,982**	**$ 24,253,040**	**$ 23,278,632**
PUBLIC WORKS				
ROADS & BRIDGES	$ 2,867,935	$ 2,956,572	$ 2,903,882	$ 2,649,894
FLEET SERVICES	$ 772,152	$ 741,913	$ 739,419	$ 713,359
FACILITY MAINTENANCE	$ 729,668	$ 743,034	$ 752,945	$ 745,106
TOTAL	**$ 4,369,755**	**$ 4,441,519**	**$ 4,396,245**	**$ 4,108,359**

EXPENDITURE SUMMARY

GOVERNMENTAL FUNDS
GENERAL FUND

	Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
HEALTH & WELFARE				
PUBLIC TRANSIT	$ 363,956	$ 546,529	$ 577,956	$ 439,801
HEALTH DEPARTMENT	$ 434,614	$ 434,614	$ 434,614	$ 434,614
FAMILY & CHILDREN SERV	$ 76,720	$ 76,720	$ 72,884	$ 72,884
SENIOR CENTER	$ 307,205	$ 361,430	$ 327,094	$ 320,183
TOTAL	**$ 1,182,495**	**$ 1,419,293**	**$ 1,412,548**	**$ 1,267,482**
CULTURE/RECREATION				
COMMUNITY SERVICES	$ 517,990	$ 349,406	$ 324,801	$ 345,105
LIBRARIES	$ 1,350,322	$ 1,225,459	$ 1,315,681	$ 1,223,568
RECREATION	$ 2,039,374	$ 2,010,884	$ 2,031,380	$ 1,883,254
WILDWOOD PARK	$ 170,404	$ 156,775	$ 155,203	$ 148,534
TOTAL	**$ 4,078,089**	**$ 3,742,524**	**$ 3,827,065**	**$ 3,600,461**
HOUSING & DEVELOPMENT				
GEOGRAPHIC INFORMATION	$ 685,705	$ 698,919	$ 767,306	$ 701,727
ECONOMIC DEVELOPMENT	$ 869,740	$ 840,824	$ 266,043	$ 257,000
PLANNING & DEVELOPMENT	$ 458,712	$ 320,122	$ 305,253	$ 384,223
CODE COMPLIANCE	$ 348,796	$ 310,893	$ 159,845	$ -
PLAN REVIEW & ENGINEER	$ 84,249	$ 87,047	$ 571,587	$ 638,849
EXTENSION SERVICE	$ 136,264	$ 148,635	$ 103,553	$ 126,969
FORESTRY	$ 15,086	$ 14,715	$ 19,604	$ 20,171
TOTAL	**$ 2,598,552**	**$ 2,421,156**	**$ 2,193,192**	**$ 2,128,939**
TOTAL GENERAL FUND	**$ 53,292,053**	**$ 55,226,400**	**$ 52,405,648**	**$ 55,126,087**

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GENERAL GOVERNMENT

General Government accounts for all expenditures of departments that carry out the executive, administrative, and general management functions for the County. The County operates under an elected Commission form of government. The County is governed by a board of 5 elected Commissioners. The Chairman is elected county-wide and the other 4 commissioners are elected by district. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Board of Commissioners
County Administrator
Finance
Procurement
Contingency
Information Technology
Board of Elections
General Overhead
New Appropriations
Human Resources
Management Services
Tax Commissioner
Tax Assessor

COMMISSION OFFICE

FUND/DEPARTMENT NUMBER: 1001

MISSION STATEMENT

Maintain and manage the official records created by the Board of Commissioners and County Administrator and perform the required administrative responsibilities.

DEPARTMENT DESCRIPTION

The Commission Office performs the operational functions of the Board of Commissioners, maintains the Code of Ordinances of Columbia County, and provides record retention management for the County.

ACCOMPLISHMENTS FOR FY 2011

- Completed the implementation of DocDepot repository to provide county documents to the public.
- Developed a more efficient process for Divisions to provide information for commission meetings.
- Created a website to allow citizens to make public records requests. The site includes an email address that is distributed to multiple employees, ensuring requests are viewed and responded to quickly.
- Identified hundreds of records that were redundant and/or past the retention age and were destroyed.

GOALS FOR FY 2012

- Update Board and Authority members and create a database to manage current members.
- Continue reviewing records for redundancy.
- Update records retention policies.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL GOVERNMENT						
1001 BOARD OF COMMISSIONERS						
51 PERSONAL SERVICES						
1011001	511001	SAL/WAGES	$ 137,638	$ 143,692	$ 120,975	$ 131,736
1011001	511030	VACATION	2,818	2,624	4,245	-
1011001	511033	HOLIDAY	4,327	4,015	3,387	-
1011001	511051	EMPLOYEE MEDICAL	29,214	39,798	40,570	44,371
1011001	511052	GROUP LIFE INSURANCE	421	384	231	364
1011001	511053	RETIREMENT	14,940	13,562	11,735	9,632
1011001	511054	FICA	10,950	11,245	9,553	9,713
1011001	511055	WORK COMP	146	1,537	2,399	400
1011001	511060	EXPENSE ALLOWANCE	8,627	10,173	9,557	10,050
1011001	511070	UNEMPLOYMENT	96	109	91	93
TOTAL	PERSONAL SERVICES		209,176	227,139	202,744	206,359
52 OPERATING-SUPPLIES						
1011001	522040	POSTAGE	1,653	1,823	2,117	2,500
1011001	522070	OPERATING SUPPLIES	4,346	3,882	4,787	12,000
1011001	522080	UTILITIES	10,584	11,476	17,784	-
1011001	522100	MINOR PROPERTY	399	379	515	6,000
1011001	522130	BOOKS & REPORTS	987	-	-	1,500
TOTAL	OPERATING-SUPPLIES		17,969	17,561	25,203	22,000
53 OPERATING-PURCHASING/CONTRACTS						
1011001	533001	PROFESSIONAL FEES	80,141	154,707	135,885	113,655
1011001	533002	ATTORNEY FEES	231,063	323,818	242,162	315,000
1011001	533010	INDIGENT DEFENSE	165	452,887	455,925	425,000
1011001	533025	ADVER/MARKETING	19,468	21,282	19,626	20,000
1011001	533035	CONTRACT SERVICES	18,841	12,132	35,798	123,925
1011001	533060	GENERAL SERVICES	63	-	-	4,000
1011001	533063	EQUIPMENT RENTAL	-	-	-	600
1011001	533070	CASUALTY EXPENSE	-	300,288	46,287	424,338
1011001	533115	TRAVEL/TRAINING	54,005	44,261	37,640	60,000
1011001	533120	DUES & SUBSCRIPTIONS	84,938	112,181	101,388	144,000
1011001	533125	RENT ON BUILDINGS	35,105	37,205	39,305	32,120
1011001	533130	INSURANCE	-	549,804	239,332	263,161
1011001	533135	COMMUNICATIONS	2,861	2,936	5,140	1,000
1011001	533140	PRINTING	89,080	98,325	86,371	98,900
TOTAL	OPERATING-PURCHASING/CONTRACTS		615,729	2,109,826	1,444,858	2,025,699
54 OPERATING-OTH COSTS						
1011001	544001	MISCELLANEOUS	1,721	763	1,026	3,000
55 OPERATING-INTFND CHG						
1011001	555001	COUNTY SVS	554,733	734,350	781,899	779,940
58 OTHER FINANCING USES						
1011001	588001	INTERFUND TRANSFERS	1,109,000	1,981,586	69,670	-
60 CAPITAL						
1011001	601081	CIP MACH/EQUIPMENT	5,692	-	-	-
TOTAL	**BOARD OF COMMISSIONERS**		**$ 2,514,020**	**$ 5,071,225**	**$ 2,525,399**	**$ 3,036,998**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1006 COUNTY ADMNISTRATOR						
51 PERSONAL SERVICES						
1011006	511001	SAL/WAGES	$ 285,842	$ 291,899	$ 275,237	$ 309,328
1011006	511030	VACATION	5,720	19,814	31,181	-
1011006	511033	HOLIDAY	7,727	8,231	2,252	-
1011006	511051	EMPLOYEE MEDICAL	18,748	18,569	14,575	14,546
1011006	511052	GROUP LIFE INSURANCE	287	228	135	124
1011006	511053	RETIREMENT	26,503	28,239	26,325	26,546
1011006	511054	FICA	22,434	23,983	21,749	21,929
1011006	511055	WORK COMP	165	3,630	5,369	450
1011006	511060	EXPENSE ALLOWANCE	33,069	33,013	20,499	22,497
1011006	511070	UNEMPLOYMENT	265	282	263	265
TOTAL	PERSONAL SERVICES		400,759	427,889	397,585	395,685
52 OPERATING-SUPPLIES						
1011006	522040	POSTAGE	44	19	5	-
1011006	522065	OFFICE SUPPLIES	-	-	18	-
1011006	522070	OPERATING SUPPLIES	958	488	777	2,000
1011006	522080	UTILITIES	24,489	23,354	23,457	-
1011006	522100	MINOR PROPERTY	185	10,893	5,597	10,000
1011006	522130	BOOKS & REPORTS	476	772	200	1,500
TOTAL	OPERATING-SUPPLIES		26,153	35,526	30,054	13,500
53 OPERATING-PURCH/CONT						
1011006	533010	INDIGENT DEFENSE	361,853	-	-	-
1011006	533035	CONTRACT SERVICES	92,100	139,312	98,002	125,000
1011006	533070	CASUALTY EXPENSE	164,446	-	-	-
1011006	533115	TRAVEL/TRAINING	18,152	39,828	18,637	52,000
1011006	533120	DUES & SUBSCRIPTIONS	3,499	2,205	1,743	6,000
1011006	533130	INSURANCE	224,470	-	-	-
1011006	533135	COMMUNICATIONS	4,092	4,609	4,795	2,500
1011006	533140	PRINTING	-	-	46	-
TOTAL	OPERATING-PURCH/CONT		868,612	185,954	123,222	185,500
TOTAL	**COUNTY ADMINISTRATOR**		**$ 1,295,524**	**$ 649,369**	**$ 550,862**	**$ 594,685**

FINANCIAL SERVICES

FUND/DEPARTMENT NUMBER: 1011002

MISSION STATEMENT

The mission of the Financial Services Division is to conduct the financial operations of Columbia County, Georgia, in accordance with applicable laws and standards and Generally Accepted Accounting Principles.

VISION STATEMENT

The Financial Services Division will ensure the effective and economical use of the public resources by promoting competent and professional financial management while providing superior customer service to all County departments and the citizens of Columbia County.

DEPARTMENT DESCRIPTION

The Financial Services Division is responsible for collecting, monitoring, analyzing, and presenting financial data, to include outstanding bonded indebtedness, capital projects, grants, and all other general ledger activities; developing and monitoring the annual budget; processing all pay requests and issuing checks; processing cash receipts; processing payroll.

ACCOMPLISHMENTS FOR FY 10/11

- Obtained the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for 12th consecutive year.
- Obtained the GFOA's *Distinguished Budget Preparation Award* for 2nd consecutive year.
- Updated/ revised Financial Policies and included in Comprehensive Policy Manual.
- Implemented on-line procurement card system.
- Closed out 2004 general obligation bond program

GOALS FOR FY 11/12

- Obtain the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for 13th consecutive year.
- Obtain the GFOA's *Distinguished Budget Preparation Award* for 3rd consecutive year.
- Implement project accounting system.
- Evaluate restructuring possibilities; evaluate each department for efficiency and best use of staff and functions.
- Implement electronic bid system and electronic contract system.

FINANCIAL SERVICES

FUND/DEPARTMENT NUMBER: 1011002

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Number of invoices processed	27,063	25,434	25,000
Number of Funds/Depts.	33/77	38/100	38/100
Budgets managed in 000's:			
General Fund	$56,758	$54,123	$55,126
Other Funds (non CPF)	$68,384	$68,117	$74,321
Total Budgets	$125,142	$122,240	$129,447

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Efficiency: Number of invoices processed/FTE	3,007	2,826	2,778
Cost per invoice processed	$3.69	$3.89	3.90
Dun & Bradstreet paydex score (maximum=80)	78	78	78
Effectiveness: Revenue projection accuracy (Goal: within +/-5%) General Fund Other Funds	 99% 95%	 99% 95%	 99% 95%
Expenditure Projection accuracy (Goal: within +/-5%) General Fund Other Funds	 99% 95%	 98% 95%	 98% 95%
Finance operations expense as a% of total Columbia County Expenditures	.43%	.38%	.40%

FINANCIAL SERVICES

FUND/DEPARTMENT NUMBER: 1011002

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Finance Director	1	1	1
Accounting Manager	1	1	1
Project Manager	1	1	1
Budget Analyst	1	1	1
Staff Accountant	**1**	**2**	**2**
Accounting Coordinator	**1**	**1**	**1**
Sr. Accounting Clerk	**1**	**1**	**1**
Accounting Clerk	**1**	**1**	**1**
Administrative Specialist	**1**	**1**	**1**
Total	**9**	**10**	**10**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1002 FINANCE						
51 PERSONAL SERVICES						
1011002	511001	SAL/WAGES	$ 381,328	$ 374,335	$ 335,673	$ 394,111
1011002	511030	VACATION	23,965	27,137	39,135	-
1011002	511031	SICK LEAVE	1,073	-	91	-
1011002	511033	HOLIDAY	16,499	16,879	16,596	-
1011002	511051	EMPLOYEE MEDICAL	44,829	41,677	42,581	45,010
1011002	511052	GROUP LIFE INSURANCE	687	505	333	330
1011002	511053	RETIREMENT	30,208	30,028	28,031	28,010
1011002	511054	FICA	31,591	31,007	28,940	28,997
1011002	511055	WORK COMP	296	4,003	6,662	750
1011002	511060	EXPENSE ALLOWANCE	11,899	11,456	11,334	11,130
1011002	511062	NEW PERSONNEL REQUESTS	-	-	-	1,440
1011002	511070	UNEMPLOYMENT	349	343	322	325
TOTAL	PERSONAL SERVICES		542,725	537,369	509,698	510,103
52 OPERATING-SUPPLIES						
1011002	522040	POSTAGE	3,489	3,378	3,085	3,000
1011002	522070	OPERATING SUPPLIES	12,561	12,189	11,819	12,000
1011002	522080	UTILITIES	29,324	29,898	28,608	-
TOTAL	OPERATING-SUPPLIES		45,374	45,464	43,512	15,000
53 OPERATING-PURCH/CONT						
1011002	533003	ACCOUNTING	67,987	135,763	141,103	121,040
1011002	533035	CONTRACT SERVICES	19,255	16,980	18,396	3,000
1011002	533115	TRAVEL/TRAINING	3,553	2,559	3,467	2,000
1011002	533120	DUES & SUBSCRIPTIONS	2,606	3,036	3,896	3,284
1011002	533135	COMMUNICATIONS	4,263	4,577	5,280	756
1011002	533140	PRINTING	3,855	7,452	3,169	4,585
TOTAL	OPERATING-PURCH/CONT		101,519	170,367	175,311	134,665
TOTAL	**FINANCE**		**$ 689,618**	**$ 753,200**	**$ 728,521**	**$ 659,768**

PROCUREMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1003

MISSION STATEMENT

Procurement will, by working closely with departments and divisions, assist in identifying their operating needs using the highest standards of professionalism and ethical conduct, diligently investing tax payers' money in the purchase of materials, services, and capital equipment to achieve overall success for Columbia County.

VISION STATEMENT

To be an organization of highly trained procurement professionals, utilizing advances technology, dedicated to delivering value-added. Proactive, innovative procurement services that consistently exceed our customer expectations

DEPARTMENT DESCRIPTION

Procurement is responsible for overseeing an automated purchasing system, guiding departments with the writing of Bid specifications, Request for Proposals, processing and analyzing all Bids and Request for Proposals. Procurement also puts for great effort in identifying areas and services that can potentially save Columbia County taxpayers money. Procurement is charged with operating a warehouse facility for the storage of County supplies, equipment, and surplus items which are disposed of using GovDeals online auction. In addition, Procurement also oversees a County-wide contract management strategy that efficiently establishes, coordinates, and monitors all price and service agreements. Finally, Procurement is responsible for the receipt, storage, and retrieval of County records retention files, as well as the day to day operations of delivering the mail and supplies to County departments.

ACCOMPLISHMENTS FOR FY 10/11

- "Achievement of Excellence in Procurement" award for 5th consecutive year
- "Outstanding Agency Accreditation Achievement Award" ,a three year certification, for the 3rd consecutive term
- Revised Purchasing Card Program
- Revised Procurement Policies and Procedures
- Implemented revised Bid/RFP evaluation process
- Implemented SunTrust Enterprise Spend Platform for tracking P-Card purchases
- Increase in revenue using GovDeals online auction program for all surplus and confiscated items
- Consolidated County owned cell phones into one plan to save money

PROCUREMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1003

GOALS FOR FY 11/12

- Continue to focus on the use of "Best Procurement Practices" and training for all departments
- Received recertification through National Institute of Governmental Purchasing (NIGP) by being awarded the "Achievement of Excellence in Procurement" award
- Continue to use GovDeals online auction program to generate revenues for all surplus and confiscated items
- Create intranet website to display all warehoused items that are available to other departments
- Revise Columbia County P-Card Policies and Procedures

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
PO Processed	12,464	11,600	11,000
Contracts Administered	95	95	95
Bid/RFPs Prepared	52	86	90

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Saving from Bid/RFP process	$2,391,870	$5,084,633	$5,500,000
GovDeals Revenue	$61,045	$152,835	$160,000

PROCUREMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1003

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Procurement Manager	1	1	1
Procurement Supervisor	1	1	1
Contract Analyst	1	1	1
Buyer I	1	1	1
Administrative Assistant	1	1	1
Clerk III	1	1	1
Warehouse Coordinator	1	1	1
Courier III	1	1	1
Total	**8**	**8**	**8**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	2	2	2
Heavy Equipment	1	1	1
Vehicle Allowances	2	2	2
Total	**5**	**5**	**5**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1003 PROCUREMENT/DISTRIBUTION						
51 PERSONAL SERVICES						
1011003	511001	SAL/WAGES	$ 266,676	$ 242,616	$ 256,394	$ 303,931
1011003	511030	VACATION	16,895	31,684	25,571	-
1011003	511031	SICK LEAVE	2,553	-	-	-
1011003	511033	HOLIDAY	12,959	11,356	13,303	-
1011003	511050	FRINGE BENEFITS	-	-	-	-
1011003	511051	EMPLOYEE MEDICAL	58,513	50,873	47,929	47,470
1011003	511052	GROUP LIFE INSURANCE	567	390	293	298
1011003	511053	RETIREMENT	16,924	16,313	16,854	16,993
1011003	511054	FICA	22,247	21,290	22,017	22,581
1011003	511055	WORK COMP	683	2,606	5,210	1,700
1011003	511060	EXPENSE ALLOWANCE	14,836	14,134	15,456	15,540
1011003	511070	UNEMPLOYMENT	251	240	248	255
TOTAL	PERSONAL SERVICES		413,104	391,503	403,275	408,768
52 OPERATING-SUPPLIES						
1011003	522001	UNIFORMS	339	452	495	500
1011003	522040	POSTAGE	1,254	814	509	500
1011003	522065	OFFICE SUPPLIES	-	32	-	-
1011003	522070	OPERATING SUPPLIES	5,645	4,290	5,333	4,500
1011003	522080	UTILITIES	20,508	19,377	21,851	-
1011003	522113	INVENTORY	713	1,224	-	-
1011003	522120	VEHICLE/EQUIPMENT	148	-	-	-
1011003	522121	GAS/OIL/DEISEL	2,324	2,128	2,398	2,350
1011003	522130	BOOKS & REPORTS	1,130	-	-	-
TOTAL	OPERATING-SUPPLIES		32,060	28,317	30,586	7,850
53 OPERATING-PURCH/CONT						
1011003	533035	CONTRACT SERVICES	15,796	12,657	14,020	2,000
1011003	533060	GENERAL SERVICES	79	-	-	-
1011003	533061	ADMINISTRATION	3	50	310	-
1011003	533064	GEN REPAIRS	313	1,494	3,372	-
1011003	533095	VEH REPAIRS	929	57	313	-
1011003	533115	TRAVEL/TRAINING	11,994	10,394	6,715	15,455
1011003	533120	DUES & SUBSCRIPTIONS	850	290	150	1,000
1011003	533135	COMMUNICATIONS	4,839	4,775	5,828	2,200
1011003	533140	PRINTING	-	149	78	200
TOTAL	OPERATING-PURCH/CONT		34,803	29,866	30,787	20,855
TOTAL	**PROCUREMENT**		**$ 479,967**	**$ 449,686**	**$ 464,648**	**$ 437,473**

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1004 CONTINGENCY						
54 OPERATING-OTH COSTS						
1011004	544007	OPERATING CONTINGENCY	$ -	$ -	$ -	$ 1,130,247
TOTAL	**CONTINGENCY**		**$ -**	**$ -**	**$ -**	**$ 1,130,247**

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

MISSION STATEMENT

To provide world-class support services to effectively serve our customers.

VISION STATEMENT

To be a premier technology services leader in local government with a focus on customer service

DEPARTMENT DESCRIPTION

The Information Technology Department is responsible for administration of technology services which includes hardware and software, networking, training, software development, telephones, pagers, cell phone and communication infrastructure.

Information Technology (IT) reports to the County Administrator Office that provides technology integration and support services. These service teams include Application Support, Business Administration, Customer Service, and Network Communications. IT support staff places a major emphasis on agencies that have direct interaction with the public. The "customers" IT supports fall into three categories:

- Public - citizens and external government agencies
- Constitution Offices
- County Departments that report directly to the Board of Commissioners

IT supports more than 775 customers located in over 85 locations. Critical services are provided both onsite and on-call support 365 day a year, 7 days a week, 24 hours a day.

Application Support Team: The Application Support Team (AST) is responsible for application support, application implementation and development, business analysis, and database management services to our customers.

The application support services consists of how to use software efficiently and effectively, troubleshooting application problems; educating customers, and access security. The application implementation and development services consist of evaluating, designing, developing, installing, configuring, documenting, and deploying applications.

The business analysis services ensure that current and proposed applications meet regulation and business requirements to fulfill customer's expectations. The database management services role is to design, create, install, monitor, maintain, and performance tune databases.

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

Business Administration Team: The Business Administration Team (BAT) is responsible for providing administrative support to the three Information Technology teams. This support includes strategic planning, project management, budget management, and procurement management. The team also manages cell phones, pagers and radios issued to various county agencies.

The strategic planning services formulate and deploy long term strategic plans to ensure IT services are aligned with business expectations. The project management services includes defining project scope, goals, deliverables, resource allocation, scheduling, and effective communicate project expectations to team members, stakeholders in a timely and clear fashion.

The budget management services include development and monitoring expenses to ensure they comply with goals, guidelines and objectives. The procurement management services includes developing Bids and RFP's, requesting quotes, ordering, paying invoices, correspondence, and scheduling meetings.

Customer Service Team: The Customer Service Team (CST) is responsible for managing Intel and AS/400 (iSeries) servers, network file storage including retrieval and backup, supporting personal computers and peripherals attached to the county network, and multimedia audio visual presentation systems. CST is also responsible for data center environmental equipment, maintenance, installation, inventory, training, documentation, and writing specifications of all supported server and personal computer hardware and software, and operating systems.

CST provides support for standard personal computer systems that includes: file and print sharing, e-mail, office automation products, security and anti-virus products, and Internet access. Upgrades and replacement of these products are routine managed by CST. Specialized workstations are also maintained and supported with applications such as GIS.

The Service Desk is responsible for assisting customers with technical questions and incidents. Every service request placed with Service Desk is tracked until the incident or problem has been resolved. Service requests that cannot be resolved by the Service Desk will be assigned to the appropriate support team to facilitate problem resolution.

Network Communications Team: The Network Communications Team (NCT) is responsible for the core of the County's data network. This responsibility includes design and support of all Wide Area Network (WAN) and Local Area Network (LAN) equipment. This support includes the design and implementation of both hardwired and wireless network equipment. NCT is responsible for network security and IP Telephony. NCT is responsible for monitoring network utilization.

NCT provides support for the following equipment: VoIP systems, routers, switches, firewalls, intrusion detection systems, wireless access points, VPN concentrators, network management systems, cabling, and circuits. NCT is also responsible for training, maintenance, inventory, documentation, and specifications for all support communications equipment.

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

ACCOMPLISHMENTS FOR FY 2009/2010

- Ranked 7th in Digital Communities Survey with population under 150,000

- Implemented Munis Water Utility Billing System including self service web portal
- Implemented Munis Work Order System for Roads and Bridges and Water Utility

- Implemented Employment Facebook Application
- Implemented Water Utilities / Storm Water System back to CSRA Systems on AS/400
- Implemented data updating of legacy AS/400 data from Munis Roads /Addressing to support Water Utilities, Stormwater and Tax Assesors
- Implemented RP Solutions bill scanning system for Tax Commissioner
- Completed data exporting of tax data for GIS
- Completed Munis 8.2 upgrade
- Implemented web portal for employee access to Intranet SharePoint data
- Implemented Cisco IronPort web content filtering and malware blocking application to replace Websense
- Implemented a DMZ at the Sheriff's Office for server access from external users
- Implemented Cisco phones at Reed Creek, Clarks Hill, and Little River Water Treatment Plants
- Installed software releases for Tax, Chameleon, AutoCAD, RecTrac, WinZip and Anti Virus
- Upgraded and relocated Netmotion VPN server to create less downtime and establish load balancing
- Implemented Enterprise VMS IP Camera system at SRP and the TCC
- Installed fiber connectivity for IP cameras and new building at Savannah Rapids
- Increased County's WiFi hotspots by installing additional access points at various locations
- Installed network health and usage monitoring application
- Upgraded existing traffic engineering network switches
- Provided Open Enrollment Support
- Provided support for 6 elections
- Upgraded network bandwidth for GIS Department

- Implemented Cisco phones and call queuing application at Columbia County Cares
- Created a temporary call center for the Water Treatment Department
- Installed firewall security between the County's and State networks to prepare for updated GRATIS terminal emulation application for the Tax Commissioner/Motor Vehicle
- Setup DigiMerge camera system at Fleet Services on the County network for remote monitoring and viewing
- Implemented port security on network access switches
- Implemented a Customer Outreach Program
- Provided new construction support (cabling, connectivity, equipment procurement and setup) for Video Wall in the Traffic Control Center
- Provided new construction AV project support for Building C Expansion and Animal Services conference rooms
- Provided approximately 30 personal computers for the Health Departments new office
- Replaced 80 traditional desktop computers with VDI thin client systems including the IT training room
- Implemented mobile computers utilizing Apple iPad2 tablets

GOALS FOR FY 2010/2011

- Upgrade network distribution connection to the IBM BladeCenter to support increased bandwidth for virtual desktop (VDI) thin clients
- Establish Layer 3 connections between all County buildings at the Government Center and the main Data Center to enhance network health and security
- Install wiring and connectivity equipment for new facilities under construction at Water Utility, Animal Services, Health Department, Fleet Services, Evans Town Center Park, and Building C expansion.
- Design and implement the expansion of the traffic network to provide network coverage for all intersections, school crossings, flasher beacons, and digital message signs
- Upgrade the traffic core network equipment to support increased demands for connectivity and bandwidth
- Upgrade wireless core controllers to expand County's wireless network to support increased public WiFi hotspots
- Upgrade connectivity between County distribution and core VSS network switches

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

- Replace 100 traditional desktop computers with VDI thin client systems
- Expand VMS IP camera system to various locations
- Replace older equipment (servers, laptops, UPS units, and Switches) as needed
- Install redundant e-mail server to reduce e-mail service outages
- Implement Munis 8.3/9.x Upgrades
- Integrate Chameleon (Animal Services) into Munis 311
- Explore mobile options (iPad/Tablet) for Enterprise Systems (Munis/Chameleon)
- Implemented Tyler Citizen Connect System for 311 including self service web portal

WORKLOAD MEASUREMENTS

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2010/2011
Customers	790	858	865
Incident Requests	2380	2286	2300
Change Requests	1783	1498	1348
Total Service Requests	4163	3784	3648
Email Transactions	10,584,043	6,440,066	5,152,053
Web Site Activity	41,584,774	138,118,920	165,000,000
Website Sessions	945,558	1,135,266	1,362,319
Systems Supported	125	126	
Equipment Supported			
Audio Visual Equipment	321	394	415
Communication Equipment	1029	1,255	1300
Communication Routers	22	31	35
Communication Switches	110	180	195
Personal Computers	718	553	510
Printers	268	285	290
Scanners	123	117	120
Servers (Physical/Virtual)	65	71	75
Thin Clients	21	100	100
Uninterruptible Power Supply	445	442	450
Communication Services Supported			
Cell Phones	97	32	32
Pagers	229	100	100
Telephone Lines	1252	1521	1597
Staffing Ratio			
Customer Srv Staff to User Ratio	1 to 113	1 to 123	1 to 124

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

Application Staff to User Ratio	1 to 113	1 to 143	1 to 144
Communications Staff to User Ratio	1 to 198	1 to 215	1 to 216

PERFORMANCE MEASURES

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Routine Service Requests Completed:	98.40%	98.95%	98.00%
Change Requests Completed	97.20%	98.46%	98.00%

STAFFING

Position	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Manager Information Technology	1	1	1
Asst Mgr Information Technology	0	1	1
Application Support Manager	1	1	1
Network Communications Manager	1	1	1
Customer Service Manager	0	1	1
Technical Support Manager	1	0	0
Administrative Coordinator	1	1	1
Systems Analyst	1	1	1
Application Support Analyst	2	2	2
Programmer Analyst I	1	1	1
Programmer Analyst II	1	0	0
Database Administrator	1	1	1
Network Security Administrator	1	1	1
Network Engineer I	1	2	2
Network Engineer II	1	0	0
Service Desk	1	1	1
Technology Support Specialist	3	3	3
Lan Server Administrator I	2	1	1
Lan Server Administrator II	1	0	0
Total	**21**	**19**	**19**

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER:1011005

VEHICLE SCHEDULE

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	13	12	12
Total	**13**	**12**	**12**

BUDGET HIGHLIGHTS

The goal of the Information Technology budget for the upcoming fiscal year is to maintain operational and capital expenditures at an equivalent level to the previous fiscal year. The total Capital expenses included in the budget are $227,100.00. The capital budget consists of 100 virtual thin Clients, SQL database monitoring system, data center infrastructure upgrades, wireless controller infrastructure upgrades and replacement of older equipment. The primary focuses of the capital items are to improve County operational efficiency while reducing long term operational expenses.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1005 INFORMATION TECHNOLOGY						
51 PERSONAL SERVICES						
1011005	511001	SAL/WAGES	$ 893,171	$ 878,717	$ 798,307	$ 933,411
1011005	511004	OVERTIME	20,446	10,527	9,060	10,000
1011005	511010	ON CALL	9,212	9,123	9,000	9,125
1011005	511030	VACATION	69,221	90,302	85,605	-
1011005	511031	SICK LEAVE	3,017	3,254	2,368	-
1011005	511033	HOLIDAY	41,464	40,760	38,945	-
1011005	511051	EMPLOYEE MEDICAL	145,910	149,817	127,889	122,140
1011005	511052	GROUP LIFE INSURANCE	1,308	996	637	628
1011005	511053	RETIREMENT	79,441	78,967	72,463	72,163
1011005	511054	FICA	80,592	79,908	73,462	72,830
1011005	511055	WORK COMP	799	9,400	15,889	2,000
1011005	511060	EXPENSE ALLOWANCE	85,145	80,854	76,414	76,800
1011005	511062	NEW PERSONNEL REQUESTS	-	-	-	2,400
1011005	511070	UNEMPLOYMENT	901	890	815	809
TOTAL	PERSONAL SERVICES		1,430,628	1,433,514	1,310,854	1,302,306
52 OPERATING-SUPPLIES						
1011005	522040	POSTAGE	189	148	550	300
1011005	522065	OFFICE SUPPLIES	168	-	-	-
1011005	522070	OPERATING SUPPLIES	39,509	35,439	28,788	30,000
1011005	522080	UTILITIES	68,685	70,182	68,036	-
1011005	522100	MINOR PROPERTY	31,681	57,362	43,157	-
1011005	522130	BOOKS & REPORTS	-	-	57	350
TOTAL	OPERATING-SUPPLIES		140,232	163,131	140,589	30,650
53 OPERATING-PURCH/CONT						
1011005	533015	LEASED EQUIPMENT	294,688	245,482	291,107	300,784
1011005	533035	CONTRACT SERVICES	962,717	990,610	918,671	863,710
1011005	533055	O/S SVCS-TEMP EMP	22,752	12,760	24,523	27,500
1011005	533060	GENERAL SERVICES	-	685	168	-
1011005	533063	EQUIPMENT RENTAL	11,799	11,633	2,801	10,000
1011005	533115	TRAVEL/TRAINING	55,569	34,449	27,202	35,000
1011005	533120	DUES & SUBSCRIPTIONS	499	300	429	525
1011005	533135	COMMUNICATIONS	38,838	34,954	32,010	40,000
TOTAL	OPERATING-PURCH/CONT		1,386,863	1,330,873	1,296,910	1,277,519
60 CAPITAL						
1011005	601081	CIP MACH/EQUIPMENT	547,852	269,327	97,472	227,100
TOTAL	**INFORMATION TECHNOLOGY**		**$ 3,505,575**	**$ 3,196,845**	**$ 2,845,824**	**$ 2,837,575**

BOARD OF ELECTIONS

FUND/DEPARTMENT NUMBER: 1007

MISSION STATEMENT

To serve the public and register all eligible Columbia County citizens to vote and assign voters to respective precincts in accordance with state and federal laws in order to conduct fair and impartial elections. We accomplish this mission by providing excellent customer service to candidates and the public by answering questions regarding elected officials and election districts, election statistics, and other registration and election related matters.

VISION STATEMENT

The Board of Elections is committed to meeting the election needs of the voters in Columbia County and continues to serve a growing population by maintaining accountability of all constituents.

DEPARTMENT DESCRIPTION

- Maintain registration records for the County, Cites of Harlem and Grovetown
- Conduct all county, state, federal and special elections
- Conduct municipality elections for the cities of Grovetown and Harlem
- Provide information to federal and county jury commission in preparation of jury list
- Process all petitions for elections
- Provide information on election law to candidates, public officials, civic groups and general public
- Provide training to poll workers.
- Promote and perform public education with the schools in Columbia County for Voter Registration.

ACCOMPLISHMENTS FOR FY 10/11

- Trained poll workers on the use & implementation of the scanners used to scan Georgia driver's licenses at the voting precincts
- Notified in writing each elected official of the new Georgia Government Transparency and Campaign Finance Commission's new reporting procedures
- Completed certifications for all employees and Board Members

BOARD OF ELECTIONS

FUND/DEPARTMENT NUMBER: 1007

ACCOMPLISHMENTS FOR FY 10/11 (continued)

- Updated over 32,620 registration and elections records(change of name/address, added new registration, deleted registrations, confirmations, early/advance voting and absentee)
- Over 83,868 registered voters in the county- approximately 73% of the County's eligible population
- Conducted workshop style classes for poll workers
- Operated three additional Advance Voting Sites for the General Election
- Conducted Early Voting/Advance Voting

GOALS FOR FY 11/12

- Conduct Special Election and Special Election Run-Off for Columbia County Commission District 4
- Conduct Presidential Preference Primary ~countywide
- Relocate five (5) voting precincts
- Split two (2) of the most populated voting precincts
- Notify voters in writing of Redistricting changes
- Purchase new Lektriever (filing cabinet for storing voter registration records)
- Continue updating voting system
- Add new computer program/Absentee Touch Screen System
- Continue election support to the municipalities in the County
- Continue attending training sessions required by the Georgia Election Code
- Continue providing election training to poll workers, candidates and general public
- Add a scanner for Absentee
- Program for the new electronic voting
- To conduct more public training on the election process
- Acquire warehouse space for Touch Screen units with carts
- Program for the new Express Poll electronic voting list.

BOARD OF ELECTIONS

FUND/DEPARTMENT NUMBER: 1007

WORKLOAD MEASUREMENTS

Category	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
New registration records	6,780	2,500	6,000
Notification of change	4,157	8,000	10,000
Major elections	2	2	4
Absentee & Voted in the office	14,804	7,500	30,000
Seminars for poll workers	9	15	18
Records updates of voters	6,879	20,000	32,000

STAFFING

Position	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
Executive Director	1	1	1
Elections Coordinator	1	1	1
Registration Coordinator	1	1	1
Deputy Clerk	1	1	1
(*Temp Employees)	3	6	6
Total	**7**	**11**	**11**

BUDGET HIGHLIGHTS

- Conducted four (4) successful elections for Columbia County for 2010.
- Added over 6,780 new voters as of January 2011.
- Removed over 3,920 voters for lack of voting activity or moved out of county
- Completed inventory of all election/registration supplies and equipment.
- Checked all 45 precincts for handicap accessibility.
- Maintained three additional Advance Voting Sites.
- Trained over 120 poll workers on the use (and implemented) the new handheld scanners used at the voting precincts to scan a Georgia Driver's License.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1007 BOARD OF ELECTIONS						
51 PERSONAL SERVICES						
1011007	511001	SAL/WAGES	$ 144,906	$ 126,226	$ 142,876	$ 160,441
1011007	511004	OVERTIME	27,246	10,596	32,815	6,000
1011007	511030	VACATION	8,219	14,530	13,603	-
1011007	511031	SICK LEAVE	-	7,089	-	-
1011007	511033	HOLIDAY	5,945	5,843	6,222	-
1011007	511050	FRINGE BENEFITS	-	-	-	-
1011007	511051	EMPLOYEE MEDICAL	12,012	13,604	15,698	15,654
1011007	511052	GROUP LIFE INSURANCE	317	225	166	165
1011007	511053	RETIREMENT	12,581	11,518	13,641	11,382
1011007	511054	FICA	13,877	12,173	14,538	11,811
1011007	511055	WORK COMP	118	1,570	2,858	300
1011007	511060	EXPENSE ALLOWANCE	482	482	482	480
1011007	511070	UNEMPLOYMENT	149	132	157	129
TOTAL	PERSONAL SERVICES		225,853	203,989	243,056	206,362
52 OPERATING-SUPPLIES						
1011007	522001	UNIFORMS	398	562	229	-
1011007	522040	POSTAGE	10,023	9,015	9,413	6,000
1011007	522070	OPERATING SUPPLIES	4,418	-	72	-
1011007	522080	UTILITIES	11,143	2,675	2,571	2,500
1011007	522100	MINOR PROPERTY	3,239	10,081	12,177	-
TOTAL	OPERATING-SUPPLIES		29,221	22,334	24,461	8,500
53 OPERATING-PURCH/CONT						
1011007	533035	CONTRACT SERVICES	10,330	7,687	24,824	52,000
1011007	533055	O/S SVCS-TEMP EMP	27,351	9,912	29,235	12,000
1011007	533060	GENERAL SERVICES	181,922	1,215	185,526	43,000
1011007	533064	GEN REPAIRS	4,286	-	350	1,500
1011007	533110	OTHER FEES	7,600	9,350	9,600	9,600
1011007	533115	TRAVEL/TRAINING	8,005	8,925	6,665	6,500
1011007	533120	DUES & SUBSCRIPTIONS	210	178	188	175
1011007	533125	RENT ON BUILDINGS	7,172	315	8,080	1,800
1011007	533127	EQUIPMENT RENTAL	-	-	213	200
1011007	533135	COMMUNICATIONS	1,816	1,520	1,986	1,000
1011007	533140	PRINTING	27,716	543	36,654	10,000
TOTAL	OPERATING-PURCH/CONT		276,407	39,646	303,321	137,775
60 CAPITAL						
1011007	601081	CIP MACH/EQUIPMENT	15,000	-	-	-
TOTAL	**BOARD OF ELECTIONS**		**$ 546,482**	**$ 265,969**	**$ 570,838**	**$ 352,637**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1008 GENERAL OVERHEAD						
52 OPERATING-SUPPLIES						
1011008	522080	UTILITIES	$ -	$ -	$ -	$ 2,000,000
1011008	522081	UTILSTMWTR	-	-	-	10,000
TOTAL	OPERATING-SUPPLIES		-	-	-	2,010,000
53 OPERATING-PURCH/CONT						
1011008	533035	CONTRACT SERVICES	-	-	-	613,213
1011008	533045	JANITOR SVCS	-	-	-	350,500
1011008	533135	COMMUNICATIONS	-	-	-	280,000
TOTAL	OPERATING-PURCH/CONT		-	-	-	1,243,713
TOTAL	**GENERAL OVERHEAD**		**$ -**	**$ -**	**$ -**	**$ 3,253,713**

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1009 NEW APPROPRIATION REQUEST						
51 PERSONAL SERVICES						
1011009	511080	PERSONNEL ADJUSTMENTS	$ -	$ -	$ 16,731	$ (95,700)
TOTAL	**NEW APPROPRIATION REQU**		**$ -**	**$ -**	**$ 16,731**	**$ (95,700)**

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1011

MISSION STATEMENT

The Human Resources Department will develop and provide personnel services in a courteous and professional manner to internal and external customers while utilizing cost savings measures to strategically align with the Board of Commissioners mission.

VISION STATEMENT

The Human Resources Department is inspired to become a Center of Excellence to meet the employment and personnel service needs of internal and external customers.

DEPARTMENT DESCRIPTION

The Human Resources Department is dedicated to providing County departments, employees and the general public excellent service. The team seeks opportunities to provide professional services, to improve the working environment, to improve the quality of our workforce through recruitment, orientation, benefits, compensation, training and development programs, and to insure all internal and external customers are afforded equal opportunities of fair treatment and non-discrimination in Columbia County hiring and employment practices.

ACCOMPLISHMENTS FOR FY 10/11

- Medical renewal was renegotiated at 1% resulting in a negative renewal with no premium increase to employer or employee.
- Medical claims were $936,882 below expected claims cost.
- Dental rate did not increase for the third consecutive year of the contract.
- Life and disability products RFP resulted in a 30% decrease to employer and employee premium costs.
- No changes in benefits or wellness programs due to successful contract renegotiations.
- Wellness initiatives were improved by increasing the Fitness Reimbursement Program to a maximum annual reimbursement of $360 for 144+ verified visits to a fitness center.
- Established bi-monthly conferencing with Munis to resolve Applicant Tracking issues.
- Revised Employee Handbook and placed on County Intranet.
- Removed manual input of merit increases by exporting performance appraisal scores to merit parameters then importing new salary data to each employee salary field in Munis.
- Conducted web based Performance Pro evaluation training September 2010.
- Coordinated mandatory Performance Appraisal training for sixty eight (68) supervisory employees.

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1011

- Open enrollment process and rollover to Munis payroll system resulted in 0 errors.
- Completed successful rollover of accruals and merit recommendations January 2011.
- Designed and developed medical leave sharing audit process.
- Completed twenty eight (28) comprehensive classification and compensation surveys.
- Received fourteen (14) responses through the online Employee Survey form.
- Flu immunization vaccine was administered to 179 employees.
- Twenty two (22) employees participated in the Education Reimbursement Program.
- One hundred twenty (120) active and six (6) retired employees were recognized for years of service; eleven (11) employees were recognized for military service during the annual Service Recognition Program.
- Human Resources fulfilled 2010 Christmas Wishes for three families requesting assistance through the Columbia County Children's Foundation by purchasing clothes, educational and recreational toys for the children.

GOALS FOR FY 11/12

- Implement innovative communication concepts using technology to reduce energy costs.
- Reenergize wellness program initiatives through enhanced vendor partnerships.
- Redesign and implement employee relations programs and activities.
- Implement informative benefits and general information data on the County intranet.
- Continue benefits, compensation and employee relations cross training.
- Eliminate unnecessary paper and streamline classification and compensation processes.
- Develop and implement New Hire Onboarding process utilizing innovative technology.
- Participate in more webinars relative to classification and compensation processes.
- Design and implement more time efficient data reports.
- Utilize Munis applications to improve tracking and monitoring of benefits payments when employees are on leave.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Employment Applications	4,439	5,500	6,250
Job Fairs Attended	1	3	2
Internal Position Postings	26	25	30
External Position Postings	31	20	25
New Hires Processed	76	95	98
Terminations Processed	87	100	105
Grievances Filed	1	1	1
Grievances Resolved	1	1	1

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1011

Workers Comp Claims	131	135	140
ST Disability Claims	27	30	33
LT Disability Claims	5	3	4
FMLA Cases	72	80	85
Advertisement Savings	$2,100	$2,800	$3,200
401(a) Transactions	264	235	240
401(a) Payouts	152	130	135
457(b) Transactions	269	275	290
457(b) Payouts	308	310	315
New Roth IRA	5	6	6

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Non-exempt Recruitment Less than or = 30 days	29%	30.0%	30.0%
Non-exempt Recruitment Greater than 30 days	71%	70.0%	70.0%
Exempt Recruitment Less than or = 60 days	100%	90.0%	90.0%
Exempt Recruitment Greater than 60 days	0%	10.0%	10.0%
Compensation % classes studied	9%	10.0%	9.0%
Training Programs % employees in training	12%	14.0%	16.0%

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Human Resources Manager	1	1	1
Assistant Human Resources Manager	1	1	1
Human Resources Specialist III	1	1	1
Human Resources Specialist I	1	1	1
Employee Relations Specialist I	1	1	1
Benefits Specialist I	1	0	0
Human Resources Assistant	1	1	1
Total	**7**	**6**	**6**

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1011

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Vehicle Allowances	2	2	2
Total	**2**	**2**	**2**

BUDGET HIGHLIGHTS

The Human Resources team is currently comprised of 50% (3:6) degreed team members. A fourth team member achieved the Microsoft Office Applications Specialist Certification, Administrative Assistant Specialist Certification, and a degree in Business Administrative Technology December, 2010. The team will continue pursuit of educational opportunities through various resources including higher education, continuing education, and membership in professional organizations focused on public sector human resources management.

One employee is recommended to be promoted from Human Resources Specialist to Human Resources Analyst. The position scope and dimension will be enhanced to include budget assistance, special projects, and classification and compensation analysis. The Human Resources Department FY11-12 budget was reduced by .37%, therefore, the promotion will not create any budget impact.

The Human Resources Department is responsible for management oversight of the medical fund. Currently, the medical fund balance is healthy maintaining between $1.6-$2.0 MM. Economic indicators for professional and technical medical costs show potential future impact and federal imposed changes may affect the fund within 12-18 months. Discounted and non-discounted premiums, enhanced education on tobacco products cessation, and an increase in the stop loss between $175K and $200K are recommended for the 2012 renewal. Adjustments will maintain a healthy fund balance and provide renewal negotiation leverage.

Aggressive wellness initiatives will be implemented to enhance the wellness program, providing more education and vendor participation than in previous years. An increase in funding for the fitness reimbursement program is requested as more employees are anticipated to take advantage of the program.

FY 11-12 new County appropriation requests include a recommendation that the Board of Commissioners pay 100% of the Basic Life Insurance premium cost and no increase in medical or dental premium costs for employer or employee.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1011 HUMAN RESOURCES						
51 PERSONAL SERVICES						
1011011	511001	SAL/WAGES	$ 268,146	$ 226,051	$ 200,279	$ 232,557
1011011	511004	OVERTIME	12	-	90	-
1011011	511030	VACATION	15,674	15,221	11,449	-
1011011	511031	SICK LEAVE	1,572	-	648	-
1011011	511033	HOLIDAY	13,106	9,509	5,119	-
1011011	511051	EMPLOYEE MEDICAL	54,859	39,259	33,818	37,236
1011011	511052	GROUP LIFE INSURANCE	485	307	192	201
1011011	511053	RETIREMENT	19,270	15,423	13,111	13,485
1011011	511054	FICA	21,728	18,268	15,824	16,944
1011011	511055	WORK COMP	226	2,417	3,970	600
1011011	511060	EXPENSE ALLOWANCE	11,218	9,174	6,654	6,696
1011011	511062	NEW HIRES		-	-	1,986
1011011	511070	UNEMPLOYMENT	249	208	179	189
TOTAL	PERSONAL SERVICES		406,544	335,836	291,334	309,894
52 OPERATING-SUPPLIES						
1011011	522040	POSTAGE	885	1,295	565	1,750
1011011	522070	OPERATING SUPPLIES	5,185	4,352	5,126	5,250
1011011	522075	XEROX USE	207	-	198	1,575
1011011	522080	UTILITIES	20,621	18,054	17,069	-
1011011	522100	MINOR PROPERTY	7,076	-	-	-
1011011	522130	BOOKS & REPORTS	381	40	18	500
TOTAL	OPERATING-SUPPLIES		34,355	23,741	22,976	9,075
53 OPERATING-PURCH/CONT						
1011011	533020	MEDICAL SERVICES	33,387	35,201	35,940	45,000
1011011	533025	ADVER/MARKETING	43,610	30,859	33,847	35,000
1011011	533035	CONTRACT SERVICES	23,925	21,054	20,399	15,000
1011011	533055	O/S SVCS-TEMP EMP	24,656	50,316	20,551	50,000
1011011	533060	GENERAL SERVICES	23,092	19,050	19,525	25,000
1011011	533115	TRAVEL/TRAINING	3,834	3,186	4,176	6,000
1011011	533120	DUES & SUBSCRIPTIONS	1,802	1,522	1,642	2,000
1011011	533135	COMMUNICATIONS	3,113	2,868	3,284	1,200
1011011	533140	PRINTING	746	1,000	1,500	1,700
1011011	533165	STAFF DEVELOPMENT	76,745	75,369	56,580	110,000
TOTAL	OPERATING-PURCH/CONT		234,911	240,424	197,444	290,900
TOTAL	**HUMAN RESOURCES**		**$ 675,810**	**$ 600,002**	**$ 511,753**	**$ 609,869**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1014 MANAGEMENT SERVICES						
51 PERSONAL SERVICES						
1011014	511001	SAL/WAGES	$ 32,614	$ -	$ -	$ -
1011014	511030	VACATION	5,654	-	-	-
1011014	511033	HOLIDAY	1,902	-	-	-
1011014	511051	EMPLOYEE MEDICAL	1,487	-	-	-
1011014	511052	GROUP LIFE INSURANCE	59	-	-	-
1011014	511053	RETIREMENT	2,302	-	-	-
1011014	511054	FICA	3,254	-	-	-
1011014	511055	WORK COMP	717	-	-	-
1011014	511060	EXPENSE ALLOWANCE	3,100	-	-	-
1011014	511070	UNEMPLOYMENT	36	-	-	-
TOTAL	PERSONAL SERVICES		51,126	-	-	-
52 OPERATING-SUPPLIES						
1011014	522040	POSTAGE	24	-	-	-
1011014	522070	OPERATING SUPPLIES	361	-	-	-
TOTAL	OPERATING-SUPPLIES		384	-	-	-
53 OPERATING-PURCH/CONT						
1011014	533010	INDIGENT DEFENSE	68,275	-	-	-
1011014	533035	CONTRACT SERVICES	24,162	-	-	-
1011014	533115	TRAVEL/TRAINING	33	-	-	-
1011014	533130	INSURANCE	(31,278)	-	-	-
1011014	533135	COMMUNICATIONS	591	-	-	-
1011014	533140	PRINTING	30	-	-	-
				-	-	-
TOTAL	OPERATING-PURCH/CONT		61,813	-	-	-
TOTAL	**MANAGEMENT SERVICES**		**$ 113,323**	**$ -**	**$ -**	**$ -**

NOTE: DUE TO RESTRUCTURING, THIS DEPARTMENT WAS ELIMINATED IN 2009. ALL COSTS WERE TRANSFERRED TO OTHER DEPARTMENTS

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 1011111

MISSION STATEMENT

Provide proficient tag and tax services that are accessible and responsive to the needs of the citizens of Columbia County through innovation, technology, and a professional workforce.

VISION STATEMENT

Enhance tax collection payment options through modern technological applications, improving customer service and increasing responsiveness to our citizens.

DEPARTMENT DESCRIPTION

The Tax Commissioner, as a duly elected constitutional officer, is responsible for billing, collecting, and disbursing all monies levied as taxes for the County, School System, Cities of Harlem and Grovetown and the State of Georgia. Property taxes, Motor Vehicle taxes, Mobile Home taxes, Timber taxes, and Heavy Equipment taxes are collected. In addition to collecting taxes, the Tax Commissioner serves as ex-officio Sheriff assuming the total responsibility for collection of any delinquent taxes.

ACCOMPLISHMENTS FOR FY 10/11

- Operated Property Tax and Motor Vehicle Divisions within established budget.
- Redesigned and developed a new and improved Tax Commissioner website.
- Received 100% accuracy rating for the state annual motor vehicle inventory audit.
- Maintained a property delinquency rate of less than 1%.
- Implemented use of an automated system to collect payments and scan documents.
- Updated Tax Commissioner Policy Manual, and required reading and acknowledgement of understanding of policies by all personnel.
- Implemented testing of Emulation Software of the GRATIS system in the Property Tax Division in preparation for live use in the Motor Vehicle Division.

GOALS FOR FY 11/12

- Relocate the Motor Vehicle Division in Evans to the newly constructed addition in Building C.
- Create a customer service desk in the Motor Vehicle Division in Evans to answer questions and streamline assistance with tag renewals.
- Coordinate the process to establish a self service kiosk system for tag renewals.
- Install a drop box for payment collections at the Appling Tax Commissioner Office.
- Outsource levy process to assist the Delinquent Department and save the county funds.

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 1011111

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
MOTOR VEHICLE DIVISION			
Motor Vehicle Tax Collected	$9.1 million	$9.7 million	$10.3 million
Number of Tag Registrations	142,759	145,041	151,380
Number of Titles	26,503	31,155	31,800
Disabled Placards Issued	1,517	1,431	1,359
% of MV Registrations by Mail	22.66%	21.16%	21.77%
% of MV Registrations Online	4.18%	5.06%	4.92%
Number of Incoming Telephone Calls	39,295	41,259	43,322
PROPERTY TAX DIVISION			
Real & Personal Property Tax Collected	$98.9 million	$100.8 million	$102.9 million
# of Real & Personal Tax Bills	69,015	69,811	70,611
Mobile Home (MH) Tax Collected	$269,628	$264,285	$258,975
# of Real Property MH Tax Bills	2,693	2,692	2,700
# of Personal Property MH Tax Bills	2,206	2,159	2,113
# of Homestead Exemption Applications	1,899	2,157	2,450
Timber Tax Collected	$65,219	$40,067	$40,868
# of Timber Tax Bills	57	45	46
Heavy Duty Equipment Tax Collected	$1,635	$3,040	$300
# of Heavy Duty Equip Tax Bills	1	5	3
Number of Incoming Telephone Calls	26,731	27,522	28,335

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Collection Rate – Real & Personal Property	99%	99%	99%
Collection Rate – Timber	100%	100%	100%
Collection Rate – Mobile Homes	99%	99%	99%

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Elected Officials	1	1	1
Managers	2	3	3
Employees	23	22	22
Total	**26**	**26**	**26**

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 1011111

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	2	2	2
Total	**2**	**2**	**2**

BUDGET HIGHLIGHTS

The Tax Commissioner's Office continues to look for innovative ways to operate more efficiently and remain cost effective. The increase in vehicles, parcels and businesses in Columbia County directly affects the quantity of transactions the Tax Commissioner's Office handles. In an attempt to minimize personnel cost, the staff has remained at the same number for the past three years and for the upcoming year. Modern technology has afforded the office an opportunity to process payments through a system that will automate, scan, and batch files. This process will enable faster collection, reduction of paper, and easier retrieval of documents. The combination of these processes will help delay the need to hire additional personnel in property collections. When the Tag Office moves to Building C, vehicle owners will be greeted with a new setup which will screen customers and divert them to the appropriate station for quicker assistance. The vision is that by screening customers before they stand in line, they know whether they have all the required documentation to continue their registration. These proactive measures streamline the workflow and control costs in the Tax Commissioner's Office.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1111 TAX COMMISSIONER						
51 PERSONAL SERVICES						
1011111	511001	SAL/WAGES	$ 855,573	$ 901,047	$ 910,846	$ 1,075,175
1011111	511004	OVERTIME	2,114	2,301	2,459	6,000
1011111	511030	VACATION	49,605	74,744	71,147	-
1011111	511031	SICK LEAVE	731	3,370	1,733	-
1011111	511033	HOLIDAY	34,850	34,841	36,406	-
1011111	511050	FRINGE BENEFITS	-	-	-	3,406
1011111	511051	EMPLOYEE MEDICAL	112,020	104,012	103,656	110,852
1011111	511052	GROUP LIFE INSURANCE	1,394	1,103	800	940
1011111	511053	RETIREMENT	74,033	77,765	78,252	80,791
1011111	511054	FICA	68,696	74,473	75,017	78,263
1011111	511055	WORK COMP	926	9,633	18,002	2,300
1011111	511060	EXPENSE ALLOWANCE	15,784	15,030	14,624	14,706
1011111	511062	NEW HIRES		-	-	7,950
1011111	511070	UNEMPLOYMENT	669	719	723	751
TOTAL	PERSONAL SERVICES		1,216,393	1,299,038	1,313,664	1,381,134
52 OPERATING-SUPPLIES						
1011111	522040	POSTAGE	67,194	93,444	70,376	73,035
1011111	522070	OPERATING SUPPLIES	11,019	15,384	15,897	11,546
1011111	522080	UTILITIES	65,794	71,965	77,627	-
1011111	522100	MINOR PROPERTY	2,844	404	989	450
1011111	522121	GAS/OIL/DEISEL	961	1,951	1,789	1,800
1011111	522130	BOOKS & REPORTS	837	884	1,045	1,180
TOTAL	OPERATING-SUPPLIES		148,648	184,032	167,722	88,011
53 OPERATING-PURCH/CONT						
1011111	533015	LEASED EQUIPMENT	4,087	3,133	2,999	4,020
1011111	533025	ADVER/MARKETING	558	612	-	1,000
1011111	533035	CONTRACT SERVICES	83,893	110,534	95,983	50,250
1011111	533055	O/S SVCS-TEMP EMP	25,853	27,744	21,829	20,000
1011111	533063	EQUIPMENT REPAIRS	1,490	2,003	2,036	6,435
1011111	533064	GEN REPAIRS	270	107	518	3,000
1011111	533095	VEH REPAIRS	266	573	439	650
1011111	533115	TRAVEL/TRAINING	6,719	5,944	9,263	7,050
1011111	533120	DUES & SUBSCRIPTIONS	1,132	1,272	1,241	1,160
1011111	533127	EQUIPMENT RENTAL	3,750	3,944	3,684	4,015
1011111	533135	COMMUNICATIONS	9,941	11,130	13,351	1,325
1011111	533140	PRINTING	12,184	17,087	7,569	15,475
TOTAL	OPERATING-PURCH/CONT		150,141	184,083	158,910	114,380
TOTAL	**TAX COMMISSIONER**		**$ 1,515,183**	**$ 1,667,153**	**$ 1,640,297**	**$ 1,583,525**

TAX ASSESSOR DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011112

MISSION STATEMENT

To seek out all taxable and non-taxable properties within the county and value each property so that each taxpayer pays their fair share of the tax burden but no more than their fair share of the burden.

VISION STATEMENT

The Tax Assessors Office desires to continue to provide superior customer service and become more technologically advanced, while increasing efficiency and productivity.

DEPARTMENT DESCRIPTION

- Locate and identify all properties and property ownership
- Inventory all taxable property and important characteristics
- Determine taxability of properties
- Determine market value
- Calculate assessed value of property
- Prepare digest to be approved by State Revenue Department
- Notify property owners of changes in assessment values
- Provide and execute the appeal process that is required by law
- Aid the general public by providing maps and general property information

ACCOMPLISHMENTS FOR FY 10/11

- Complied with the Taxpayer's Bill of Rights
- Submitted Real & Personal Property Digest as required by State Revenue Department (Digest was approved)
- Met training requirements set by Georgia Department of Revenue
- Worked with GIS Manager to improve and enhance mapping system
- Maintained department webpage

TAX ASSESSOR DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011112

GOALS FOR FY 11/12

- Complete the Real & Personal Property Tax Digest on schedule
- Revalue all property in County
- Continue to improve quality of customer service
- Continue taking and storing digital images of all improvements located in the county
- Comply with SB 346

WORKLOAD MEASUREMENTS

(Information in this section should include last years actual numbers, this years estimated volume and next years projected volume. Use whatever categories fit your department. Do not include more categories than you can keep track of.)

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Parcels Reviewed & Revalued	51,559	52,550	55,100
New Main Improvements	893	1,150	1,200
Personal Property Accounts	12,193	14,193	14,300
Deeds Processed	6,604	7,046	7,500
Mapping Splits	547	991	2,550
Personal Property Mobile Homes	2,208	2,161	2,115

PERFORMANCE MEASURES

(Again this section requires last years actual numbers, this years estimated volume and next years projected volume. It is not necessary to submit a page of performance measures, rather just several that can be measured and tracked.)

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Increased Real & Personal Property Digest	0.0461% **Moratorium still in place**	0.030% **Moratorium still in place**	0.030% If moratorium is extended. 5% if moratorium is lifted.

TAX ASSESSOR DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011112

STAFFING

(Use the recently adopted job classifications and titles for this section. This is your breakdown of authorized positions, not a current employee headcount .)

Position	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Manager V	1	1	1
Manager II	2	2	2
Commercial Specialist V	1	1	1
Residential Specialist V	1	1	1
Administrative Coordinator	0	0	1
Appraiser I	7	6	4
Appraiser II	3	4	4
Appraiser III	0	0	2
Clerk III	3	0	0
Clerk IV	0	4	4
Specialist II	3	3	3
Total	**21**	**22**	**23**

VEHICLE SCHEDULE

(This section addresses the number of cars and trucks assigned to your department under the Authorized Vehicles category, a count of the heavy equipment assigned to your department, and the number of employees receiving auto allowances in your department)

Category	Actual FY 2009/2010	Estimated FY 2010/2011	Forecast FY 2011/2012
Authorized Vehicles	7	5	5
Heavy Equipment			
Vehicle Allowances	1	1	1
Total			

BUDGET HIGHLIGHTS

Include a brief summary of the keys points regarding your budget, especially any major changes from the prior year. For example, a new mandated responsibility may result in the purchase of a new software system or a specific piece of equipment.

The Tax Assessor's Office has requested additional monies over last year's budget to pay for an increase in the cost to print and mail assessment notices as required by SB 346 (passed in 2010). We are also requesting 4 new Ford Escape vehicles to replace 4 current vehicles as recommended by Fleet Services.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1112 TAX ASSESSOR						
51 PERSONAL SERVICES						
1011112	511001	SAL/WAGES	$ 651,645	$ 657,033	$ 666,069	$ 815,519
1011112	511030	VACATION	63,836	65,849	64,470	-
1011112	511031	SICK LEAVE	451	13,853	3,725	-
1011112	511033	HOLIDAY	31,156	27,812	31,621	-
1011112	511050	FRINGE BENEFITS	-	-	-	-
1011112	511051	EMPLOYEE MEDICAL	118,570	116,516	121,258	132,619
1011112	511052	GROUP LIFE INSURANCE	1,292	944	718	988
1011112	511053	RETIREMENT	51,938	75,278	52,525	56,949
1011112	511054	FICA	53,959	55,478	55,771	59,268
1011112	511055	WORK COMP	3,713	7,056	13,503	9,200
1011112	511060	EXPENSE ALLOWANCE	5,433	5,294	7,829	7,890
1011112	511062	NEW HIRES		-	-	5,862
1011112	511070	UNEMPLOYMENT	605	615	619	656
TOTAL	PERSONAL SERVICES		982,599	1,025,728	1,018,108	1,088,951
52 OPERATING-SUPPLIES						
1011112	522001	UNIFORMS	1,170	1,561	385	1,575
1011112	522040	POSTAGE	4,455	36,434	36,132	33,000
1011112	522070	OPERATING SUPPLIES	6,760	6,958	6,369	9,000
1011112	522080	UTILITIES	50,112	52,476	56,766	-
1011112	522100	MINOR PROPERTY	2,687	10,125	(167)	2,450
1011112	522121	GAS/OIL/DEISEL	6,521	9,239	13,815	6,000
TOTAL	OPERATING-SUPPLIES		71,705	116,792	113,300	52,025
53 OPERATING-PURCH/CONT						
1011112	533035	CONTRACT SERVICES	34,586	55,921	52,896	21,000
1011112	533095	VEH REPAIR	1,905	3,007	2,467	4,000
1011112	533105	PER DIEM FEES	21,690	20,550	18,060	18,000
1011112	533115	TRAVEL/TRAINING	8,947	13,805	10,684	15,000
1011112	533120	DUES & SUBSCRIPTIONS	1,437	1,768	1,967	2,000
1011112	533135	COMMUNICATIONS	10,895	11,121	14,520	9,200
1011112	533140	PRINTING	(176)	120	1,041	-
TOTAL	OPERATING-PURCH/CONT		79,284	106,292	101,635	69,200
TOTAL	**TAX ASSESSOR**		**$ 1,133,588**	**$ 1,248,812**	**$ 1,233,043**	**$ 1,210,176**

EXPENDITURE DETAIL

GENERAL FUND				Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1500 ENGINEERING SERVICES							
51 PERSONAL SERVICES							
1011500	511001	SAL/WAGES	$	365,199	230070.58	1589.22	0
1011500	511004	OVERTIME	$	-	25.98	0	0
1011500	511030	VACATION	$	24,621	22222.31	2630.35	0
1011500	511031	SICK LEAVE	$	11,484	277.12	0	0
1011500	511033	HOLIDAY	$	17,899	10887.39	1842.4	0
1011500	511051	EMPLOYEE MEDICAL	$	68,701	42498.58	1055.81	0
1011500	511052	GROUP LIFE INSURANCE	$	413	217.73	1.78	0
1011500	511053	RETIREMENT	$	32,183	20142.34	476.88	0
1011500	511054	FICA	$	31,370	19418.66	439.9	0
1011500	511055	WORK COMP	$	4,439	2473.61	31.29	0
1011500	511060	EXPENSE ALLOWANCE	$	16,441	6062.98	56.18	0
1011500	511070	UNEMPLOYMENT	$	350	215.21	4.91	0
TOTAL	PERSONAL SERVICES		$	573,101	354512.49	8128.72	0
52 OPERATING-SUPPLIES							
1011500	522040	POSTAGE	$	684	947.95	65.32	0
1011500	522070	OPERATING SUPPLIES	$	7,273	3463.57	0	0
1011500	522080	UTILITIES	$	28,084	18375.34	0	0
1011500	522100	MINOR PROPERTY	$	1,786	0	0	0
1011500	522121	GAS/OIL/DEISEL	$	12,890	14050.31	1332.43	0
TOTAL	OPERATING-SUPPLIES		$	50,717	36837.17	1397.75	0
53 OPERATING-PURCH/CONT							
1011500	533001	PROFESSIONAL FEES	$	175	$ -	$ -	$ -
1011500	533035	CONTRACT SERVICES	$	18,119	10456.96	0	0
1011500	533064	GEN REPAIRS	$	30	0	0	0
1011500	533095	VEH REPAIR	$	2,437	2461.09	0	0
1011500	533115	TRAVEL/TRAINING	$	10,044	5475.9	0	0
1011500	533120	DUES & SUBSCRIPTIONS	$	375	150	0	0
1011500	533135	COMMUNICATIONS	$	9,524	5670.69	1403.42	0
1011500	533140	PRINTING	$	1,192	135	0	0
TOTAL	OPERATING-PURCH/CONT		$	41,897	24349.64	1403.42	0
54 OPERATING-OTH COSTS							
1011500	544001	MISCELLANEOUS	$	552	576	0	0
TOTAL	**ENGINEERING SERVICES**		**$**	**666,266**	**$ 416,275**	**$ 10,930**	**$ -**

NOTE: IN FY 2011, THIS DEPARTMENT WAS COMBINED WITH PLAN REVIEW DUE TO RESTRUCTURING

TOTAL	**GENERAL GOVERNMENT**		**$**	**13,135,356**	**$ 14,318,536**	**$ 11,098,846**	**$ 15,610,966**

JUDICIAL

The Judicial function accounts for activities of the court system. Below is a list of the courts included within the County. A brief description of each department precedes the detailed budget reports.

Clerk of Superior Court
Office of Superior Court
Probate Court
Juvenile Court
Magistrate Court
District Attorney

CLERK OF COURT

FUND/DEPARTMENT NUMBER: 1211

MISSION STATEMENT

The Office of Superior Court Clerk serves the citizens of Columbia County by ensuring fair and accurate records are available to all parties, regardless of position in the community. We will provide that service in a timely and cost-effective manner but always with courtesy, efficiency and the highest ethical standards.

VISION STATEMENT

The Office of Superior Court Clerk seeks to continually develop innovative processes to further its mission. We strive to become a model for other government agencies at the local, state and national levels.

DEPARTMENT DESCRIPTION

The **Clerk of Superior and Juvenile Courts** office is responsible for:

- Filing, recording and indexing all documents related to real estate within Columbia County, including deeds, plats and cancellations.
- Filing and processing for service of all divorce cases, adoptions, name changes, child support, change of custody and contempt's.
- Filing and processing all Juvenile cases.
- Files and processes for service all civil cases relating to suit on account, condemnations, appeals from magistrate and probate court, writs of possession, insurance, etc.
- Files, records and indexes all judgments, tax liens and fifa's.
- Files and processes all warrants, indictments, accusations and sentences on all felony and misdemeanor cases.
- Processes sentencing packages for sentence review panel and Department of Corrections for transfer of prisoners into the state system and applications for sentence review.
- Files and processes all Uniform Commercial Code (UCC's), liens on personal property for public notice.
- Prepares records of all appeal cases in the Civil, Domestic and Criminal Divisions for the Court of Appeals and the Supreme Court of Georgia.
- Commissions all Notary Publics in the County.
- Issues Summons to all prospective Travers Jurors in all jury trials; Summons jurors for Grand Jury duty; All jury management.
- Provides oversight for the Columbia County Board of Equalization.

CLERK OF COURT

FUND/DEPARTMENT NUMBER: 1211

ACCOMPLISHMENTS

Assumed oversight for our county's Board of Equalization per Senate Bill 345 passed during the 2010 session of the Georgia General Assembly.

GOALS FOR FY 11/12

To continue digital archiving historical records for future paperless office to satisfy the need for additional work/storage space and more convenient access to these records by the public.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
20 JUDICIAL						
1211 CLERK OF SUPERIOR COURT						
51 PERSONAL SERVICES						
1011211	511001	SAL/WAGES	$ 666,325	$ 710,613	$ 747,941	$ 848,648
1011211	511030	VACATION	42,685	66,238	52,666	-
1011211	511031	SICK LEAVE	4,250	14,880	1,535	-
1011211	511033	HOLIDAY	27,608	26,705	30,877	-
1011211	511050	FRINGE BENEFITS	-	-	-	7,153
1011211	511051	EMPLOYEE MEDICAL	136,374	139,421	163,080	158,787
1011211	511052	GROUP LIFE INSURANCE	1,192	918	755	734
1011211	511053	RETIREMENT	50,656	76,910	55,164	54,990
1011211	511054	FICA	52,928	58,657	59,104	60,002
1011211	511055	WORK COMP	546	7,609	14,836	1,400
1011211	511060	EXPENSE ALLOWANCE	4,712	4,427	4,260	4,296
1011211	511070	UNEMPLOYMENT	600	657	669	663
TOTAL	PERSONAL SERVICES		987,876	1,107,035	1,130,889	1,136,673
52 OPERATING-SUPPLIES						
1011211	522040	POSTAGE	26,000	19,126	21,134	26,000
1011211	522065	OFFICE SUPPLIES	-	519	-	-
1011211	522070	OPERATING SUPPLIES	44,349	65,969	44,975	58,000
1011211	522080	UTILITIES	51,241	56,755	63,743	-
1011211	522100	MINOR PROPERTY	(4,321)	34,000	30,898	39,000
1011211	522130	BOOKS & REPORTS	3,000	2,970	1,255	3,000
TOTAL	OPERATING-SUPPLIES		120,269	179,339	162,006	126,000
53 OPERATING-PURCH/CONT						
1011211	533001	PROFESSIONAL FEES		4,000	2,363	3,500
1011211	533025	ADVER/MARKETING	5,766	86,274	85,108	56,000
1011211	533035	CONTRACT SERVICES	87,027	-	-	12,000
1011211	533060	GENERAL SERVICES	44,000	41,141	44,000	44,000
1011211	533105	PER DIEM FEES	96,652	99,077	68,500	71,000
1011211	533115	TRAVEL/TRAINING	7,793	7,589	4,606	8,000
1011211	533120	DUES & SUBSCRIPTIONS	2,500	2,138	1,409	2,500
1011211	533127	EQUIPMENT RENTAL	-	-	-	1,000
1011211	533135	COMMUNICATIONS	12,288	13,906	15,206	5,000
1011211	533140	PRINTING	11,667	12,000	11,494	11,500
TOTAL	OPERATING-PURCH/CONT		267,692	266,124	232,685	214,500
54 OPERATING-OTH COSTS						
1011211	544001	MISCELLANEOUS	966	1,080	809	1,500
60 CAPITAL						
1011211	601081	CIP MACH/EQUIPMENT	30,433	-	-	-
TOTAL	**CLERK OF SUPERIOR COURT**		**$ 1,407,237**	**$ 1,553,578**	**$ 1,526,389**	**$ 1,478,673**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1212 OFFICE OF SUPERIOR COURT						
51 PERSONAL SERVICES						
1011212	511001	SAL/WAGES	$ 18,229	$ -	$ -	$ -
1011212	511033	HOLIDAY	922	-	-	-
1011212	511051	EMPLOYEE MEDICAL	5,645	-	-	-
1011212	511053	RETIREMENT	1,527	-	-	-
1011212	511054	FICA	1,316	-	-	-
1011212	511055	WORK COMP	33	-	-	-
1011212	511070	UNEMPLOYMENT	15	-	-	-
TOTAL	PERSONAL SERVICES		27,687	-	-	-
52 OPERATING-SUPPLIES						
1011212	522040	POSTAGE	595	794	945	-
1011212	522070	OPERATING SUPPLIES	2,606	110	-	-
1011212	522080	UTILITIES	1,402	-	-	-
1011212	522130	BOOKS & REPORTS	2,741	-	-	-
TOTAL	OPERATING-SUPPLIES		7,343	904	945	-
53 OPERATING-PURCH/CONT						
1011212	533001	PROFESSIONAL FEES	248,713	222,066	193,097	230,564
1011212	533035	CONTRACT SERVICES	226,023	423,809	459,051	524,126
1011212	533105	PER DIEM	-	950	1,725	-
1011212	533110	OTHER FEES	-	427	525	-
1011212	533115	TRAVEL/TRAINING	567	44	-	-
1011212	533120	DUES & SUBSCRIPTIONS	104	-	-	-
1011212	533135	COMMUNICATIONS	278	2,383	1,001	-
1011212	533140	PRINTING	732	-	-	-
TOTAL	OPERATING-PURCH/CONT		476,417	649,679	655,399	754,690
TOTAL	**OFFICE OF SUPERIOR COU**		**$ 511,447**	**$ 650,582**	**$ 656,344**	**$ 754,690**

PROBATE COURT

FUND/DEPARTMENT NUMBER: 1213

MISSION STATEMENT

- Probate Court is a court of limited jurisdiction, meaning it is responsible for the probating or proving of all wills of Columbia County residents. Probate Court is also a Court of Record, which means all documents are recorded and kept permanently. Probate Court is divided into three divisions: Civil, Vital Records and Criminal Division.
- The Probate Judges is an elected constitutional officer of said court. The Probate Judges' goal is to maintain all records with the utmost dignity and care, and to facilitate the office with the latest technology, while efficiently serving the citizens of Columbia County.

VISION STATEMENT

- Probate Court is responsible for matters including wills, administrations, guardianships and year's support proceedings. This Court issues and records permits, handles traffic, game and fish cases as well as cases for the Department of Transportation and the Public Service Commission.

ACCOMPLISHMENTS FOR FY 10/11

- Continuing to have old records in the vault microfilmed, rebound and laminated.
- Judge and clerks attended school and seminars to maintain certification.
- Implemented a new computer system to compile with Georgia Superior Court Clerks Cooperative Authority.

GOALS FOR FY 11/12

- Improve the computer network capability so that we can provide a full and complete service at both office locations.
- Continue training and education for clerks.
- To operate in the most economical and efficient manner.
- To provide service to the citizens in a prompt and professional manner
- Continue a superior accounting system to assure accuracy and accountability.
- Continue to keep office personnel staffed to meet the growing needs of Columbia County.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1213 PROBATE COURT						
51 PERSONAL SERVICES						
1011213	511001	SAL/WAGES	$ 468,034	480871.63	501067.8	551818
1011213	511004	OVERTIME	$ 19,162	16643.31	18645.02	17000
1011213	511030	VACATION	$ 30,038	35618.75	31624.58	0
1011213	511031	SICK LEAVE	$ 316	$ -	$ -	$ -
1011213	511033	HOLIDAY	$ 16,528	15392.26	16602.88	0
1011213	511051	EMPLOYEE MEDICAL	$ 55,269	64801.19	72040.47	77541
1011213	511052	GROUP LIFE INSURANCE	$ 667	506.12	359.88	355
1011213	511053	RETIREMENT	$ 28,024	28057.09	28814.17	27986
1011213	511054	FICA	$ 37,288	37910.26	38990.49	37404
1011213	511055	WORK COMP	$ 773	5145.27	10021.42	2000
1011213	511060	EXPENSE ALLOWANCE	$ 3,600	3600	3600	3600
1011213	511070	UNEMPLOYMENT	$ 321	325.09	338.9	325
TOTAL	PERSONAL SERVICES		$ 660,019	688870.97	722105.61	718029
52 OPERATING-SUPPLIES						
1011213	522040	POSTAGE	$ 5,021	5854.36	3575.01	2500
1011213	522065	OFFICE SUPPLIES	$ 29	$ -	$ -	$ -
1011213	522070	OPERATING SUPPLIES	$ 17,419	13071.4	15519.03	11500
1011213	522080	UTILITIES	$ 35,992	38406.4	42703.52	0
1011213	522100	MINOR PROPERTY	$ 2,129	0	1157.83	0
1011213	522130	BOOKS & REPORTS	$ 2,461	1785.66	2775.09	4000
TOTAL	OPERATING-SUPPLIES		$ 63,051	59117.82	65730.48	18000
53 OPERATING-PURCH/CONT						
1011213	533015	LEASED EQUIPMENT	$ 197	197	0	0
1011213	533035	CONTRACT SERVICES	$ 37,756	46911.08	38079.25	17000
1011213	533055	O/S SVCS-TEMP EMPLOYEES	$ 6,371	0	13531.13	32500
1011213	533064	GEN REPAIRS	$ -	0	175	4000
1011213	533105	PER DIEM FEES	$ 6,155	13765.65	38564.43	10000
1011213	533115	TRAVEL/TRAINING	$ 6,990	5941.9	2805.46	10000
1011213	533120	DUES & SUBSCRIPTIONS	$ 120	200	408.51	700
1011213	533135	COMMUNICATIONS	$ 5,441	6241.14	7076.95	2000
1011213	533140	PRINTING	$ 2,310	2713.36	2406.84	2000
TOTAL	OPERATING-PURCH/CONT		$ 65,339	75970.13	103047.57	78200
54 OPERATING-OTH COSTS						
1011213	544001	MISCELLANEOUS	$ 152	1519.81	4955.48	5000
60 CAPITAL						
1011213	601082	HEAVY EQUIPMENT	$ -	0	0	10000
TOTAL	**PROBATE COURT**		**$ 788,562**	**$ 825,479**	**$ 895,839**	**$ 829,229**

COLUMBIA COUNTY JUVENILE COURT

FUND/DEPARTMENT NUMBER: 101/1214

MISSION STATEMENT

To receive and dispose of all non-criminal and criminal charges placed against persons under the age of seventeen and Unruly offenders under the age of eighteen. Additionally, to monitor on a timely basis cases of children placed in the care of the Columbia County Department of Family and Children Services.

VISION STATEMENT

Juvenile Court will provide prevention and early intervention services in an effort to reduce delinquency for minor offenders and supply opportunities for rehabilitation for more serious offenders.

DEPARTMENT DESCRIPTION

The Court is the primary agency for the judicial functions relating to persons under the age of seventeen years and Unruly offenders under the age of eighteen. The Court is required to receive and dispose of complaints in a timely manner that is in the best interest of the child and the community. Charges may be disposed of by dismissal, Informal probation and formal probation or placing the youth in the custody of the Georgia Department of Juvenile Justice.

GOALS FOR FY XX/XX

- Administer the functions of Juvenile Court as delegated by law.
- Develop and implement local programs administered by the court to meet the needs of and empower at-risk youth/families at no budget impact to the County.
- Maintain the services provided to the citizens of Columbia County at the lowest financial impact to the County's budget.
- Remain current in staff's qualification/certification as a Georgia Crime Information Certification Terminal Agency Coordinator.
- Maintain certification as Parent Reducing Incidents of Driver Error (P.R.I.D.E.) instructors.
- Continue implementing and providing proactive programs such as Transitioning From Elementary to Middle School, The Bullying Program For Elementary and Middle School and Choices & Consequences to all Columbia County Schools in an effort to empower and improve the decision making skills of students with the ultimate goal being to decrease the number of complaints received by the court.
- Maintain the Citizen Panel Foster Reviews with volunteers and a part-time Coordinator and provide appropriate training.
- Fund rental fees for community service vans at no expense to County.
- Selected as Team of the 4th Quarter for 2005 for the County
- Selected as Team of the Year 2005 for the County
- Create and implement programs to meet the needs of youthful offenders at no financial impact to the County's budget:
    - MYSPACE – (Anger Management/Decision Making)

COLUMBIA COUNTY JUVENILE COURT

FUND/DEPARTMENT NUMBER: 101/1214

- Mediation
- Truancy Reduction Program
- Choices and Consequences Program(Elementary/Middle/High School)
- Development of An Anti-Bullying Campaign (A.B.C.)
- Transitioning From Elementary To Middle School Program
- Character Education Program
- Adolescent Safe Passage Program (Phase I)
- Adolescent Safe Passage Educational Program (Phase II)
- Seven Challenges Substance Abuse/Life Skills Program
- Prevention and Diversion Program
- Community Service Program
- Traffic Intervention Program (T.I.P.)
- Parents Reducing Incidents of Driving Error (P.R.I.D.E.) Class
- Families Interchanging With A Purpose Program (F.I.W.A.P.P.)
- Shoplifter's Program
- Juvenile & Family Firesetters Program
- The Determined Youth Program
- D.I.V.A.S. (Developing Values, Insight, An assertive Attitude and Self-worth)
- G.E.N.T.S. (Generating Excellence Necessary To Succeed)

WORKLOAD MEASUREMENTS

Category	Actual FY 10/11 (last fy)	Estimated FY 11/12 (current fy)	Forecast FY 12/13 (next fy)
Cases	1075	1100	1150

STAFFING

Position	Actual FY 10/11 (last fy)	Estimated FY 11/12 (current fy)	Forecast FY 12/13 (next fy)
Chief Probation Officer	1	1	1
Probation Officer	6	6	7
Admin. Coordinator	1	1	1
Clerk	1	1	1
Total	**9**	**9**	**10**

1214 MISSION STATEMENT

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1214 JUVENILE COURT						
51 PERSONAL SERVICES						
1011214	511001	SAL/WAGES	$ 302,011	$ 380,164	$ 289,319	$ 441,041
1011214	511030	VACATION	25,049	29,635	34,758	-
1011214	511031	SICK LEAVE		-	1,407	-
1011214	511033	HOLIDAY	14,442	13,586	13,836	-
1011214	511051	EMPLOYEE MEDICAL	53,483	67,117	58,677	74,774
1011214	511052	GROUP LIFE INSURANCE	514	513	293	363
1011214	511053	RETIREMENT	24,345	32,248	25,215	32,486
1011214	511054	FICA	20,885	32,723	26,445	33,919
1011214	511055	WORK COMP	1,983	4,087	6,081	5,000
1011214	511060	EXPENSE ALLOWANCE	30,325	28,261	26,892	27,870
1011214	511070	UNEMPLOYMENT	292	361	293	374
TOTAL	PERSONAL SERVICES		473,329	588,695	483,215	615,827
52 OPERATING-SUPPLIES						
1011214	522040	POSTAGE	898	548	697	2,000
1011214	522070	OPERATING SUPPLIES	2,086	2,607	2,017	5,600
1011214	522080	UTILITIES	23,225	30,363	24,657	-
1011214	522100	MINOR PROPERTY	-	389	131	700
1011214	522121	GAS/OIL/DEISEL	762	763	1,199	2,200
1011214	522130	BOOKS & REPORTS	1,021	279	1,007	1,300
TOTAL	OPERATING-SUPPLIES		27,992	34,949	29,708	11,800
53 OPERATING-PURCH/CONT						
1011214	533001	PROFESSIONAL FEES	15,155	15,751	17,487	18,300
1011214	533015	LEASED EQUIPMENT	-	22	-	-
1011214	533035	CONTRACT SERVICES	32,753	35,534	26,624	22,000
1011214	533055	O/S SVCS-TEMP EMPLOYEES	4,940	7,228	-	-
1011214	533060	GENERAL SERVICES	7,795	6,899	13,062	7,500
1011214	533105	PER DIEM FEES	182	198	132	700
1011214	533115	TRAVEL/TRAINING	2,229	6,089	6,352	6,500
1011214	533135	COMMUNICATIONS	3,561	4,507	4,256	6,000
1011214	533140	PRINTING	173	98	-	1,600
TOTAL	OPERATING-PURCH/CONT		66,788	76,325	67,912	62,600
54 OPERATING-OTH COSTS						
1011214	544035	10701 JUV JUDGE GRANT	114,907	-	135,342	-
TOTAL	**JUVENILE COURT**		**$ 683,016**	**$ 699,970**	**$ 716,177**	**$ 690,227**

MAGISTRATE COURT

FUND/DEPARTMENT NUMBER: 1215

MISSION STATEMENT

The Magistrate Court is a venue for the professional resolution of disputes and enforcement of the civil and criminal laws of the State of Georgia and Columbia County.

DEPARTMENT DESCRIPTION

Every county in Georgia has a Magistrate Court by operation of the Georgia Constitution and Georgia Statutes. The Magistrate Court of Columbia County is made up of three distinct groups- the Clerk's Office, the Marshal's Office and the Magistrate Judges. All three groups fall under the direct supervision of the Chief Magistrate and are vital to the ability of the Magistrate's Office to function properly. There are presently 16 employees of the Magistrate Court, including the elected Chief Magistrate.

The Clerk's Office handles recording and scheduling of all criminal and civil cases in Magistrate Court. The Clerks handle the operation of the Magistrate's Office and process the vast number of filings that occur within the Court. The Clerks also draft all Court Orders, process garnishment payments, prepare default judgments, issue calendars and subpoenas, schedule court reporters, schedule probation revocation hearings, process bad check citations, oversee the office accounting and assist with the management of the budget which is set by the Board of Commissioners.

The Marshals are responsible for service of all documents or papers relating to Magistrate Court, including personal service of summons, subpoenas, evictions, garnishments, bad check citations, Rule Nisi Orders and other documents as required by the Court. The Marshals also are required by law to oversee evictions to ensure that the process is peaceful. They also work with the parties in civil cases to carry out the orders of the Court. The Marshals provide courtroom security for Magistrate Court for the multiple hearings that are conducted every week.

The Magistrates are on duty 7 days per week, 24 hours per day to consider arrest and search warrant requests from law enforcement officials. Requests for warrants by private individuals are considered by way of a Warrant Application Hearing. The Magistrates preside over those prewarrant hearings on a bi-weekly basis. The Magistrates make initial determinations relating to bond and are responsible for the setting of bond in most criminal cases. The Magistrates perform First Appearance Hearings and Extradition Hearings on a regular basis. The Magistrates also perform wedding ceremonies for citizens.

MAGISTRATE COURT

FUND/DEPARTMENT NUMBER: 1215

WORKLOAD MEASUREMENTS

The Magistrate Court has jurisdiction over criminal and civil matters. Within this report, we have attempted to give an accurate overview of the activity of the Court during 2010.

Under the heading of civil matters, the Court handles general civil suits, dispossessory actions, garnishments and mechanics liens/abandoned motor vehicles. Each civil matter requires court personnel to docket and manage every document that is filed with the Court. This also includes the issuance of subpoenas, preparation of hearing notices, preparation of court calendars, docketing and entering miscellaneous litigation and preparing court orders. Some cases or filings require a hearing by the Court to resolve the case which requires court personnel to attend the hearings. However, not all civil cases require a hearing. Within the context of civil actions, the Marshal's Office must attempt to serve various types of documents, including the enforcement of the Court's Orders. It is impossible to estimate the amount of time that each case requires from Court personnel as every case is different. The civil matters addressed by the Court in 2010 appear below:

- Number of new civil cases filed– 1,836
- Number of dispossessories filed– 1,063
- Number of garnishments filed– 354

The Court also presides over criminal matters. One of the primary duties of the Magistrate Court is to consider criminal arrest and search warrants by law enforcement personnel. Private citizens may also seek criminal arrest warrants through a process that requires a Warrant Application Hearing prior to any warrants being issued. There are several duties of the Court which are related to the issuance of arrest warrants to include the consideration of bond, First Appearance Hearings, Extradition Hearings and Preliminary Hearings.

Also within the heading of criminal matters, Magistrate Court is charged with the responsibility of hearing misdemeanor deposit account fraud matters and county ordinance violations. Defendants who are found guilty of such violations are subject to penalties and frequently are placed on probation to avoid incarceration. The Marshal's Office is charged with the responsibility of serving various papers relating to criminal matters, including citations, subpoenas, Rule Nisi Orders, warrants and certain hearing notices. The criminal matters addressed by the Court in 2010 appear below:

Criminal warrants issued- 2,151 (1,172 Felonies, 979 Misdemeanors)

- Search warrants issued- 102
- First Appearance Hearings conducted- 525
- Preliminary Hearings- 376
- County Ordinance cases filed- 898
- Misdemeanor Deposit Account Fraud Citations filed- 59
- Warrant Applications/Hearings- 86

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1215 MAGISTRATE COURT						
51 PERSONAL SERVICES						
1011215	511001	SAL/WAGES	$ 505,134	$ 501,418	$ 531,030	$ 619,992
1011215	511004	OVERTIME	84	-	-	-
1011215	511030	VACATION	33,037	34,199	32,949	-
1011215	511031	SICK LEAVE	11,519	-	-	-
1011215	511033	HOLIDAY	13,047	13,660	15,041	-
1011215	511050	FRINGE BENEFITS	-	-	-	10,581
1011215	511051	EMPLOYEE MEDICAL	63,782	60,078	74,341	75,791
1011215	511052	GROUP LIFE INSURANCE	951	735	572	746
1011215	511053	RETIREMENT	48,926	39,661	42,085	41,719
1011215	511054	FICA	41,737	40,892	42,866	45,295
1011215	511055	WORK COMP	2,445	5,399	11,320	6,000
1011215	511060	EXPENSE ALLOWANCE	1,931	3,362	3,879	2,400
1011215	511061	SUPPLEMENT	5,687	5,415	7,054	8,278
1011215	511070	UNEMPLOYMENT	451	446	472	477
TOTAL	PERSONAL SERVICES		728,731	705,264	761,608	811,279
52 OPERATING-SUPPLIES						
1011215	522001	UNIFORMS	2,474	3,697	2,662	3,000
1011215	522040	POSTAGE	5,656	5,365	3,951	5,100
1011215	522070	OPERATING SUPPLIES	8,020	4,743	4,913	5,000
1011215	522080	UTILITIES	38,845	40,047	45,257	-
1011215	522100	MINOR PROPERTY	1,307	744	1,386	1,500
1011215	522121	GAS/OIL/DEISEL	8,136	10,138	15,034	10,500
1011215	522130	BOOKS & REPORTS	2,718	2,001	1,604	2,500
TOTAL	OPERATING-SUPPLIES		67,157	66,735	74,807	27,600
53 OPERATING-PURCH/CONT						
1011215	533035	CONTRACT SERVICES	28,182	25,779	27,746	6,000
1011215	533064	GEN REPAIRS	-	-	-	1,000
1011215	533095	VEH REPAIR	539	6,703	1,760	4,000
1011215	533105	PER DIEM FEES	125	225	225	750
1011215	533115	TRAVEL/TRAINING	8,500	10,010	7,494	9,500
1011215	533120	DUES & SUBSCRIPTIONS	24	52	52	450
1011215	533135	COMMUNICATIONS	9,724	9,327	11,343	5,000
1011215	533140	PRINTING	4,486	4,349	3,125	6,250
TOTAL	OPERATING-PURCH/CONT		51,579	56,445	51,746	32,950
TOTAL	**MAGISTRATE COURT**		**$ 847,467**	**$ 828,444**	**$ 888,161**	**$ 871,829**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1314 DISTRICT ATTORNEY						
52 OPERATING-SUPPLIES						
1011314	522040	POSTAGE	$ 40	$ 38	$ 32	$ 100
53 OPERATING-PURCH/CONT						
1011314	533035	CONTRACT SERVICES	543,431	569,201	533,751	500,000
1011314	533135	COMMUNICATIONS	7,663	7,880	8,019	6,000
TOTAL	OPERATING-PURCH/CONT		551,093	577,081	541,770	506,000
54 OPERATING-OTH COSTS						
1011314	544001	MISCELLANEOUS	436	218	-	500
TOTAL	**DISTRICT ATTORNEY**		**$ 551,569**	**$ 577,338**	**$ 541,802**	**$ 506,600**
TOTAL	**JUDICIAL**		**$ 4,789,297**	**$ 5,135,390**	**$ 5,224,712**	**$ 5,131,248**

PUBLIC SAFETY

Public Safety has as its objective the protection of persons and property. This function accounts for expenditures relating to administration of the County's public safety activities. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Sheriff's Office
Detention Center
Emergency Services
Emergency Medical Services
Animal Shelter
Coroner

SHERIFF'S OFFICE

FUND/DEPARTMENT NUMBER: 1311

MISSION STATEMENT

To improve the quality of life in Columbia County by providing the highest level of law enforcement service through a working partnership with the community in order to maintain respect for individual's rights and human dignity.

VISION

The vision of the Columbia County Sheriff's Office is for this agency and the citizens of the community to function in unison in the effort to reduce crime, improve relations, and enhance the quality of life.

DEPARTMENT DESCRIPTION

The Columbia County Sheriff's Office (CCSO) is headed by Sheriff Clay N. Whittle. Serving as Chief Deputy is Louis P. Ciamillo. The CCSO uses a triple-cylindrical management system with the three bureaus. The Field Operations Bureau, commanded by Major Rick Whitaker, is comprised of the Patrol, Investigations and Special Operations Divisions. The Management Services Bureau, commanded by Major Michael L. Adams, is comprised of the Administrative Services Division and Community Services Division. The Detention and Court Services Bureau, commanded by Major John Wheeler, is comprised of the Detention Center, Court Security, Transportation and Classification. The Majors answer directly to the Chief Deputy. The Chief Deputy oversees the Office of Professional Standards and Intelligence Unit.

GOALS FOR FY 10/11

- Maintain court security and readiness.
- Maintain a professional and effective investigations division that is responsive to the public.
- Develop a larger pool of first line supervisors and deputy level firearms instructors.
- Implement a more standardized hiring criteria/selection process for potential Communications Center hires.
- Establish a Suspicious Activity Reporting database program.
- All Records Bureau employees who are not currently GCIC certified will work toward receiving their GCIC certification.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
30 PUBLIC SAFETY						
1311 SHERIFF'S OFFICE						
51 PERSONAL SERVICES						
1011311	511001	SAL/WAGES	$ 7,072,561	$ 7,321,185	$ 7,293,895	$ 8,365,642
1011311	511004	OVERTIME	321,976	199,560	150,710	175,000
1011311	511030	VACATION	467,861	589,955	676,034	-
1011311	511031	SICK LEAVE	25,120	27,587	31,452	-
1011311	511033	HOLIDAY	339,019	289,212	310,918	-
1011311	511050	FRINGE BENEFITS	-	-	-	18,688
1011311	511051	EMPLOYEE MEDICAL	1,166,435	1,238,534	1,252,561	1,274,139
1011311	511052	GROUP LIFE INSURANCE	11,061	8,516	6,109	6,998
1011311	511053	RETIREMENT	591,252	605,167	620,994	591,994
1011311	511054	FICA	608,347	626,737	632,356	617,161
1011311	511055	WORK COMP	46,096	79,451	166,998	115,000
1011311	511060	EXPENSE ALLOWANCE	142,752	170,706	232,328	153,510
1011311	511061	SUPPLEMENT	55,099	58,283	56,835	57,018
1011311	511062	NEW HIRES	-	-	-	96,002
1011311	511070	UNEMPLOYMENT	6,649	6,830	6,875	6,687
TOTAL	PERSONAL SERVICES		10,854,227	11,221,721	11,438,066	11,477,839
52 OPERATING-SUPPLIES						
1011311	522001	UNIFORMS	92,240	89,900	122,234	204,000
1011311	522040	POSTAGE	3,520	5,576	6,348	8,000
1011311	522070	OPERATING SUPPLIES	140,153	102,842	97,624	185,800
1011311	522071	DARE EXP	26,203	22,484	17,799	40,000
1011311	522080	UTILITIES	543,732	584,731	621,623	-
1011311	522100	MINOR PROPERTY	357,750	283,386	420,692	29,770
1011311	522110	CANINE EXPENSE	2,417	6,940	5,076	5,000
1011311	522121	GAS/OIL/DEISEL	444,645	488,943	611,001	600,000
1011311	522130	BOOKS & REPORTS	1,486	1,568	1,022	10,750
TOTAL	OPERATING-SUPPLIES		1,612,147	1,586,369	1,903,419	1,083,320
53 OPERATING-PURCH/CONT						
1011311	533020	MEDICAL SERVICES	3,865	2,113	3,097	10,000
1011311	533025	ADVER/MARKETING	515	958	255	20,000
1011311	533035	CONTRACT SERVICES	684,746	613,811	623,257	395,615
1011311	533060	GENERAL SERVICES	4,880	1,575	6,564	5,000
1011311	533064	GEN REPAIRS	15,435	21,409	22,162	37,500
1011311	533095	VEH REPAIR	110,101	124,658	140,889	100,000
1011311	533115	TRAVEL/TRAINING	193,358	184,137	227,000	225,880
1011311	533120	DUES & SUBSCRIPTIONS	5,722	3,851	5,118	8,967
1011311	533135	COMMUNICATIONS	176,530	196,420	199,540	150,000
1011311	533140	PRINTING	14,874	13,213	7,714	20,000
TOTAL	OPERATING-PURCH/CONT		1,210,026	1,162,146	1,235,597	972,962
60 CAPITAL						
1011311	601076	CIP BUILDINGS	22,660	-	-	2,000
1011311	601079	CIP VEHICLES	-	-	-	125,000
1011311	601081	CIP MACH/EQUIPMENT	49,312	-	-	91,396
1011311	601090	CIP OTHER	46,990	-	-	204,100
TOTAL	CAPITAL		118,962	-	-	422,496
TOTAL	**SHERIFF'S OFFICE**		**$ 13,798,005**	**$ 13,970,237**	**$ 14,577,082**	**$ 13,956,617**

EXPENDITURE DETAIL

GENERAL FUND				Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1312 DETENTION CENTER							
51 PERSONAL SERVICES							
1011312	511001	SAL/WAGES	$	3,889,958	4001448.23	3989095.04	4490858
1011312	511004	OVERTIME	$	120,714	152301.5	77537.52	120000
1011312	511030	VACATION	$	268,777	281675.85	319110.03	0
1011312	511031	SICK LEAVE	$	19,233	10639.48	15724.03	0
1011312	511033	HOLIDAY	$	189,546	163291.86	175851.19	0
1011312	511050	FRINGE BENEFITS	$	-	0	0	15378
1011312	511051	EMPLOYEE MEDICAL	$	473,651	523862.02	609325.25	635867
1011312	511052	GROUP LIFE INSURANCE	$	6,356	4937.3	3640.54	4730
1011312	511053	RETIREMENT	$	311,464	301730.86	295165.44	287276
1011312	511054	FICA	$	331,136	340762.76	336747.45	327945
1011312	511055	WORK COMP	$	26,806	43445.83	91216.42	70000
1011312	511060	EXPENSE ALLOWANCE	$	29,089	42193.48	48242.13	38430
1011312	511062	NEW PERSONNEL REQUESTS	$	-	0	0	8392
1011312	511070	UNEMPLOYMENT	$	3,544	3670.99	3674.76	3545
TOTAL	PERSONAL SERVICES		$	5,670,274	5869960.16	5965329.8	6002421
52 OPERATING-SUPPLIES							
1011312	522001	UNIFORMS	$	53,091	54086.89	63033.3	68248
1011312	522040	POSTAGE	$	3,000	5500	6000	8000
1011312	522069	PRISONER BOARDING COST	$	567,306	584068.5	660573.71	603000
1011312	522070	OPERATING SUPPLIES	$	161,825	189924.35	167437.28	190700
1011312	522080	UTILITIES	$	299,140	319588.84	339970.8	0
1011312	522100	MINOR PROPERTY	$	51,615	24176.35	4409.13	10755
1011312	522121	GAS/OIL/DEISEL	$	57,222	84329.09	109617.4	90000
TOTAL	OPERATING-SUPPLIES		$	1,193,199	1261674.02	1351041.62	970703
53 OPERATING-PURCH/CONT							
1011312	533020	MEDICAL SERVICES	$	171,159	187775.53	197060.6	165000
1011312	533035	CONTRACT SERVICES	$	516,648	537846.53	488837.12	474650
1011312	533060	GENERAL SERVICES	$	-	4446.25	0	0
1011312	533064	GEN REPAIRS	$	17,915	3100.78	28060.86	31416
1011312	533065	SPRAY FIELD	$	38,520	38520	36999.96	0
1011312	533095	VEH REPAIR	$	9,896	18728.85	8407.46	10000
1011312	533115	TRAVEL/TRAINING	$	45,483	15576.63	12423.95	41000
1011312	533120	DUES & SUBSCRIPTIONS	$	2,635	3073.3	7775.4	16000
1011312	533135	COMMUNICATIONS	$	44,166	47207.62	54436.7	9000
1011312	533140	PRINTING	$	6,035	6896.96	4813.76	8100
TOTAL	OPERATING-PURCH/CONT		$	852,456	863172.45	838815.81	755166
60 CAPITAL							
1011312	601079	CIP VEHICLES	$	10,374	0	0	8000
1011312	601081	CIP MACH/EQUIPMENT	$	17,486	0	0	0
TOTAL	CAPITAL		$	27,860	0	0	8000
TOTAL	**DETENTION CENTER**		**$**	**7,743,789**	**$ 7,994,807**	**$ 8,155,187**	**$ 7,736,290**

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: **# 101-1313**

The mission of the Emergency & Operations Division is to provide a wide array of direct "quality of life" public services to the citizens of Columbia County in the most safe, efficient, and cost-effective manner possible by providing:

- A comprehensive emergency mitigation, preparedness, response and recovery program that will save lives, protect property, and reduce the effects of disaster
- Premier 3-1-1 call center for customer service and complaint tracking
- Dependable and courteous public transportation services
- Senior citizen programs that promote the mental, physical, and social well being of senior adults in our community
- Daily hot meals and a monthly supply of food staples to low-income senior citizens
- Emergency pre-hospital care and medical transportation for the sick and injured
- Fire, medical first response, extrication/rescue, and Haz-Mat response services for unincorporated Columbia County
- Wildfire prevention, education and response programs
- Healthcare to residents to assure the highest quality of health services
- Protection for children and adults who are victims of abuse or neglect and the provision of temporary support services for those seeking jobs or are unable to work
- Provide a safe working environment for all employees of Columbia County
- Provide professional cost-effective fleet maintenance and repair to all County-owned vehicles

To assure that the life-safety and operational services and programs provided by the division continuously evolve with the economic climate and technology revolution, while remaining consistent with the needs of the community.

The ***Emergency & Operations Division*** Director also serves as Emergency Management Director whose directs reports include the Administrative Specialist, Operations Officer, EMA Deputy Director, Senior Center/Public Transit Manager, 3-1-1 Call Center Customer Service Supervisor, Risk Manager, and Fleet Services Manager.

Additionally, the Emergency & Operations Division Director has budget oversight and administrative coordination responsibilities for the Health Department, Department of Family & Children Services, Forestry Services; Manage contracts for fire and EMS and over-all management responsibilities for the emergency planning and response effort for all public and private sector agencies in Columbia County.

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: **# 101-1313**

(Accomplishments for other departments in this division will be included with their budget information)

- Applied for and received $202,786 in State and Federal Grants for EMA; (Division total $703,135)
- Restructured transit and public transit to improve efficiency and related cost-savings
- Submitted the draft update of the Hazard Mitigation Plan & Crosswalk to GEMA for review
- Requested and received DOT stimulus funds to replace 3 county-owned senior center vans
- Coordinated and conducted 12 training classes for 230 citizens and emergency responders
- Increased number of trained and certified CERT members to 333; Conducted refresher training
- Conducted 18 county-wide public education and information programs for 949 citizens
- Completed and distributed the 2009 LEPC Annual Report
- Severe Weather Awareness Week & Statewide Tornado Drill
- Completed and submitted budgets & related info for 13 ES Division Budgets
- Coordinated and hosted three Community Blood Drives for a total of 692 donors
- Tier II Chemical Company Submissions for 2009 Received and Entered
- Submitted quarterly GEMA Workplan updates to Area 3 Coordinator for PPA requirements
- Conducted the following training exercises in 2010:
  - Statewide Tornado Drill – (functional) - 02/03/10
  - Winter Storm – (full-scale exercise credit for actual event) – 02/12-13/10
  - Bomb Threat Drill at HCA Healthcare/Evans Surgical Center – 04/13/10
  - Pan-Flu Drive-Thru Vaccination – (tabletop) – 04/22/10
  - Pan-Flu Drive-Thru Vaccination – (functional) – 04/24/10
  - Haz-Mat Exercise – (full-scale) – 09/15/10
  - Public Health POD – (tabletop) – 11/22/10
- Submitted 2010 Master Director Re-Certification info to GEMA
- Coordinated 9/11 Remembrance Ceremony
- Coordinated Italian Thanksgiving Feast & Drug Take Back Events
- Awarded Storm*Ready* plaque by National Weather Service for 3-year re-certification
- Trained a new Damage Assessment Team
- Conducted a Commodity Flow Study
- Coordinated two new shelter surveys and certifications
- Initiated update of Columbia County Emergency Operations Plan
- Completed the National Incident Management System Roll-up
- Coordinated two new fire stations dedications
- Coordinated a new Integrated Mosquito Planning Team

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: **# 101-1313**

(Goals for other division departments will be included with their budget information)

- Continue to apply for State and Federal Grants, as well as other funding sources
- Participate in a Region-wide Public Health Exercise
- Complete 3-year update of the Columbia County Emergency Operations Plan
- Relocate three public health clinics into a consolidated facility
- Complete Munis/3-1-1 Integration
- Facilitate Enterprise Risk Management Program
- Obtain final approved from GEMA, FEMA, and local governments for Hazard Mitigation Plan
- Complete radio repeater Installations for Narrowbanding Requirements
- Coordinate with fire department to transfer deeds for four fire stations to county
- 3-year renewal of Rescue Licenses for MCFR and Grovetown DPS
- Submit 2011 Master Director Re-Certification info to GEMA
- Coordinate 10-year 9/11 Remembrance Ceremony
- Coordinate Italian Thanksgiving Feast & Drug Take Back Events
- Conduct refresher training for CERT and Damage Assessment Teams
- Coordinate new shelter surveys and certifications
- Complete the annual National Incident Management System Roll-up
- Coordinate Integrated Mosquito Planning Team for 2011 mosquito season
- Coordinate and conduct emergency training classes for citizens and emergency responders
- Increase number of trained and certified CERT members; Conducte refresher training
- Conducte county-wide public education and information programs for citizens
- Complete and distribute the 2010 LEPC Annual Report
- Severe Weather Awareness Week & Statewide Tornado Drill
- Complete and submit budgets & related info for 13 ES Division Budgets
- Coordinate and host three Community Blood Drives
- Submit quarterly GEMA Workplan updates to Area 3 Coordinator for PPA requirements

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: **# 101-1313**

[redacted]

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Public Information Presentations/News Releases/Interviews/Alerts	676	949	1,000
Training Courses Number of Participants Certified	20 550	23 583	25 600
Emergency Monitoring / Preps / Responses / EOC Activations	45	86	75
Train Citizens in "Community Emergency Response Team" CERT	50	50	50
Re-certified CERT Members through Refresher Training	40	40	50
Grant Applications / PPA, Homeland Security, Hazard Mitigation, CERT & LEPC	6	6	6

[redacted]

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Conduct Drills / Exercises - (public & private sector)	5	7	5
Develop / Update Emergency Plans & SOP's - (public & private sector)	10	10	10
Conduct Community Outreach Programs on Preparedness Issues (Number of Participants ** targets)	22 1,084	18 949	20 1,100
3-1-1 Customer Service Actions - Telephone Calls & Walk Ins – Est.	32,569	34,326	35,000

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: **# 101-1313**

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Division Director	1	1	1
Administrative Specialist	1	1	1
EMA Deputy Director	1	1	1
Total	**3**	**3**	**3**

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles (Dive Team Truck)	1	1	1
Heavy Equipment (Mobile Operations Center)	1	1	1
Watercraft (Dive Boat)	1	1	1
Vehicle Allowances	2	2	2
Total	**5**	**5**	**5**

- Continue to seek grants and other funding sources for projects during FY2011/2012

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1313 EMERGENCY SERVICES						
51 PERSONAL SERVICES						
1011313	511001	SAL/WAGES	$ 167,300	$ 197,745	$ 188,903	$ 199,387
1011313	511004	OVERTIME	-	-	-	500
1011313	511030	VACATION	9,550	18,591	22,606	-
1011313	511031	SICK LEAVE	1,729	1,966	-	-
1011313	511033	HOLIDAY	6,996	9,205	8,797	-
1011313	511051	EMPLOYEE MEDICAL	14,189	17,046	13,521	10,892
1011313	511052	GROUP LIFE INSURANCE	247	221	155	131
1011313	511053	RETIREMENT	16,468	19,976	19,262	17,404
1011313	511054	FICA	15,087	18,228	17,566	15,712
1011313	511055	WORK COMP	1,560	2,134	4,097	4,000
1011313	511060	EXPENSE ALLOWANCE	19,241	22,397	20,537	18,180
1011313	511070	UNEMPLOYMENT	166	200	193	174
TOTAL	PERSONAL SERVICES		252,532	307,709	295,638	266,380
52 OPERATING-SUPPLIES						
1011313	522001	UNIFORMS	500	411	-	500
1011313	522040	POSTAGE	240	195	212	600
1011313	522070	OPERATING SUPPLIES	11,369	9,828	6,256	7,458
1011313	522080	UTILITIES	12,866	15,794	16,099	-
1011313	522100	MINOR PROPERTY	3,783	-	1,378	1,500
1011313	522121	GAS/OIL/DEISEL	366	532	619	1,500
1011313	522130	BOOKS & REPORTS	405	285	255	300
TOTAL	OPERATING-SUPPLIES		29,529	27,045	24,819	11,858
53 OPERATING-PURCH/CONT						
1011313	533015	LEASED EQUIPMENT	636	636	636	636
1011313	533025	ADVER/MARKETING	320	460	-	1,000
1011313	533035	CONTRACT SERVICES	11,540	22,580	24,443	19,565
1011313	533055	O/S SVCS-TEMP EMPLOYEES	7,289	-	198	-
1011313	533064	GEN REPAIRS	1,514	630	951	2,000
1011313	533095	VEH REPAIR	2,775	802	2,526	2,000
1011313	533115	TRAVEL/TRAINING	1,520	1,371	5,070	2,500
1011313	533120	DUES & SUBSCRIPTIONS	70	70	75	75
1011313	533135	COMMUNICATIONS	5,910	7,614	6,001	6,500
1011313	533140	PRINTING	-	91	-	1,000
TOTAL	OPERATING-PURCH/CONT		31,572	34,255	39,901	35,276
54 OPERATING-OTH COSTS						
1011313	544001	MISCELLANEOUS	2,425	816	1,147	1,154
1011313	544035	10204 HAZMAT GRANT	8,117	-	-	-
1011313	544035	10206 HOMELAND DEFENSE	871	-	-	-
TOTAL	OPERATING-OTH COSTS		11,413	816	1,147	1,154
60 CAPITAL						
1011313	601082	HEAVY EQUIPMENT	-	250,000	-	-
TOTAL	**EMERGENCY SERVICES**		**$ 325,046**	**$ 619,825**	**$ 361,505**	**$ 314,668**

GOLD CROSS EMS DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1315

MISSION STATEMENT

To provide the public with the highest level of care with the finest equipment, exceptionally trained personnel and with the compassion and commitment that is expected of those who have taken an oath to treat the sick and injured who rely on our services.

VISION STATEMENT

To continue to serve the citizens of Columbia County by saving lives through providing premiere emergency medical services.

DEPARTMENT DESCRIPTION

Gold Cross EMS is the Columbia County licensed provider of 9-1-1 emergency pre-hospital care for the citizens of Columbia County. Gold Cross provides effective training to their employees and the public in regard to safety and prevention, as well as assisting local emergency responding organizations as requested.

ACCOMPLISHMENTS FOR FY 10/11

- New ambulances were purchased for the Harlem and Fury's Ferry Road EMA substations.
- Gold Cross has also updated all ambulances with new computers and the latest state of the art wireless mobile gateway.
- Gold Cross now has the ability to transmit 12 lead cardiac ECG's to any of the local Emergency Rooms with a press of a button on our cardiac monitors.
- Provided training for local schools in medical first responder course.
- Participated in all Training Programs and Community Full-Scale Exercises, in cooperation with EMA.
- Provided Helicopter Services for Community Projects free of charge
- Assisted in CERT training along with the EMA office for citizens of Columbia County.

GOALS FOR FY 11/12

- Continue to evaluate, in coordination with County officials, the current ambulance locations and assist in assuring the best placement of ambulances throughout the community
- Conduct annual review call volume to determine if an additional ambulance is needed in Columbia County.
- Continue to provide training to local schools in medical first responder program.
- Maintain commitment to continuing quality service to the citizens of Columbia County. We strive to continue training civic organizations and additional training to citizens of our community while providing a superior quality of care.

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1315	**EMERGENCY MEDICAL SERVICES**					
53	**OPERATING-PURCH/CONT**					
1011315	533035	CONTRACT SERVICES	$ 500,000	$ 500,000	$ 500,000	$ 500,000
TOTAL	**EMERGENCY MEDICAL SERV**		**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**

ANIMAL SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1713

MISSION STATEMENT

To provide quality customer service in all phases of Animal Service operations and quality care for all domesticated animals in Columbia County.

DEPARTMENT DESCRIPTION

Columbia County Animal Services is a Department of Community and Leisure Services and serves approximately 111,000 citizens living in Columbia County, to include the cites of Harlem and Grovetown.
This department is responsible for all animal service operations which include but not limited to nuisance complaints, animal cruelty investigations, animal attacks which include possible rabid animals, dead animals, daily care of animals housed at the shelter, injured animals, traps and the adoption program.

GOALS FOR FY 11/12

- Continue to provide a broad spectrum of certification training for employees
- Continue to improve customer service
- Continue to meet the demand for services due to growing population
- Work closely with Animal Rescue Groups
- Decrease the number of animals euthanized
- Expand public information/awareness through the use of the Department's website, distribution of literature and visits to schools and other facilities.
- Work closely with the Advisory Board
- Maintain contracts with the Fort Gordon Veterinary Services and the Department of Natural Resources/Wildlife Division
- Implement a volunteer program

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Released Animals	500	700	750
Animals Handled	6000	6500	7000

ANIMAL SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1713

Animals Adopted	1000	1500	2000
Animals Returned	600	800	900
Violation Notices Issued	450	450	500
Court Citation		53	70

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Nuisance Complaints	6100	6500	7000
Locations Dispatched	10000	10200	10500
Bite Investigations	250	350	400
Dead Animals Picked up	2700	3000	3500
Cremations	723	850	900

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager	1	1	1
Assistant Manager	0	1	1
Clerks	1	1	1
Officers	6	4	5
Kennel Techs	3	5	4
Supervisors	2	2	1
Dispatcher	0	0	1
Total		**19**	**11**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	6	6	6
Vehicle Allowances	2	2	1
Total	**8**	**8**	**7**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1713 ANIMAL SHELTER						
51 PERSONAL SERVICES						
1011713	511001	SAL/WAGES	$ 328,751	$ 278,935	$ 260,232	$ 424,179
1011713	511004	OVERTIME	5,452	5,939	4,090	-
1011713	511010	ON CALL	5,226	5,160	5,194	-
1011713	511030	VACATION	21,454	26,789	29,109	-
1011713	511033	HOLIDAY	16,229	11,943	11,952	-
1011713	511050	FRINGE BENEFITS	-	-	-	13,688
1011713	511051	EMPLOYEE MEDICAL	52,783	42,251	42,940	50,562
1011713	511052	GROUP LIFE INSURANCE	792	521	344	446
1011713	511053	RETIREMENT	26,198	23,934	20,787	25,112
1011713	511054	FICA	28,086	24,414	22,790	31,374
1011713	511055	WORK COMP	1,929	2,996	5,465	5,000
1011713	511060	EXPENSE ALLOWANCE	10,737	6,640	4,029	15,300
1011713	511070	UNEMPLOYMENT	287	268	251	316
TOTAL	PERSONAL SERVICES		497,924	429,790	407,184	565,977
52 OPERATING-SUPPLIES						
1011713	522001	UNIFORMS	5,765	6,239	1,045	6,000
1011713	522040	POSTAGE	141	111	83	150
1011713	522070	OPERATING SUPPLIES	45,467	16,248	24,472	25,000
1011713	522080	UTILITIES	25,281	22,278	26,366	-
1011713	522120	VEHICLE/EQUIPMENT	1,178	500	1,353	2,000
1011713	522121	GAS/OIL/DEISEL	18,765	18,791	21,552	25,000
TOTAL	OPERATING-SUPPLIES		96,597	64,168	74,871	58,150
53 OPERATING-PURCH/CONT						
1011713	533001	PROFESSIONAL FEES	495	200	-	1,000
1011713	533035	CONTRACT SERVICES	27,967	19,143	18,934	15,000
1011713	533064	GEN REPAIRS	42	-	-	-
1011713	533095	VEH REPAIR	3,506	4,186	2,179	2,000
1011713	533115	TRAVEL/TRAINING	4,044	4,926	5,425	5,000
1011713	533135	COMMUNICATIONS	3,798	4,021	7,605	4,500
1011713	533140	PRINTING	115	60	447	1,250
TOTAL	OPERATING-PURCH/CONT		39,968	32,536	34,591	28,750
60 CAPITAL						
1011713	601082	HEAVY EQUIPMENT	19,363	-	-	-
TOTAL	**ANIMAL SHELTER**		**$ 653,852**	**$ 526,494**	**$ 516,646**	**$ 652,877**

CORONER

1714

MISSION STATEMENT

To provide a medical/legal investigation for any reported death in Columbia County in determining the cause and manner of death. Maintain chain of custody while transport a body to local or regional GBI facilities for autopsies. Provide the highest of professionalism while exhibiting compassion towards the family members of the deceased.

VISION STATEMENT

To continue as part of a joint effort with law enforcement and local emergency service agencies in Columbia County in promoting the " Mock Fatality- Prom Night-" program at the local high school and encourage our young drivers to drive in a safe manner. The Coroner's Office will continue to meet state requirement for new advancements in crime scene death investigations. The Coroner's Office will provide mutual aid to any Coroner's Office in case of a disaster to process and identify victims

ACCOMPLISHMENTS FOR FY 2011

- Operated Coroner's office within budget.
- Coroner, Vernon Collins accepted as a team member of GEMA's- GBI- K-9 Body recovery team.

GOALS FOR FY 2012

- Maintain same standards of care and professionalism.
- Operate Coroner's Office with allowed budget.
- Provide and maintain resources of personal and equipment for disasters or pandemics.

CORONER

1714

WORKLOAD MEASUREMENTS

Category	Actual FY 2010	Estimated FY 2011	Forecast FY 2012
Death Investigations	147 as of August	200	235

STAFFING

Position	Actual FY 2010	Estimated FY 2011	Forecast FY 2012
Coroner	1	1	1
Deputy Coroners	2	2	2
Total	**3**	**3**	**3**

VEHICLE SCHEDULE

Category	Actual FY 2010	Estimated FY 2011	Forecast FY 2012
Authorized Vehicles	0	0	0
Heavy Equipment			
Vehicle Allowances	3	3	3
Body Transport Van	1	1	1
Total	**4**	**4**	**4**

1714 CORONER MISSION STATEMENT

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1714 CORONER						
51 PERSONAL SERVICES						
1011714	511001	SAL/WAGES	$ 53,762	$ 57,404	$ 52,028	$ 50,000
1011714	511052	GROUP LIFE INSURANCE	$ 117	90	63	63
1011714	511053	RETIREMENT	$ 2,540	2672.88	2644.32	2118
1011714	511054	FICA	$ 5,090	5624.38	5672.33	2918
1011714	511055	WORK COMP	$ 382	618.48	1116.42	1000
1011714	511060	EXPENSE ALLOWANCE	$ 13,016	16233.82	22160.62	21876
1011714	511070	UNEMPLOYMENT	$ 53	58.83	59.3	30
TOTAL	PERSONAL SERVICES		$ 74,961	82702.86	83743.83	78005
52 OPERATING-SUPPLIES						
1011714	522040	POSTAGE	$ -	44	0	0
1011714	522065	OFFICE SUPPLIES	356	-	-	-
1011714	522070	OPERATING SUPPLIES	1,181	2,543	3,313	2,250
1011714	522080	UTILITIES	4,134	4,585	4,434	-
1011714	522100	MINOR PROPERTY	-	11	2,610	-
1011714	522121	GAS/OIL/DEISEL	677	962	1,948	1,000
TOTAL	OPERATING-SUPPLIES		6,348	8,145	12,305	3,250
53 OPERATING-PURCH/CONT						
1011714	533001	PROFESSIONAL FEES	25,925	37,625	38,850	25,375
1011714	533035	CONTRACT SERVICES	5,234	2,538	2,340	5,000
1011714	533095	VEH REPAIR	20	620	79	-
1011714	533115	TRAVEL/TRAINING	2,648	3,078	3,235	5,000
1011714	533120	DUES & SUBSCRIPTIONS	225	225	225	300
1011714	533135	COMMUNICATIONS	1,424	1,687	1,542	1,000
1011714	533140	PRINTING	287	-	-	250
TOTAL	OPERATING-PURCH/CONT		35,763	45,772	46,272	36,925
54 OPERATING-OTH COSTS						
1011714	544001	MISCELLANEOUS	745	-	300	-
TOTAL	**CORONER**		**$ 117,817**	**$ 136,620**	**$ 142,621**	**$ 118,180**
TOTAL	**PUBLIC SAFETY**		**$ 23,138,508**	**$ 23,747,982**	**$ 24,253,040**	**$ 23,278,632**

PUBLIC WORKS

This function is includes expenditures for the maintenance, repair, and improvement of the County's road system. Also included is operation of the County's facility maintenance shop and fleet maintenance shop. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Roads & Bridges
Fleet Services
Facility Maintenance

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011411

MISSION STATEMENT

To work cooperatively to plan for and accommodate the need for movement of people and commerce in a safe, reliable, cost-effective, environmentally responsible and equitable manner.

VISION STATEMENT

The Roads and Bridges Department vision is to sustain and build a quality of life for all people in Columbia County, through a road system that supports the economy, safeguards the environment, and strengthens communities. We want our road system to provide safe access and mobility for residents, workers and visitors, and to provide for the efficient movement of goods. Our road system will be maintained and preserved to support these uses, and we will protect the investment made by Columbia County Citizens in the county's transportation system.

DEPARTMENT DESCRIPTION

- Perform right-of-way, road and pavement maintenance.
- Provide for maintenance of dirt roads, storm drainage, signs and traffic control devices.
- Assist the preconstruction department with set up and paving of county maintained dirt roads.

ACCOMPLISHMENTS FOR FY 10/11

- Cleared, graded and prepared sub-base for paving of two additional parking lots at the Evans Government Center.
- Graded, prepared base and paved Red Oak Drive, White Oak Drive and Winged Elm Drive.
- Resurfaced Corley Circle, Spotswood Drive and Crawford Place Road.
- Cleared and graded for sidewalks - 5,900 feet along William Few Parkway and 1,500 feet from William Few Parkway to Patriots Park.
- Graded and grassed Marshall Field.
- Cleared, graded and grassed Dog Park at Riverside Park.
- Installed internally lit LED signs at six intersections
- Installed school zone lights at Grovetown High School.
- Installed 23 speed humps at various locations throughout the county.
- Maintained county gateways and school zone areas.
- Spread salt on bridges and scraped main roads throughout the county due to snow in January.

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011411

GOALS FOR FY 11/12

- Continue to assist Road Construction with road paving projects to include Sand Pit Road McZilkey Drive, Jacqueline Drive, Kelli Drive and Brown Circle.
- Clear and grade for sidewalks on Evans to Locks Road from Washington Road to Evans Town Center.
- Integrate Recreation Maintenance Department into the daily operations at Roads & Bridges.
- Continue to maintain the following county Gateways: Highway 28, from the Richmond County Line to Blackstone Camp Road; Riverwatch Parkway, from the Richmond County Line to Lynnwood Drive; Wheeler Road at the I-20 Interchange; Stevens Creek Road; Baston Road; Washington Road, from the Richmond County Line to Baston Road.
- Continue to work with Fleet Services to analyze fleet to ensure that appropriate vehicles and equipment are being utilized.
- Scrape all dirt roads at least every 14–21 days.
- Continue to assist Stormwater Utility with drainage improvements.
- Continue to sweep roads within the Stormwater Utility service area.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Number of Work Orders	9201	8614	9045
Traffic Signals Resolved	197	226	237
Signs Replaced	207	220	231
Potholes Repaired	463	412	433

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
% of Work Orders Completed within 1 week	94.3%	93.1%	97.1%
% of Traffic Signal Problems within 1 day	97%	99.9%	99.9%
% of Primary Signs Replaced within 1 day	92.3%	99.9%	99.9%
% of Potholes Repaired within 48 hours	69.6%	64.6%	69.6%

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011411

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager IV	1	1	1
Manager III	0	1	1
Manager II	0	1	1
Manager I	0	0	1
Supervisor VII	6	4	4
Tech III	2	1	1
Foreman II	1	1	1
Tech II	1	1	1
Tech I	1	1	1
Tech I Trainee	1	0	0
Crew Leader II	5	5	8
Inventory Control	1	1	1
Heavy Equipment Operator	4	4	4
Light Equipment Operator	10	5	5
Customer Service Rep III	1	1	1
Maintenance Worker	10	15	21
Total	**44**	**42**	**52**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	20	20	32
Heavy Equipment	90	90	108
Vehicle Allowances	0	0	0
Total	**110**	**110**	**140**

BUDGET HIGHLIGHTS

Our Traffic Technicians were placed under Traffic Engineering but we will receive ten employees from the Recreation Department. Along with an increase to our personnel budget, other operating expenses, such as uniforms, operating materials and fleet expenses will also increase.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
40 PUBLIC WORKS						
1411 ROADS & BRIDGES						
51 PERSONAL SERVICES						
1011411	511001	SAL/WAGES	$ 1,249,255	$ 1,233,043	$ 1,214,514	$ 1,384,754
1011411	511004	OVERTIME	34,709	131,958	112,329	20,000
1011411	511010	ON CALL	7,675	9,375	9,125	9,125
1011411	511030	VACATION	98,601	119,923	114,874	-
1011411	511031	SICK LEAVE	11,347	2,629	2,313	-
1011411	511033	HOLIDAY	59,760	54,665	58,664	-
1011411	511050	FRINGE BENEFITS	-	-	-	-
1011411	511051	EMPLOYEE MEDICAL	267,904	264,002	259,893	254,475
1011411	511052	GROUP LIFE INSURANCE	2,446	1,813	1,311	1,439
1011411	511053	RETIREMENT	93,109	95,257	90,539	81,186
1011411	511054	FICA	104,255	111,606	108,892	99,394
1011411	511055	WORK COMP	20,264	13,825	33,746	55,000
1011411	511060	EXPENSE ALLOWANCE	4,306	5,526	5,682	5,280
1011411	511062	NEW HIRES	-	-	-	5,580
1011411	511070	UNEMPLOYMENT	1,204	1,244	1,214	1,111
TOTAL	PERSONAL SERVICES		1,954,835	2,044,866	2,013,096	1,917,344
52 OPERATING-SUPPLIES						
1011411	522001	UNIFORMS	28,630	26,044	29,481	27,000
1011411	522010	ROAD SIGNS	44,812	46,897	41,761	45,000
1011411	522011	ROAD NAME	14,865	8,046	10,521	15,000
1011411	522020	DRAINAGE PIPE	284	3,541	3,837	5,000
1011411	522030	MOTORGRADE	7,695	7,889	6,011	8,000
1011411	522031	HERBICIDES	-	1,550	3,601	3,400
1011411	522040	POSTAGE	6	85	149	100
1011411	522070	OPERATING SUPPLIES	26,900	33,639	36,530	35,000
1011411	522080	UTILITIES	96,003	98,481	103,507	-
1011411	522092	TRAFFIC SIGNALS	15,912	20,580	21,690	20,000
1011411	522100	MINOR PROPERTY	10,670	4,412	5,995	9,450
1011411	522120	VEHICLE/EQUIPMENT	20,925	22,793	24,329	27,000
1011411	522121	GAS/OIL/DEISEL	166,474	181,564	200,547	141,800
TOTAL	OPERATING-SUPPLIES		433,176	455,520	487,957	336,750
53 OPERATING-PURCH/CONT						
1011411	533035	CONTRACT SERVICES	265,215	257,538	247,685	249,000
1011411	533060	GENERAL SERVICES	19,075	17,738	16,621	17,000
1011411	533095	VEH REPAIR	121,890	148,473	108,616	113,000
1011411	533115	TRAVEL/TRAINING	8,668	6,144	9,701	9,000
1011411	533127	EQUIPMENT RENTAL	5,072	4,388	2,954	4,000
1011411	533135	COMMUNICATIONS	15,658	15,364	17,253	3,800
TOTAL	OPERATING-PURCH/CONT		435,578	449,645	402,829	395,800
60 CAPITAL						
1011411	601081	CIP MACH/EQUIPMENT	44,346	6,540	-	-
TOTAL	**ROADS & BRIDGES**		**$ 2,867,935**	**$ 2,956,572**	**$ 2,903,882**	**$ 2,649,894**

FLEET SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: **#101-1414**

MISSION STATEMENT

To operate in a professional manner, so as to provide a complete, safe, efficient and cost effective fleet to our Customer Departments/Divisions.

VISION STATEMENT

To become the central location for county wide fleet management, specializing in all aspects of effective and efficient vehicle/equipment management, from acquisition to liquidation.

DEPARTMENT DESCRIPTION

Fleet Services provides for the repair and maintenance of County owned vehicles, as well as vehicles/equipment under contract or inter-governmental agreements. These vehicles range from lawn mowers to the largest piece of earthmoving equipment, as well as fire trucks and fire apparatus. Fleet provides for routine and preventative maintenance, minor and most major repairs and, when needed, coordinates all major repairs with outside vendors. This department also administers the County's Motor Pool, which provides loaner vehicles to county employees while their main line units are being serviced. Fleet maintains an automated database which provides all of the various departments with data to assist in repair cost analysis and replacement decisions. Fleet also develops and supplies the departments with specifications for new fleet vehicles and equipment on an as needed basis. Since a high percentage of the fleet that is maintained by Fleet Services is emergency vehicles used in the preservation of life and property, 24 hour repair/road service is provided.

ACCOMPLISHMENTS FOR FY 10/11

- Developed and implemented electronic notification to end users of vehicle status and completion by all 3 section supervisors.
- Developed and implemented a "spare" fire apparatus program (located at Fleet Service, Appling) allowing main/front line unit's time to receive preventative maintenance on a routine scheduled basis.
- Design/build and begin construction of an 8 bay light equipment shop at Appling facility, Phase IV
- Renewal of inter-local service agreement with the City of Harlem
- National recognition as a "Blue Seal of Excellence" facility by the National Institute for Automotive Service Excellence (ASE)
- All on-call positions have obtained Commercial Driver's Licenses to allow for vehicle towing.

FLEET SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: **#101-1414**

GOALS FOR FY 11/12

- Complete construction of Phase IV Light Equipment Facility
- Develop and Implement Work Flow processes for efficient utilization of completed facility
- Development of inter-governmental agreement with the Georgia State Patrol.
- Research, development and implementation of new pollution controls for retrofit on current diesel engines to comply with 2010 EPA regulations. Explore grants available to fund project.
- Continued staff development through technical training.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Work Orders Completed	3066	3400	3500
Man/hours for Repairs	4620.5	6000	6200
Service Repairs	2627	3000	3100
PM's Performed	1302	1425	1500
Vehicle responsibility	797	825	850

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
WO Expenditures	$462,522.28	$490,238.07	$527,000.00
PM %	42%	45%	50%
Average WO Labor	1.51 hrs	1.60 hrs	1.75 hrs

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Fleet Manager	1	1	1
Fleet Op. Supervisor	1	1	1
Fleet Analyst	1	1	1
Auto Technicians	3	3	3
Heavy Equip. Technicians	3	3	3

Fleet Services 1414

FLEET SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: **#101-1414**

Parts Personnel	2	2	2
Tire/Lube Technician	1	1	1
Data Entry Clerk	1	1	1
Total	**13**	**13**	**13**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	10	10	10
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**10**	**10**	**10**

BUDGET HIGHLIGHTS

- This year's requested O&M budget represents no increase over the previous year.
- Fleet continues to strive for greater productivity and efficiency; this allows for an increase in workload without the customary requests for additional staffing. These advances in efficiency are made possible by the application of new technologies and practices. Using equipment and technology to work smarter and more cost effectively is a win/win for the county and taxpayer alike.
- **An especially complex and costly issue facing the fleet in the coming year is the ever increasing cost of fuel.** Fleet will continue to work hand in hand with our customer departments to maintain the most fuel efficient vehicles possible, review engine size options as well as look into new technologies to help cope with this concern.
- No major CIP projects are proposed in the budget this year, as funding is extremely limited, we will continue to focus on operating our current program(s) at peak efficiency.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1414 FLEET SERVICES						
51 PERSONAL SERVICES						
1011414	511001	SAL/WAGES	$ 409,443	$ 408,742	$ 409,643	$ 473,630
1011414	511004	OVERTIME	2,351	856	1,648	2,500
1011414	511010	ON CALL	3,366	2,557	2,558	2,600
1011414	511030	VACATION	34,558	40,695	36,373	-
1011414	511033	HOLIDAY	20,246	18,206	19,313	-
1011414	511051	EMPLOYEE MEDICAL	78,036	85,331	77,365	77,527
1011414	511052	GROUP LIFE INSURANCE	689	550	409	406
1011414	511053	RETIREMENT	32,003	31,795	29,455	29,209
1011414	511054	FICA	33,818	33,929	33,920	34,221
1011414	511055	WORK COMP	4,000	4,430	8,988	10,000
1011414	511060	EXPENSE ALLOWANCE	1,911	2,407	2,389	2,400
1011414	511070	UNEMPLOYMENT	380	380	377	381
TOTAL	PERSONAL SERVICES		620,803	629,879	622,438	632,874
52 OPERATING-SUPPLIES						
1011414	522001	UNIFORMS	9,904	9,370	9,606	9,260
1011414	522040	POSTAGE	84	-	-	-
1011414	522070	OPERATING SUPPLIES	10,793	7,463	4,857	10,000
1011414	522080	UTILITIES	31,486	32,646	34,912	-
1011414	522100	MINOR PROPERTY	16,827	4,029	1,399	4,000
1011414	522112	TAGS AND TITLES	1,725	900	1,000	1,025
1011414	522114	INVENTORY RECEIPT	17,010	332	1,444	25,000
1011414	522120	VEHICLE/EQUIPMENT	760	1,249	-	-
1011414	522121	GAS/OIL/DEISEL	17,744	18,154	24,412	15,000
1011414	522130	BOOKS & REPORTS	-	500	496	500
TOTAL	OPERATING-SUPPLIES		106,333	74,643	78,125	64,785
53 OPERATING-PURCH/CONT						
1011414	533035	CONTRACT SERVICES	20,858	17,884	18,236	1,400
1011414	533060	GENERAL SERVICES	1,500	561	1,271	1,150
1011414	533095	VEH REPAIR	11,355	9,454	8,538	6,950
1011414	533115	TRAVEL/TRAINING	3,676	1,864	2,553	3,000
1011414	533135	COMMUNICATIONS	7,482	6,939	7,559	2,500
1011414	533140	PRINTING	144	690	700	700
TOTAL	OPERATING-PURCH/CONT		45,016	37,391	38,856	15,700
TOTAL	**FLEET SERVICES**		**$ 772,152**	**$ 741,913**	**$ 739,419**	**$ 713,359**

FACILITY MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1415

MISSION STATEMENT

To provide timely and effective maintenance and custodial service to county facilities, to facilitate maintenance specific capital projects, and to efficiently manage the county's facility assets.

VISION STATEMENT

It's our vision to grow the facility maintenance department into a "Best of Class" maintenance department. We will accomplish this through solid leadership, competent staff, continued skill training, planned and preventive maintenance, continued use of smart building systems and a focus on 100 percent customer satisfaction.

DEPARTMENT DESCRIPTION

The maintenance department is responsible for the general upkeep and repairs of over seventy county buildings and facilities, with more than 500,000 square feet, valued at more than $90 million. In addition to assisting with special projects, this department oversees the exterminating, security, elevator, and grounds keeping contractors. We have also brought the janitorial service and supplies in- house. Maintenance is responsible for energy management, implementing energy conservation measures, and oversight of the HVAC control programs.

ACCOMPLISHMENTS FOR FY 10/11

- Kept janitorial cost well under budget.
- Installed new windows and painted scoring towers at Patriots Park.
- Installed Johnson Controls HVAC system at Euchee Creek Library and Patriots Park Gym for energy savings and better temperature control.
- Installed new windows at firing range.
- Assisted in rearranging Building A and B staff offices due to division reorganizations.
- Painted Patriots Park office, all classrooms at the Performing Arts Center, Riverside Park bathrooms, and some area of the Justice Center.
- Completed landscaping and fencing in 2 new parking lots
- Worked with Facility Services on plan review and specifications for new county facilities.
- Assisted Facility Services with upgrades and remodels of existing county facilities.
- Completed work orders as rapidly as funding and manpower would allow.

FACILITY MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1415

GOALS FOR FY 11/12

- Continue to implement energy efficiency upgrades to county facilities as funding allows.
- Complete routine and emergency repairs in a timely and cost effective manner.
- Work in cooperation with the Facility Services staff to review and modify specifications and guidelines for new county facilities.
- Assist Facility Services with upgrades and remodels of existing facilities.
- Provide continuing education and training for the maintenance staff.
- Continue to improve housekeeping with training and equipment.
- Complete capital projects as funding becomes available.
- Continue to work with the grounds keeping contractor to reduce cost while maintaining attractive facilities.
- Implement new procedures and add staff to keep up with increasing workload and to continue producing quality repairs and projects.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Work orders received	3797	3850	4000
Emergency requests	5	5	8

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Work orders completed	3792	3850	4000
Emergency requests completed	100%	100%	100%

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Craftsman	6	6	6
Trades Worker	5	5	9
Supervisor VI	2	2	2
Crew Leader	0	0	2
Manager III	1	1	1

FACILITY MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1415

Custodians (Temporary employees)	0	11	14
Total	**14**	**25**	**34**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 10/11
Authorized Vehicles	9	9	13
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**9**	**9**	**13**

BUDGET HIGHLIGHTS

While the staff and general repair budget for Facility Maintenance remains the same, the number of new facilities and maintenance responsibility is increasing. It will become even more difficult to maintain the desired level of service and attractiveness of county facilities than in past years.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1415 FACILITY MAINTENANCE						
51 PERSONAL SERVICES						
1011415	511001	SAL/WAGES	$ 389,824	$ 399,854	$ 403,137	$ 468,368
1011415	511004	OVERTIME	5,969	7,955	10,561	9,000
1011415	511010	ON CALL	7,739	9,125	9,125	9,100
1011415	511030	VACATION	28,591	32,689	40,628	-
1011415	511031	SICK LEAVE	1,039	1,839	-	-
1011415	511033	HOLIDAY	18,923	17,267	19,533	-
1011415	511051	EMPLOYEE MEDICAL	76,473	79,509	82,659	87,885
1011415	511052	GROUP LIFE INSURANCE	877	685	499	555
1011415	511053	RETIREMENT	27,174	28,399	28,603	26,996
1011415	511054	FICA	32,330	33,866	35,058	33,827
1011415	511055	WORK COMP	2,868	4,328	8,915	7,200
1011415	511060	EXPENSE ALLOWANCE	722	4,560	6,740	6,720
1011415	511062	NEW PERSONNEL REQUESTS	-	-	-	5,900
1011415	511070	UNEMPLOYMENT	364	378	391	380
TOTAL	PERSONAL SERVICES		592,894	620,453	645,847	655,931
52 OPERATING-SUPPLIES						
1011415	522001	UNIFORMS	6,031	6,245	8,057	8,000
1011415	522040	POSTAGE	2	4	3	25
1011415	522070	OPERATING SUPPLIES	6,569	869	8,365	8,650
1011415	522080	UTILITIES	29,978	31,936	34,357	-
1011415	522100	MINOR PROPERTY	-	312	-	1,000
1011415	522121	GAS/OIL/DEISEL	19,642	20,386	25,853	24,000
TOTAL	OPERATING-SUPPLIES		62,222	59,751	76,635	41,675
53 OPERATING-PURCH/CONT						
1011415	533035	CONTRACT SERVICES	57,089	43,820	17,064	35,000
1011415	533060	GENERAL SERVICES	1,060	1,533	1,093	1,500
1011415	533095	VEH REPAIR	3,271	6,443	3,049	3,500
1011415	533115	TRAVEL/TRAINING	2,900	1,451	589	4,000
1011415	533127	EQUIPMENT RENTAL	1,209	1,951	2,140	2,000
1011415	533135	COMMUNICATIONS	9,024	7,631	6,527	1,500
TOTAL	OPERATING-PURCH/CONT		74,553	62,829	30,463	47,500
TOTAL	**FACILITY MAINTENANCE**		**$ 729,668**	**$ 743,034**	**$ 752,945**	**$ 745,106**
TOTAL	**PUBLIC WORKS**		**$ 4,369,755**	**$ 4,441,519**	**$ 4,396,245**	**$ 4,108,359**

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HEALTH & WELFARE

This function includes all activities associated with the conservation and improvement of public health. Also included are activities designed to provide public assistance and care for individuals economically unable to provide essential needs for themselves. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Public Transit
Health Department
Family & Children Services
Senior Center

PUBLIC TRANSIT DEPARTMENT

FUND/DEPARTMENT NUMBER: **#101-1516**

MISSION STATEMENT

Public transit strives to provide dependable and courteous transportation to all Columbia County citizens while maintaining the efficiency and effectiveness of services.

VISION STATEMENT

Our department aspires to meet the transportation needs of county residents who depend on public transportation through the continued development of innovative and effective transportation practices that improve the quality of life for all clients. We want to foster a positive public persona that encourages the use of services and encourages public input as to the development of more effective and efficient transportation services to better serve our growing citizenry.

DEPARTMENT DESCRIPTION

Columbia County Public Transit provides transportation to and from educational facilities, employment centers, shopping areas, worship services, medical facilities and general places of business. We serve all Columbia County residents with transportation needs. We will transport clients anywhere in Columbia County and Richmond County with the exception of areas south of Gordon Hwy. We do not service Augusta Regional Airport or Augusta Regional Mental Hospital.

ACCOMPLISHMENTS FOR FY 2011

- Increased daily rider-ship
- Increased daily revenues
- Updated Radio Communications
- Installed AVL system in Vehicles
- Installed Mobile Data Terminals in Vehicles
- Increased Fleet with no capital cost to the County

GOALS FOR FY 2011/2012

- Maintain Required Contractual service levels
- Maintain Minimum DOT Ridership levels

PUBLIC TRANSIT DEPARTMENT

FUND/DEPARTMENT NUMBER: **#101-1516**

WORKLOAD MEASUREMENTS

ACTION	ACTUAL 2010	ESTIMATED 2011	FORECAST 2012
Trips (OWPT)	26,068	34,284	34,850
Revenue ($)	93,849	163,461	169,500

STAFFING LEVELS

STAFF POSITION	ACTUAL 2010	ESTIMATED 2011	FORECAST 2012
Manager	0	1	1
Supervisor	1	1	1
Customer Service Personnel/Dispatcher	1	1	1
Van Drivers	3	7	7

VEHICLE SCHEDULE

	ACTUAL 2010	ESTIMATED 2011	FORECAST 2012
Vehicles	3	7	7
Vehicle Allowances	0	1	1

BUDGET HIGHLIGHTS

Budget reflects the restructuring and staffing approved by the BOC in November 2010.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
50 HEALTH & WELFARE						
1516 PUBLIC TRANSIT						
51 PERSONAL SERVICES						
1011516	511001	SAL/WAGES	$ 184,451	$ 180,055	$ 209,182	$ 268,756
1011516	511004	OVERTIME	138	310	242	-
1011516	511030	VACATION	12,206	15,242	20,376	-
1011516	511031	SICK LEAVE	-	1,150	-	-
1011516	511033	HOLIDAY	8,443	7,579	11,040	-
1011516	511051	EMPLOYEE MEDICAL	35,803	37,222	38,598	48,226
1011516	511052	GROUP LIFE INSURANCE	456	384	306	441
1011516	511053	RETIREMENT	11,060	10,219	12,561	13,595
1011516	511054	FICA	14,670	14,577	17,697	19,830
1011516	511055	WORK COMP	551	1,972	4,853	1,400
1011516	511060	EXPENSE ALLOWANCE	-	-	4,941	8,130
1011516	511070	UNEMPLOYMENT	166	163	197	223
TOTAL	PERSONAL SERVICES		267,943	268,874	319,993	360,601
52 OPERATING-SUPPLIES						
1011516	522001	UNIFORMS	-	1,421	1,396	2,000
1011516	522040	POSTAGE	31	35	17	100
1011516	522070	OPERATING SUPPLIES	568	512	1,354	1,725
1011516	522080	UTILITIES	14,184	14,381	17,828	-
1011516	522120	VEHICLE/EQUIPMENT	-	-	-	-
1011516	522121	GAS/OIL/DEISEL	64,157	66,265	88,449	65,000
TOTAL	OPERATING-SUPPLIES		78,940	82,614	109,044	68,825
53 OPERATING-PURCH/CONT						
1011516	533025	ADVER/MARKETING	-	-	-	250
1011516	533035	CONTRACT SERVICES	8,589	7,574	8,716	-
1011516	533095	VEH REPAIR	5,580	13,095	7,755	9,000
1011516	533115	TRAVEL/TRAINING	408	471	344	500
1011516	533135	COMMUNICATIONS	2,497	2,300	2,905	500
1011516	533140	PRINTING	-	-	-	125
TOTAL	OPERATING-PURCH/CONT		17,073	23,441	19,720	10,375
60 CAPITAL						
1011516	601079	CIP VEHICLES	-	171,600	129,200	-
TOTAL	**PUBLIC TRANSIT**		**$ 363,956**	**$ 546,529**	**$ 577,956**	**$ 439,801**

HEALTH DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1711

MISSION STATEMENT

The mission of the Georgia Division of Public Health is to provide services and leadership to promote, protect and improve the health and safety of the people of Georgia.

VISION STATEMENT

To ensure the highest quality health education, health promotion, disease prevention and health services to the citizens of Columbia County.

DEPARTMENT DESCRIPTION

The Columbia County Health Department's assists the residents of Columbia County in achieving their highest level of health, independence, and self-sufficiency and enhance their quality of life by:

- Assisting with the development of sound health policies and plans
- Monitoring and assessing community health status and needs
- Partnering with communities and organizations
- Providing personal and population based services and education
- Enforcing laws and regulations that protect the health and safety of the community
- Providing population based data, vital statistics, and registries
- Gathering information through surveillance and investigation
- Disseminating wellness and health information
- Evaluating our effectiveness, accessibility, and quality of services
- Assuring a competent, sensitive, and responsive public health work force
- Providing a public health laboratory
- Researching innovative solutions for public health problems

Programs

- High Risk Newborn Follow up & Genetic Screening
- Children First
- Early Intervention/Babies Can't Wait
- Health Check
- Dental Screening
- School/Daycare Programs & Audits
- Children's Medical Services (CMS)
- Lead Screening and Abatement
- Laboratory Services
- Infant Death Investigations & Child Fatality Review Board
- Vision & Hearing Screening
- Immunizations
- Family Planning
- Women's Health Services
- Presumptive Eligibility (PE)
- Right From the Start Medicaid (RSM)

- Perinatal Case Management (PCM)
- Pregnancy Related Services (PRS)
- Babies Born Healthy (BBH)
- Breastest/Breastest and More Program (BT/BT & More)
- Breast & Cervical Cancer Program (BCCP)
- Special Supplemental Nutrition Program For Women, Infant, & Children (WIC)
- Infectious Disease Surveillance, Investigation, & Treatment
- Tuberculosis Control
- Sexually Transmitted Disease Control
- HIV Counseling & Screening
- Coalitions & Collaboration with Community Organizations
- Food Services Inspections
- On Site Sewage Management Systems
- Tourist Court Inspections
- Rabies Control
- Water Sample Testing
- Nuisance Complaints
- Inspection of Institutions
- Swimming Pool Inspections
- Injury Control Programs
- SAI Volunteer Medical Clinic

ACCOMPLISHMENTS FOR FY 10/11

- Administered 2,204 seasonal influenza doses this year by partnering with the community, businesses, local government and the Board of Education. Held flu clinic at all Columbia County Middle Schools and throughout the community.
- Continue to enhance the Disaster Service Plan for the county. Participated September 15, 2010 in Columbia County Full- Scale Hazardous Materials Transportation Exercise. This was a very successful Exercise. In this simulated exercise we were able to activate the County Health Operations Center (CHOC), notify the District Health EOC, request shelter nursing support, and begin preparations for possible long-term follow up for chemical contamination.
- Successfully planned and activated a Full Scale Drive-thru Point of Distribution (POD) Site at Grovetown High School on January 22, 2011. The exercise allowed CCHD to activate a Drive-thru POD and successfully distribute "medication" to residents in response to a simulated biological emergency within 48 hours.
- The SAI Volunteer Medical Clinic continues to service clients one Saturday a month to see indigent and uninsured clients.
- Improved immunization status by assuring staff evaluates immunization status on all individuals coming for services, not just those asking specifically for immunizations.
- 99% or greater for all the Daycare Immunization and School audits for Columbia County, public and private.
- Our Environmental Health Section became the first in the State to accomplish utilizing the Garrison Digital Health Department for all Daily and Monthly Activity Reporting. We became one of the first counties in the state to go "live" enabling the public and media to view restaurant inspections and

scores on the County and State websites.

- Andrea continued as the District Standard, standardizing 3 more employees including Robert Thornhill.
- Leslie continued as the District DHD liaison, assisting other county environmentalists with the DHD System.
- We met with representatives from Columbia County 311; Roads and Bridges, Code Compliance and EMA to develop the IMMP Team (Integrated Mosquito Management Program). As a team we set a plan in place for the reduction and management of mosquitoes in Columbia County. Our role is to identify problem areas, set mosquito traps and identify the mosquitoes and ship for testing for WNV, Lacrosse and EEE and to educate the public.
- All tourist courts in the county were supplied Bed Bug information by Leslie, of which they had to sign that they had received. All declined the opportunity for training.
- We met with representatives of the American Red Cross and the County to inspect and add two more shelters to the county list: Evans Middle School and Grovetown High School.
- Attended a VICS training on Shelters and met with all the local representatives over the shelters.
- We met with the Columbia News Times and were interviewed conducting an inspection of a Tourist Court while explaining the programs that fall under the responsibility of environmental health.
- Outreach teaching was conducted at both Euchee Creek Elementary and Harlem High Culinary Class.
- We wrote a Draft Tattoo Ordinance for Columbia County and held meetings with the Tattoo Artists within the county to discuss the Proposed Ordinance.
- We drafted new Environmental Health Fee's which will result in an additional income of nearly $20, 000 annually.
- As always, we continued our roles with our various programs and worked closely with Columbia County agencies: Animal Services, Building Insp., Water Utilities and Code Compliance.
- Hired Andrea Clanton to replace Deborah Andrews that has transferred to the East Central Health District Accounting Office. Andrea continues with on the job training as our Accountant, Paraprofessional.
- Our Administrative Assistant, Mary Landrum, will assume the responsibility of our budget. She is familiar with and has worked with our budget for the past fifteen (15) years. She will assume this responsibility along with her other duties.
- The Family Planning Program hired an hourly Nurse Practitioner for us with funds provided by the State Family Planning Program.

GOALS FOR FY 11/12

- Recruitment and retention of a highly qualified work force, keeping all positions occupied with competent reliable staff.
- Continue to increase the number of services performed and clients served each year.
- Continue to provide H1N1 vaccine to the community during the flu season as long as the vaccine is available.
- Continue to promote tobacco cessation and prevention efforts in our community and clients we are serving

- Continue plans for relocation of all three Columbia County Health Department sites to a new facility which will be located on Chamblin Road (due to be completed in 2011).
- Continue to work closely with the New Site planning Committee to ensure the transition to the new clinic site is smooth.
- Continue to have an excellent networking relationship with our community partner and contractors.
- To facilitate the passing of the Proposed Body Art Ordinance. In addition, we must create the appropriate accompanying documents: application, inspection sheet, permits, etc.
- Once the Body Art Ordinance is implemented, we will be required to complete several different courses relating to Body Art.
- We will conduct training at each Tattoo Studio for the owners and employees based on the Ordinance.
- We will review all existing paperwork, documents, files, etc within the environmental health office and retain or discard as necessary to prepare for the move to the new building.
- We anticipate a smooth and successful transition to the new building. Our new office will allow for better service to be provided to our clients with more room for meetings and plan reviews, etc.
- As in the past, we look to accomplish 100 percent payment from all permitted facilities.
- The environmental staff will continually strive to provide both education and quality customer service to the citizens of Columbia County Georgia.

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12	Forecast FY 12/13
Full-Time	27	28	28	22
Part-Time	3	2	2	4
Total	**30**	**30**	**30**	**26**

BUDGET HIGHLIGHTS

Budget Reduction Impact

As the figures and chart below shows, we have substantial budget cuts within the last two years. If we have any more cuts, we will have to cut staff or furlough and that will impact the services that we provide to the citizens of Columbia County. We have no more areas we could cut because we already spend only what we have to.

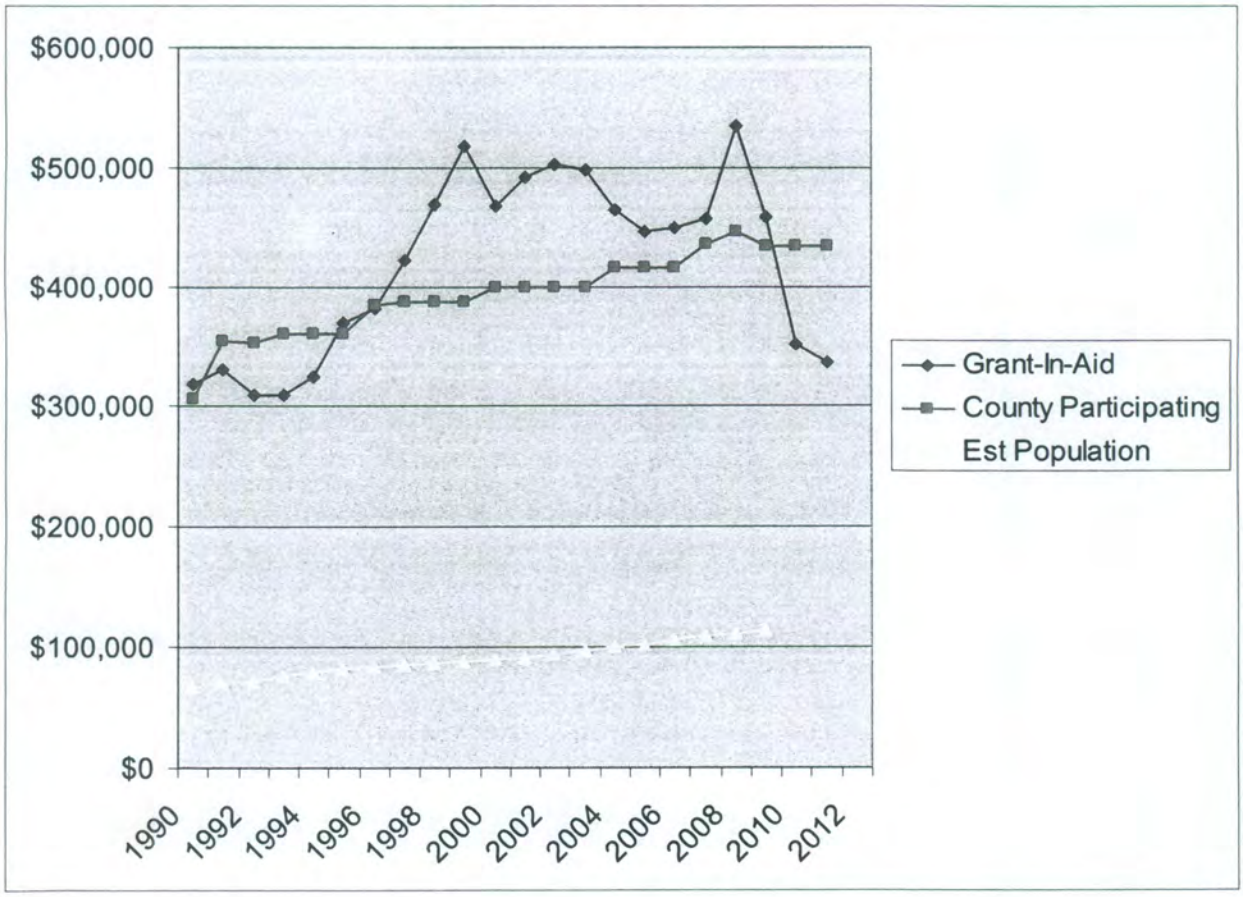
FY	Grant-In-Aid	County Participating	Est Population
1990	$317,985	305,879	66,819
1991	$330,755	353,879	69,625
1992	$308,534	353,583	71,767
1993	$308,526	360,957	75,226
1994	$324,843	360,957	78,149
1995	$369,834	360,957	81,491
1996	$382,214	384,672	83,077
1997	$422,413	388,571	85,106

HEALTH DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1711

1998	$469,141	388,571	86,675
1999	$518,162	388,571	88,280
2000	$468,096	400,228	89,778
2001	$492,072	400,228	91,521
2002	$502,807	400,228	94,117
2003	$498,509	400,228	96,374
2004	$465,237	416,228	99,571
2005	$446,580	416,228	102,209
2006	$450,516	416,228	105,440
2007	$458,233	437,039	108,760
2008	$535,583	447,039	110,627
2009	$459,576	434,614	112,958
2010	$351,863	434,614	
2011	$336,967	434,614	
2012			

BUDGET GRAPH



EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1711 HEALTH DEPARTMENT						
53 OPERATING-PURCH/CONT						
1011711	533035	CONTRACT SERVICES	$ 434,614	$ 434,614	$ 434,614	$ 434,614
TOTAL	**HEALTH DEPARTMENT**		**$ 434,614**	**$ 434,614**	**$ 434,614**	**$ 434,614**

DEPARTMENT OF FAMILY & CHILDREN SERVICES

FUND/DEPARTMENT NUMBER: **#101-1712**

MISSION STATEMENT

The Georgia Department of Human Resources, in partnership with others, will effectively deliver compassionate, innovative, and accountable services to individuals, families and communities.

VISION STATEMENT

For all Georgians to live safe, healthy, and self-reliant lives. The Division of Family and Children Services (DFCS) is the part of DHR that investigates child abuse; finds foster homes for abused and neglected children; helps low income, out-of-work parents get back on their feet; assists with childcare costs for low income parents who are working or in job training; and provides numerous support services and innovative programs to help troubled families.

DEPARTMENT DESCRIPTION

The Department of Family & Children Services provides the following services to the citizens of Columbia County:

Adoption Services
The Adoption unit is now a part of the Division of Family and Children Services (DFCS).

Adult Protective Services
Investigates reports of abuse, exploitation, or neglect of elderly or disabled adults who cannot care for themselves.

Child Abuse & Neglect
Child Protection Services investigates reports of child abuse or neglect and provides services to protect the child and strengthen the family.

Emergency Food Assistance
A federal program that helps supplement the diets of low-income persons in Georgia.

Energy Assistance
Energy assistance for low-income families.

Food Stamps
Food stamps supplement the food budget for eligible families.

Foster Care
Foster care is provided for children whose families cannot care for them and they are now in the legal custody of the state.

Medicaid
Provides Medicaid coverage for eligible children under the age of 19, pregnant women and women who have breast or cervical cancer including precancerous conditions of the breast and cervix. In addition, coverage is provided for the aged, blind or disabled (ABD) who are eligible.

Refugee Resettlement
A federally funded program that provides assistance to refugees.

Secret Santa Program
The Foster Care Secret Santa program distributes gifts to Foster Care children during the Christmas Holiday season.

Subsidized Child Care
Helps Georgia families pay for early childhood and school age care programs.

Temporary Assistance for Needy Families
Temporary Assistance for Needy Families (TANF), or welfare, is cash assistance for eligible children and possibly their eligible caretakers.

ACCOMPLISHMENTS FOR FY2010/2011

- Averaging over 50% Federal Work Participation in the county.
- Many Christmas gifts delivered to needy families and children in the state's legal custody.
- Provided $256,941.00 in Temporary Assistance for Needy Families
  1. 96.5% of recipients were children
  2. Average monthly grant per family was $198
  3. Average number of TANF families per month was 111
  4. TANF caseloads increased by 68% in FY2009
  5. Average grant group contained 1.6 individuals
- Provided $8,101,820.00 in Food Stamps to Qualifying Families

- Provided Employment Services; Transportation, Job Readiness, Incidental Benefits, and other Support Services Benefits

GOALS FOR FY 11/12

- To continue increasing the Federal Work Participation rate.
- To decrease TANF caseloads as required to receive Federal funds.
- To place fewer children in foster care by implementing a more family centered focus philosophy to ensure safety and risk reduction within the home.

BUDGET HIGHLIGHTS

The reduction of 5% to our county budget would greatly affect the wellbeing of the Columbia County families and children that we serve. The Department of Human Services/DFCS has been experiencing state budget cuts as well. We will be operating under a 6.8% reduction this coming fiscal year which in total would result in approximately 12% overall budget cut for Columbia County DFCS. We are currently working with minimal staff due to a hiring freeze while our case loads increase daily due to the state of the economy. Our Office of Financial Independence staff has experienced families applying for benefits who have never had the need before to request our services. Also our Social Services staff is experiencing an increase in workloads as a result of families not being able to provide for their households and/or reacting to their financial stress in a negative manner which have placed the children in neglectful or abusive situations. The funds provided by the county for operating expenses assist the staff in providing the families with the quality customer service that Columbia County is held in high regards for.

Our county budget is utilized to meet the needs of our foster children. Without these supplemental funds, our children would not have the same basic benefits that our own children have relating to clothing, medical, and incidentals needs. Also, our families whose situations do not meet the criteria for maltreatment are in need of general assistance as a source of prevention to avoid their status from becoming neglectful. This assistance also provides a stepping stone to improving the standard of living for the families in order to remain productive within the community.

The overall impact of a budget reduction will directly affect the daily lives of the families and children who are in the greatest need of services. When services cannot be provided properly, the community as a whole suffers.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1712 FAMILY & CHILDREN SERVICES (DF						
52 OPERATING-SUPPLIES						
1011712	522040	POSTAGE	$ 2,000	$ 2,000	$ 1,000	$ 3,000
1011712	522070	OPERATING SUPPLIES	2,000	1,708	1,000	4,821
TOTAL	OPERATING-SUPPLIES		4,000	3,708	2,000	7,821
53 OPERATING-PURCH/CONT						
1011712	533105	PER DIEM FEES	450	450	-	450
1011712	533110	OTHER FEES	14,044	14,044	13,158	17,750
1011712	533115	TRAVEL/TRAINING	208	292	-	-
1011712	533140	PRINTING	292	500	-	600
TOTAL	OPERATING-PURCH/CONT		14,994	15,286	13,158	18,800
54 OPERATING-OTH COSTS						
1011712	544060	STATE MATCH	57,726	57,726	57,726	46,263
TOTAL	**FAMILY & CHILDREN SERV**		**$ 76,720**	**$ 76,720**	**$ 72,884**	**$ 72,884**

SENIOR CENTER

FUND/DEPARTMENT NUMBER: **#101-1716**

MISSION

To develop and maintain a wide variety of quality services that promote the mental, physical and social well being of senior adults in our community, thereby, improving their standard of living.

VISION

Our department aspires to provide enrichment opportunities and programs for senior adults in our county through the development and implementation of innovative services to meet the needs of our aging population. We strive to partner with public and private service organizations to foster greater awareness and participation in available service programs as well as promote a positive public persona so as to encourage public input and the continued development of relevant and desired services.

DEPARTMENT DESCRIPTION

This department serves over 7,100 congregate meals annually to clients at the Senior Center. The senior center staff delivers over 28,000 meals annually to homebound clients through the Nutrition program. We also provide enrichment activities such as arts and crafts, educational presentations, and off campus excursions to recreational and educational facilities. We are active in providing transportation to seniors for shopping, recreational, and non-emergency medical needs.

ACCOMPLISHMENTS FY 2011

- Offered more outings for the seniors at a minimal cost
- Increased the daily attendance of senior citizens in the center
- Maintained delivery of home delivered meals

GOALS FOR FY 2012

- Increase attendance of the ceramics program
- Continue to increase attendance of senior citizens daily in the center by offering a variety of programs
- Continue to provide home delivered meals for senior citizens

SENIOR CENTER

FUND/DEPARTMENT NUMBER: **#101-1716**

WORKLOAD MEASUREMENTS

ACTION	ACTUAL 2010	ESTIMATED 2011	FORECAST 2012
Congregate Meals	7,172	7,500	7,500
Home Delivered Meals	28,114	32,000	32,000
Facility Rentals	10	10	10

STAFFING

POSITION	ACTUAL 2010	ESTIMATED 2011	FORECAST 2012
Manager	1	1	1
Admin. Coordinator	1	1	1
Van Drivers	1 P/T	1 P/T	1 P/T
Kitchen Staff	2	2	2

VEHICLE SCHEDULE

ACTION	ACTUAL 2010	FORECAST 2011	FORECAST 2012
Vehicles	7	7	7
Vehicle Allowances	1	1	1

SENIOR CENTER

FUND/DEPARTMENT NUMBER: **#101-1716**

BUDGET HIGHLIGHTS

- Department was restructured to eliminate supervisor position and transfer and existing position for budget savings.

- Mobile Radios - $9,950
  In September 2009 the Georgia Department of Transportation approved and obligated funds to Columbia County Public Transit under the American Reinvestment and Recovery Act. A portion of these funds were allocated to upgrade the radio communications for Public Transit for many reasons including satisfying the narrowbanding requirement. Since the Senior Center vehicles and personnel are used interchangeably with Public Transit personnel due to mission, costs, efficiency and regulations set forth by Georgia Department of Transportation and Columbia County, the radios use by the Senior Center must also be upgraded to satisfy the narrowbanding requirement. An estimated $9,950 is requested to upgrade the radios to make the entire communications system narrowband capable and ready.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1716 SENIOR CENTER						
51 PERSONAL SERVICES						
1011716	511001	SAL/WAGES	$ 99,146	$ 119,735	$ 94,858	$ 113,531
1011716	511004	OVERTIME	37	-	-	-
1011716	511030	VACATION	6,797	8,588	12,677	-
1011716	511031	SICK LEAVE	1,394	5,374	4,586	-
1011716	511033	HOLIDAY	4,687	-	-	5,489
1011716	511051	EMPLOYEE MEDICAL	23,606	26,335	14,532	10,892
1011716	511052	GROUP LIFE INSURANCE	208	186	100	65
1011716	511053	RETIREMENT	5,370	6,557	7,315	7,519
1011716	511054	FICA	8,633	10,182	8,791	8,670
1011716	511055	WORK COMP	739	1,289	1,931	1,000
1011716	511060	EXPENSE ALLOWANCE	9,028	8,385	7,689	7,050
1011716	511070	UNEMPLOYMENT	98	114	96	81
TOTAL	PERSONAL SERVICES		159,743	186,744	152,575	154,297
52 OPERATING-SUPPLIES						
1011716	522001	UNIFORMS	-	-	189	200
1011716	522040	POSTAGE	0	4	-	50
1011716	522070	OPERATING SUPPLIES	14,652	13,871	14,788	15,360
1011716	522080	UTILITIES	7,624	9,563	8,084	-
1011716	522100	MINOR PROPERTY	-	-	2,837	-
1011716	522120	VEHICLE/EQUIPMENT	-	-	-	-
1011716	522121	GAS/OIL/DEISEL	5,265	9,419	10,100	7,000
TOTAL	OPERATING-SUPPLIES		27,541	32,857	35,999	22,610
53 OPERATING-PURCH/CONT						
1011716	533035	CONTRACT SERVICES	94,654	122,245	121,208	116,305
1011716	533055	O/S SVCS-TEMP EMPLOYEES	14,040	9,420	7,147	5,796
1011716	533060	GENERAL SERVICES	3,434	3,752	4,000	4,500
1011716	533064	GEN REPAIRS	50	339	199	600
1011716	533095	VEH REPAIR	6,361	4,132	3,961	2,500
1011716	533115	TRAVEL/TRAINING	63	311	-	350
1011716	533135	COMMUNICATIONS	1,318	1,584	2,005	3,275
1011716	533140	PRINTING	-	45	-	-
TOTAL	OPERATING-PURCH/CONT		119,920	141,829	138,521	133,326
60 CAPITAL						
1011716	601090	CIP OTHER	-	-	-	9,950
TOTAL	**SENIOR CENTER**		**$ 307,205**	**$ 361,430**	**$ 327,094**	**$ 320,183**
TOTAL	**HEALTH & WELFARE**		**$ 1,182,495**	**$ 1,419,293**	**$ 1,412,548**	**$ 1,267,482**

CULTURE/RECREATION

This function accounts for all activities that provide cultural and recreational activities for the community. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Community Services
Libraries
Recreation
Wildwood Park

COMMUNITY & LEISURE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1010

MISSION STATEMENT

To provide quality community and leisure service opportunities for the citizens of Columbia County and to highlight Columbia County as an attractive place to live, work, or visit.

VISION STATEMENT

To provide comprehensive programming and services that accommodate citizen and visitor needs, and to enhance the quality of life through enriched leisure and cultural opportunities.

DEPARTMENT DESCRIPTION

The Community and Leisure Services Division include the following departments: Animal Services, Board of Elections, Community Events, Libraries, Recreation, Rental Facilities & Venues, and University of Georgia Extension Services. The Division also oversees the Hotel Motel Tax Fund to promote the County as a tourist destination with special events scheduled annually. Division management staff serves as County liaisons to facilitate monthly meetings for the following Boards and Committees: Animal Services Board, Columbia County Community Events Committee, Columbia County Monument and Public Arts Committee, Greenspace Advisory Board, Library Board of Trustees, and the Recreation Advisory Board. The Division also works closely with Columbia County Arts, Inc., Greater Augusta Sports Council, Augusta Canal Authority, Columbia County Ballet, Augusta Symphony and the Columbia County Convention and Visitors Bureau.

ACCOMPLISHMENTS FOR FY 10/11

- **Animal Services-** Facilitated move into new facility.
- **Blanchard Woods Park-** Completed locker room facility to attract and accommodate regional and national sporting events.
- **Community Events-** $42,000 in corporate funding secured for special event activities.
- **Evans Town Center Park-** Started construction of park with completion September 2011.
- **Library Services-** Restructured personnel to improve efficiency and upgraded Euchee Creek branch inventory.
- **Regional Events-** Secured and hosted six new regional sporting events utilizing facilities and promoted Columbia County as a tourist destination. NCCAA Soccer events secured for 2012 and 2013.
- **Wildwood Park-** Hosted twelve regional and national fishing events.

COMMUNITY & LEISURE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1010

GOALS FOR FY 11/12

- Complete Evans Towne Center Park and open for operations by October 1, 2011.
- Complete Library system study to assess feasibility of becoming an independent entity.
- Foster partnerships to host, fund and facilitate County events.
- Increase national and regional sporting events.
- Increase rental facility revenues.
- Integrate higher levels of technology in all departments.
- Secure grants and philanthropic donations.
- Complete gateway exhibition hall and open for operation by February 1, 2012.
- Complete Canal Headgates restroom and storage facility.
- Work with Animal Services management to insure efficient operations of new facility.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Grant Applications	4	2	3
Town Meetings	5	1	2
Capital Projects	7	4	5
Public Speaking	8	3	4
Community Events	50	52	55
News Articles	145	148	150
Committee Meetings	160	160	160

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Division Director	1	1	1
Administrative Specialist	1	1	1
Community Events Manager	1	1	0
Community Events Specialist	1	1	1
Visitor Center Coordinator	1	1	1
Total	**5**	**5**	**4**

COMMUNITY & LEISURE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1010

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Vehicle Allowances	3	3	3
Total	**3**	**3**	**3**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
60 CULTURE/RECREATION						
1010 COMMUNITY SERVICES						
51 PERSONAL SERVICES						
1011010	511001	SAL/WAGES	$ 221,819	$ 199,293	$ 185,205	$ 221,793
1011010	511030	VACATION	15,573	17,532	16,956	-
1011010	511033	HOLIDAY	9,905	8,177	8,482	-
1011010	511051	EMPLOYEE MEDICAL	22,070	17,842	17,225	19,596
1011010	511052	GROUP LIFE INSURANCE	353	240	156	218
1011010	511053	RETIREMENT	17,452	16,791	16,005	16,980
1011010	511054	FICA	20,104	18,134	16,747	17,665
1011010	511055	WORK COMP	1,627	2,142	3,804	4,000
1011010	511060	EXPENSE ALLOWANCE	25,779	21,102	17,513	18,660
1011010	511070	UNEMPLOYMENT	220	197	182	193
TOTAL	PERSONAL SERVICES		334,900	301,450	282,274	299,105
52 OPERATING-SUPPLIES						
1011010	522040	POSTAGE	618	567	1,073	1,100
1011010	522070	OPERATING SUPPLIES	4,374	6,503	5,892	13,000
1011010	522080	UTILITIES	17,058	15,917	15,784	-
1011010	522120	VEHICLE/EQUIPMENT	-	-	-	-
1011010	522121	GAS/OIL/DEISEL	53	81	111	400
TOTAL	OPERATING-SUPPLIES		22,103	23,067	22,860	14,500
53 OPERATING-PURCH/CONT						
1011010	533025	ADVER/MARKETING	-	75	-	1,300
1011010	533035	CONTRACT SERVICES	148,746	10,644	9,966	5,000
1011010	533055	O/S SVCS-TEMP EMPLOYEES	2,772	1,425	1,634	9,500
1011010	533095	VEH REPAIR	-	-	-	-
1011010	533115	TRAVEL/TRAINING	5,320	9,429	4,244	10,000
1011010	533120	DUES & SUBSCRIPTIONS	1,564	499	701	2,200
1011010	533135	COMMUNICATIONS	2,466	2,732	3,121	1,000
1011010	533140	PRINTING	119	85	-	2,500
TOTAL	OPERATING-PURCH/CONT		160,987	24,888	19,667	31,500
TOTAL	**COMMUNITY SERVICES**		**$ 517,990**	**$ 349,406**	**$ 324,801**	**$ 345,105**

Columbia County Libraries

FUND/DEPARTMENT NUMBER: 1601

MISSION STATEMENT

To provide quality library services and material to children and adults in the community in order to meet their informational, recreational, and educational reading needs.

VISION STATEMENT

To provide the highest level of professional and technical services in a modern facility utilizing state of the art materials to accommodate the needs of the dynamic population of Columbia County in the most cost effective manner.

DEPARTMENT DESCRIPTION

The Library system consists of three branches which provide an extensive collection including but not limited to books, periodicals, books on CD, online databases, electronic book download services Net Library and GADD, MANGO Foreign Language courses, internet access, programs and events for children and adults as well as reference services.

ACCOMPLISHMENTS FOR FY 10/11

- Promoted the library and our services through Facebook page and the county webpage.
- Increased circulation at Columbia County library and Harlem Library.
- Increased circulation, book inventory and patronage.
- Continued computer courses for our patrons to increase adult participation
- Increased book inventory by 20%
- Incorporated children and teen participation through the Books Alive program featuring a national level Young Adult author.
- Hosted Fifth Annual Author Event with standing room only that included out of town as well as out of state visitors.
- Improved inventory at the Harlem library by lowering the age of the collection to 5 years
- Improved programming at the Euchee Creek and Harlem libraries for Children, Young Adult and Adults
- Began improvements in the Euchee Creek inventory through massive weeding

Columbia County Libraries

FUND/DEPARTMENT NUMBER: 1601

GOALS FOR FY 11/12

- Improve the efficiency of RFID through out the three Library branches.
- Secure additional grants to augment the fiscal year allocations.
- Improve Audio/Visual collection
- Continue to improve the collection and programming at Euchee Creek Library
- Continue to improve programming at Harlem Library
- Become listed in Publisher's List for holding Author visits.
- Host a Mega Author/Fundraiser
- Host a formal gala for the Library

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10 (last fy)	Estimated FY 10/11 (current fy)	Forecast FY 11/12 (next fy)
Book Circulation	605,381	566,987	600,000
Registered Patrons	65,023	71,000	75,000
Collection Size	174,890*	167,000 *	170,000*
Materials budget	155,000	150,000	150,000
Building Sq. Ft	54,500	54,500	54,500
Reference Questions	107,559	100,000	106,000
Program Attendance	21,754	20,500	23,000

* Major weeding at Evans and Euchee Creek through 2012

PERFORMANCE MEASURES

Category	Actual FY 09/10 (last fy)	Estimated FY 10/11 (current fy)	Forecast FY 11/12 (next fy)
Population Estimate	112,958	115,000	118,000
Book circulation per capita	5.36	4.93	5.10
Registered patrons per cap.	.58	.63	.64
Collection size per cap.	1.55	1.45	1.44
Materials budget per cap.	1.37	1.30	1.27
Building Sq. Ft. per cap.	.48	.47	.46
Reference ques. per cap.	.95	.87	.90
Program attendance per cap	.20	.18	.20

Columbia County Libraries

FUND/DEPARTMENT NUMBER: 1601

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Library Manager	1	1	1
Branch Supervisor	2	2	2
Children's Librarian	1	1	1
Circulation Manager	1	1	1
Reference Services Manager	1	1	1
Children's Services Specialist	1	1	1
Reference Librarian	1	1	1
Reference Specialist	2 (Both part time)	2 (Both part time)	2 (Part time)
Collection Development Librarian	1	1	1
Administrative Assistant	1	1	1
Library Assistant *1 pos. part-time	6	6	6
Total			

We utilize temporary staff through an outside staffing agency not included in the numbers above.

BUDGET HIGHLIGHTS

- We will continue to add programming to all three libraries
- We will be on the Publisher's List of Author tours
- We will continue to improve Euchee Creek
- Provide more training for staff
- Work closer with Friends of the Library to increase membership and to help fund various library activities and programs.
- Continue to review merits of becoming an Independent Library System

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1601 LIBRARIES						
51 PERSONAL SERVICES						
1011601	511001	SAL/WAGES	$ 508,550	$ 491,627	$ 502,865	$ 577,432
1011601	511030	VACATION	63,785	38,148	58,827	-
1011601	511031	SICK LEAVE	18,219	466	-	-
1011601	511033	HOLIDAY	26,558	21,600	23,682	-
1011601	511050	FRINGE BENEFITS	-	-	-	-
1011601	511051	EMPLOYEE MEDICAL	75,317	76,377	78,726	81,202
1011601	511052	GROUP LIFE INSURANCE	836	532	358	486
1011601	511053	RETIREMENT	69,743	38,896	50,009	39,753
1011601	511054	FICA	45,057	40,442	42,891	42,159
1011601	511055	WORK COMP	463	5,312	10,043	1,200
1011601	511060	EXPENSE ALLOWANCE	286	4,170	4,026	4,050
1011601	511070	UNEMPLOYMENT	497	444	471	463
TOTAL	PERSONAL SERVICES		809,309	718,012	771,897	746,745
52 OPERATING-SUPPLIES						
1011601	522040	POSTAGE	514	610	553	600
1011601	522065	OFFICE SUPPLIES	231	-	-	-
1011601	522070	OPERATING SUPPLIES	22,413	46,501	32,627	32,000
1011601	522080	UTILITIES	39,108	39,265	42,857	-
1011601	522100	MINOR PROPERTY	8,300	-	-	-
1011601	522130	BOOKS & REPORTS	44,248	42,318	50,435	54,550
TOTAL	OPERATING-SUPPLIES		114,815	128,694	126,471	87,150
53 OPERATING-PURCH/CONT						
1011601	533025	ADVER/MARKETING	-	2,415	921	1,000
1011601	533035	CONTRACT SERVICES	147,673	143,767	149,854	129,228
1011601	533055	O/S SVCS-TEMP EMPLOYEES	242,821	194,091	215,014	217,145
1011601	533060	GENERAL SERVICES	24,835	25,936	25,850	30,000
1011601	533115	TRAVEL/TRAINING	3,381	3,514	4,967	5,000
1011601	533120	DUES & SUBSCRIPTIONS	570	312	-	1,000
1011601	533135	COMMUNICATIONS	6,797	7,897	19,606	4,800
1011601	533140	PRINTING	121	823	1,100	1,500
TOTAL	OPERATING-PURCH/CONT		426,198	378,753	417,313	389,673
TOTAL	**LIBRARIES**		**$ 1,350,322**	**$ 1,225,459**	**$ 1,315,681**	**$ 1,223,568**

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

MISSION STATEMENT

To offer quality customer service to the citizens of Columbia County by striving to enrich their lives by providing opportunities through programs and activities during their leisure.

VISION STATEMENT

Striving to enrich lives by providing outstanding recreation programs, facilities and activities.

DESCRIPTION

The Columbia County Recreation & Leisure Services Department consists of 29 employees dedicated to provide leisure services to the citizens of Columbia County. This is a customer service oriented department that establishes and oversees activities, events, and programs. The department currently manages 11 parks consisting of 1,394 acres. Park amenities include an inventory of 44 athletic fields, 14 tennis courts, 16 playgrounds, 10 boat ramps, 4 disc golf courses, a nature park and a gymnasium complex. A comprehensive Recreation Master Plan was created in 2002, to guide operations and development of the county parks and leisure services facilities.

ACCOMPLISHMENTS FOR FY 10 - 11

- Increased on-line registration in all youth programs
- Increased programs at Reed Creek Nature Park
- Received the 1st District GRPA Agency of the Year Award 2010
- Voted "Best Athletic Facility" (Patriots Park) by Augusta Magazine for 5th year in a row
- Voted "Best Recreational Park" (Patriots Park) by Columbia County Magazine
- Hosted the following baseball tournaments: Dixie Baseball "O" Zone State and GRPA Mite League State Baseball Tournament
- Hosted GRPA State Soccer Tournaments
- Construction of locker room facilities at Blanchard Woods Park
- Hosted NCAA Peach Belt Conference Soccer and Cross-Country Championships
- Hosted Dixie Ponytails World Series
- Secured NCAA Division II National Soccer Championships for 2012 and 2013

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

GOALS FOR FY 11-12

- Host GRPA State Mite Baseball Tournament
- Host GRPA State Soccer Tournament
- Host Peach Belt Conference Cross Country Championship
- Host Dixie Baseball "O" Zone State Tournament
- Increase on-line registration
- Improve youth registration advertisement
- Introduce new programs (11-12 year old baseball travel league, men's basketball)
- Evaluate rental fees as compared to similar facilities
- Produce marketing material for promotion of programs and events

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Park Acres Managed	1377	1377	1394
Athletic Facilities Operated	63	63	63
Youth Athletic Participation	4438	3990	4500
Special Events Assisted	11	11	11
Employees Managed	31	27	27

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Customer Service Surveys			
Program Ratings: (low 1 – 10 high)	8	9	9
Staff Ratings: (low 1 –10 high)	8.45	8.6	8.7
Facility Ratings: (low 1 –10 high)	8.5	8.5	8.5

*Information average from customer service survey at youth athletic registrations.

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

YOUTH RECREATION ACTIVITIES

	# of Participants	Weeks of Activities	Total # of Games	Fields used per night	# days played per week
Spring Youth Sports	1,175	10	920	10-14	5
Fall Youth Sports	1,990	10	880	8-12	5
Winter Youth Sports	1,011	8	640	8-12	5
Reed Creek Nature Center	3,446	50	180 classes	--------	5

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Department Manager	1	1	1
Facility Supervisor	1	1	1
Athletic Supervisor	1	1	1
Park Service Supervisor	1	1	1
Gymnasium Coordinator	1	1	1
Program Coordinators	5	5	5
Administrative Assistant	1	1	1
Clerk/Accountant	1	1	1
Park Services Foreman	1	1	0
Park Svcs Crew Leader	4	4	3
Park Svcs Worker	12	12	11
Security Guard	1	1	1

Part-time/Seasonal Personnel	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Administrative Office (PT) Receptionist	1	1	0
Athletic Field Supervisors (S) Used during youth sports	3	3	3
Gymnasium (PT) Receptionist	3	3	3
Gymnasium (PT) Supervisors	2	2	2
Reed Creek Park (PT) Nature Center Staff	2	2	2

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

VEHICLE SCHEDULE

	'09 Inventory	'10 Projected	Needed Replacement
Pick-ups & Flat Beds	10	10	1
Utility Carts	9	10	0
Mowers	5	5	3
Heavy equipment	3	3	1
Specialty equipment	12	12	4

*Note: Vehicle reports on replacement of vehicles and equipment from Fleet Services

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1611 RECREATION						
51 PERSONAL SERVICES						
1011611	511001	SAL/WAGES	$ 842,102	$ 816,711	$ 776,031	$ 946,830
1011611	511030	VACATION	49,273	68,178	89,141	-
1011611	511031	SICK LEAVE	-	-	19,276	-
1011611	511033	HOLIDAY	39,440	35,526	37,426	-
1011611	511050	FRINGE BENEFITS	-	-	-	34,839
1011611	511051	EMPLOYEE MEDICAL	125,965	126,718	141,227	137,250
1011611	511052	GROUP LIFE INSURANCE	1,448	1,102	816	831
1011611	511053	RETIREMENT	64,543	61,240	93,243	53,865
1011611	511054	FICA	71,077	70,104	69,623	69,503
1011611	511055	WORK COMP	4,329	8,807	16,485	11,000
1011611	511060	EXPENSE ALLOWANCE	47,281	43,834	39,737	43,920
1011611	511062	NEW PERSONNEL REQUESTS	-	-	-	(43,273)
1011611	511070	UNEMPLOYMENT	785	770	769	689
TOTAL	PERSONAL SERVICES		1,246,243	1,232,992	1,283,772	1,255,454
52 OPERATING-SUPPLIES						
1011611	522001	UNIFORMS	4,659	3,171	2,304	2,500
1011611	522040	POSTAGE	3,036	2,770	972	2,500
1011611	522055	ADULT LEAGUE	25,672	27,562	26,660	26,000
1011611	522060	DAY CAMP EXPENSE	11,854	12,515	19,788	20,000
1011611	522061	UNIFORM	55,957	56,094	48,132	60,000
1011611	522070	OPERATING SUPPLIES	140,049	144,301	144,659	145,000
1011611	522073	CONCESSION	234	175	60	300
1011611	522080	UTILITIES	64,758	65,229	66,137	-
1011611	522100	MINOR PROPERTY	37,673	30,506	28,254	20,000
1011611	522120	VEHICLE/EQUIPMENT	1,122	1,106	780	2,000
1011611	522121	GAS/OIL/DEISEL	30,557	31,888	35,822	30,000
1011611	522125	TOURNAMENT	37,035	46,680	30,372	25,000
TOTAL	OPERATING-SUPPLIES		412,606	421,996	403,940	333,300
53 OPERATING-PURCH/CONT						
1011611	533025	ADVER/MARKETING	2,969	6,353	4,430	8,000
1011611	533035	CONTRACT SERVICES	64,960	61,436	62,981	30,000
1011611	533042	CONTRACT SERVICES	995	1,261	1,695	1,500
1011611	533055	O/S SVCS-TEMP EMPLOYEES	102,263	95,958	76,508	100,000
1011611	533060	GENERAL SERVICES	-	198	-	-
1011611	533064	GEN REPAIRS	21,803	26,414	25,471	30,000
1011611	533095	VEH REPAIR	10,814	8,613	9,919	6,000
1011611	533105	PER DIEM FEES	96,783	101,013	107,496	96,000
1011611	533115	TRAVEL/TRAINING	6,637	6,665	4,636	6,500
1011611	533120	DUES & SUBSCRIPTIONS	19,528	3,874	2,540	4,000
1011611	533127	EQUIPMENT RENTAL	833	970	520	1,000
1011611	533130	INSURANCE	300	20,105	19,499	-
1011611	533135	COMMUNICATIONS	11,639	12,735	16,980	9,500
1011611	533140	PRINTING	306	361	1,028	2,000
TOTAL	OPERATING-PURCH/CONT		339,829	345,955	333,703	294,500
60 CAPITAL						
1011611	601079	CIP VEHICLES	-	9,941	9,965	-
1011611	601081	CIP MACH/EQUIPMENT	40,695	-	-	-
TOTAL	CAPITAL		40,695	9,941	9,965	-
TOTAL	**RECREATION**		**$ 2,039,374**	**$ 2,010,884**	**$ 2,031,380**	**$ 1,883,254**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1612 WILDWOOD PARK						
51 PERSONAL SERVICES						
1011612	511001	SAL/WAGES	$ 56,357	$ 57,579	$ 57,541	$ 65,185
1011612	511030	VACATION	3,759	4,057	4,870	-
1011612	511033	HOLIDAY	2,471	2,512	2,477	-
1011612	511051	EMPLOYEE MEDICAL	10,354	7,141	7,141	7,122
1011612	511052	GROUP LIFE INSURANCE	123	89	63	121
1011612	511053	RETIREMENT	3,824	3,469	3,298	3,316
1011612	511054	FICA	4,543	4,753	4,799	4,807
1011612	511055	WORK COMP	143	624	1,303	400
1011612	511060	EXPENSE ALLOWANCE	482	482	482	480
1011612	511070	UNEMPLOYMENT	50	52	52	53
TOTAL	PERSONAL SERVICES		82,107	80,757	82,026	81,484
52 OPERATING-SUPPLIES						
1011612	522001	UNIFORMS	-	257	213	400
1011612	522040	POSTAGE	81	77	69	150
1011612	522070	OPERATING SUPPLIES	12,968	9,333	11,793	13,500
1011612	522080	UTILITIES	4,334	4,599	4,904	-
1011612	522100	MINOR PROPERTY	20,274	2,145	1,018	1,000
1011612	522120	VEHICLE/EQUIPMENT	282	386	-	500
1011612	522121	GAS/OIL/DEISEL	1,116	1,420	4,940	3,000
TOTAL	OPERATING-SUPPLIES		39,055	18,217	22,936	18,550
53 OPERATING-PURCH/CONT						
1011612	533025	ADVER/MARKETING	2,862	2,859	3,450	4,500
1011612	533035	CONTRACT SERVICES	7,394	5,483	6,089	4,500
1011612	533055	O/S SVCS-TEMP EMPLOYEES	29,796	30,738	32,003	30,000
1011612	533064	GEN REPAIRS	4,880	5,409	4,042	5,000
1011612	533095	VEH REPAIR	1,245	1,360	652	1,000
1011612	533115	TRAVEL/TRAINING	-	-	555	500
1011612	533127	EQUIPMENT RENTAL	675	-	798	1,000
1011612	533130	INSURANCE	-	-	-	-
1011612	533135	COMMUNICATIONS	1,660	1,279	1,721	1,000
1011612	533140	PRINTING	731	732	933	1,000
TOTAL	OPERATING-PURCH/CONT		49,242	47,859	50,241	48,500
60 CAPITAL						
1011612	601079	CIP VEHICLES	-	9,941	-	-
TOTAL	**WILDWOOD PARK**		**$ 170,404**	**$ 156,775**	**$ 155,203**	**$ 148,534**
TOTAL	**CULTURE/RECREATION**		**$ 4,078,089**	**$ 3,742,524**	**$ 3,827,065**	**$ 3,600,461**

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HOUSING/DEVELOPMENT

This function includes activities that focus on developing the County to keep up with growth and to improve the quality of life for our citizens. Included are conservation activities to conserve and develop the County's natural resources; developing and implementing a comprehensive land use plan; administration of zoning ordinances; expenditures made to foster economic growth and development of the area. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Geographic Information Systems
Economic Development
Planning & Development
Code Compliance
Plan Review & Engineering
Extension Service
Forestry

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUND/DEPARTMENT NUMBER: 1013

MISSION STATEMENT

The Columbia County GIS Department's mission is to work together as a partnership with county agencies to provide accurate, consistent, accessible, and affordable state-of-the-art GIS Data, GIS Infrastructure, and GIS Analysis and Services to support the business needs of all the departments within Columbia County and the community we serve.

VISION STATEMENT

To provide a consistently high quality of spatial data and GIS services to all levels of Columbia County Government and the public.

DEPARTMENT DESCRIPTION

The GIS Department consists of a GIS Manager, a GIS Projects Manager, a GIS Technician IV, a GPS/GIS Technician IV, a GIS Planner, and an Addressing Technician I. Most county departments depend upon the information gathered and published by the GIS Department for addressing, analysis, informational, or mapping needs. The divisions and departments that utilize GIS include the Water Utility Division (Water, Sewer, Storm Water), the Development Services Division (Planning, Engineering, Plan Review, Building Standards, and Code Compliance), the EMA Division (Risk Management, Fleet Services, Customer Service 3-1-1), the Financial Services Division (Accounting and Procurement), Community and Leisure Services Division (Animal Services, Recreation, Libraries, Columbia County Clean and Beautiful), Construction and Maintenance Services Division (SPLOST, Facility Services, Landfill, Property Acquisition, Green Space, Road Construction, Roads and Bridges, and Traffic Engineering), the office of the Deputy County Administrator (Information Technology, Human Resources, and Columbia County Broadband Utility), the Tax Assessor's Office, the Tax Commissioner's Office, and the Sheriff's Office (911 dispatch, mapping, and addressing management). External agencies such as Martinez-Columbia Fire and Rescue, Gold Cross EMA, City Public Safety – Harlem and Grovetown and the Board of Elections. Serve as liaison between County and Federal agencies such as US Census Bureau, FEMA, DNR/NRCS (Natural Resource Conservation Service, US Geological Survey, US Army Corp. of Engineers, and the Georgia GIS Coordinating Committee. The GIS Department provides services, as well as support and training, and maintains the central GIS library and software products. There are over 100 installations of an end-user GIS product for county employees, and the publicly accessible Maps Online is maintained and updated through this department. The GIS Department is under Planning and Engineering in the Development Services Division.

ACCOMPLISHMENTS FOR FY 10/11

- **Training and Committee Support**:
  Sent GIS users to appropriate training, conferences, and workshops to increase proficiency in GIS applications and data development strategies. GIS Staff also trained internal departments in GIS and GPS use.

- Training and Conferences:
  - URISA Users Conferences for Addressing
  - Maintained URISA Membership for department
  - ESRI Authorized Instructor status/Certified Instructor
  - ESRI training for ArcGIS10
  - NENA National Emergency Number Association
  - 3D Modeling and LiDAR Analysis
- Training provided to other departments:
  - Trained county employees using certified ESRI Intro to GIS course
  - Trained crews to use Trimble GPS equipment
  - Support for Martinez-Columbia Fire and Rescue
  - Conducted Maps Online training sessions to maximize productivity in the field.

- **Federal Agency support**:
  - US Census Bureau – Assisted census workers extensively in locating addresses for unreturned forms in the "Complete Count" process.

- **GIS Software Applications**:
  Maintained and updated GIS applications for optimal use

  - Added and updated layers for Maps Online and GISmo based upon departmental and public requests
  - Upgraded GISmo desktop for individual department requests
  - Created custom ArcGIS map documents for Departments
  - Assisted Sheriff's Office with GIS applications for their 911 and Crime Analysis OSSI databases. Update data layers to improve 911 call location recognition
  - Continued to work with Martinez-Columbia Fire and Rescue with maintenance of Emergency Response GIS software, particularly pertaining to road address range updates and hydrant inventory.
  - Created Custom Columbia County Road Map and index grid for publication (2011 version)

- **Contracting**:
  Maintained contracts with vendors providing specialized services

  - Fred Daniel Mapping Service (Tax Parcel and Plat boundary maintenance):
    - Maintained the parcel adjustment initiative and periodic updates of ownership boundaries
    - Streamlined parcel split information to more efficient digital file submittal to contractor
    - Increased efficiencies in data correction routines
  - Spatial Data (Aerial Photography/Orthophotography/Ground Modeling services):
    - Completed flight and orthorectification for county (flight in March 2011)
    - Resurveyed monumentation and installed signage for survey markers
    - Repaired/replaced monuments from 2009 survey

- Worked with vendor to QC planimetrics updates (contours, building footprints, impervious surface, roadways, curb and gutter, hydrography, digital elevation model, headwalls/retaining walls, pools, and decks/patios.

- **Addressing**:
  - Regular contributing member of Subdivision/Plat Plan Review
  - Munis Centralized Addressing, subdivisions, and roads module development
  - Streamlined addressing processes for both AS/400 and GIS uses
  - Continued QC of other AS/400 databases, such as Storm Water, Location Maintenance System, and Tax Assessor
  - Addressing of new development requests, as well as renumbering addresses
  - Provided addressing and final plats to 10 internal departments as filed with the Clerk of Court.
  - Provided addressing and plats to utility companies, post offices, 911, Martinez-Columbia Fire and Rescue, and Board of Education offices.
  - Maintained and updated data in AS400 for MUNIS Conversion
  - Updated comprehensive SOP for Addressing including road naming/renaming, plan review and day to day aspects of Addressing tasks.
  - Became the Columbia County Authority responsible for corrections, updates, and maintenance of the 911 National Intrado Master Street Address Guide (MSAG) and Primary Safety Answering Point (PSAP) by implementing Intrado/MSAG into GIS standard operating procedures

- **Departmental support**:
  - GIS provided mapping and analysis for the following departments and divisions as well as other services:
    - Development Services Division:
      - Coordinate creating a Standard Operation Procedure Manual for Development Services Division
    - EMA:
      - Assist in the Hazard Mitigation Plan Update
      - Emergency Response mapping projects
      - 5 mile drive analysis of potential fire department sites
    - Water/Sewer:
      - GPS data collection and integration of Water and Sewer Department's data into GIS library and software products
      - Processing and verification of Water and Sewer data from GPS crews
    - Storm Water:
      - Updated Storm Water GPS data from Engineering Department and created EPD maps of infrastructure
    - Planning: maintenance of GIS layers:
      - Zoning – rezonings and adjustment of boundaries to coincide with corrected parcel boundaries

- General/Administrative:
  - Census Layer boundary Corrections (Census Tracts and Traffic Zones)
  - City Limits and Annexations (established procedure for update)
  - Harlem Zoning
  - Harlem Historical Districts
  - Future Map for County Projects and improvements
- Community and Leisure Services
  - Developed maps for Wildwood Park for online reservations and brochure
- Broadband Utilities
  - Mapping and analysis to support crews
  - GPS support and collection of data
- Facilities and Pre-Construction: Boat ramps, Landfill, Parade Routes, Parks, Un-surfaced Roads, Rest Areas
- Finance: Compilation of construction costs and storm water inventory for yearly asset depreciation in accordance with GASB 34 reporting requirements
- Sheriff's Office:
  - Crime Analysis: Sex Offender locations, Sex Offender "no-live" zones, Burglaries, Fatal Accidents
  - 911: Address and GIS support
- Board of Elections: Voter District boundary analysis and modifications
- 3D mapping analysis to determine terrain change, line of sight, and flooding simulations.
- Data distribution to vendors/contractors
- Data sales to individuals and agencies

- GPS projects currently underway
  - Community and Leisure Services:
    - Wildwood Park Disc Golf Courses
    - Bike, Horse, and Walking Trails
    - Camp sites and structures
  - Traffic Engineering:
    - GPS of sign infrastructure and condition
    - Traffic Intersection Signal Mapping/Inventory
  - Water Department:
    - Water Quality Sampling Sites
    - New Subdivision GPS inventory to include sanitary sewer, storm water, hydrants, valves and road centerlines
    - Historical sewer trunk line, hydrants, valves
  - Information Technology
    - Fiber optic cable mapping
  - Maintained map books for Storm Water Utility Maintenance, Sewer Service, and Broadband Utility Crews and contractors

GOALS FOR FY 11/12

- Asset Management Implementation: Enterprise-wide solution for Traffic Engineering, Water Utility, Sewer, and Storm Water inventory and assessment
- To be highly-vested in the ERP implementation so that the advantages of GIS enterprise-wide can be maximized.
- Fully implement the SQL server and SDE (Version 10) by migrating data structure to SDE to enhance data access speeds and data dissemination. This process includes building data models that will be flexible for future data developments.
- Continue with Addressing process to ensure accurate data and database compatibility. This process will serve as a central point for submission of subdivision data which will allow for timely updates of property boundaries and infrastructure data (water, sewer, storm water, roads, and building footprints)
- Extensive GPS effort to re-collect and locate missing problem areas for sewer, storm water, water system infrastructure.
- GPS data collection processing and conversion to GIS for all newly constructed areas, such as road, sewer, water, and storm water infrastructure.
- Update planimetrics for the entire county at the same low elevation. This will allow for updates of new construction as well as better resolution in the western section of the county. Implement planimetric layers to:
    - QC GPS data elevations
    - Determine accurate impervious surface for individual parcels
    - Update transportation network surfaces and types
    - Develop links and functionality to enable future use of building footprints with Munis permitting and addressing
    - Replace USGS hydrography layers with more accurate planimetric hydrography.
- Integrate new data with existing software applications and data library, and utilize the highly-accurate Digital Elevation Model in 3D modeling.
- Collect 3D Street Level Imagery using Earthmine Technology and deploy for use with inventory, assessment, and emergency response.
- Offer Introduction to ArcGIS courses for Columbia County employees (ESRI Certified)
- Conduct end-user training for GIS applications
- Upgrade Maps Online to allow use of Comparable Property and advanced searches
- Continue to QA/QC all GIS data layers to ensure spatial and attribute accuracy
- Continue to improve technical abilities by attending workshops, conferences, and training
- Integrate GIS into departments that could benefit from use

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUND/DEPARTMENT NUMBER: 1013

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
GIS Manager	1	1	1
GIS Projects Manager	1	1	1
GIS Technician IV	1	1	1
GPS/GIS Technician IV	1	1	1
GIS Planner	1	1	1
Addressing Technician I	1	1	1
TOTAL	**6**	**6**	**6**

BUDGET HIGHLIGHTS

There is an ever-increasing demand for data and addressing from both internal and external customers. With the continual parcel adjustment and update project, the GPS and database management tasks, the infrastructure inventory and information distribution has greatly improved. Addressing in the GIS department has allowed for the entire land records process to be streamlined from start to finish. The latest orthophotography was taken in the spring of 2011 and will be completely implemented in the 11/12 budget year to assist with tax assessment, development, site location analysis, emergency response, as well as other uses. The use of Maps Online has increased greatly for both the staff and the public. The speed and amount of information that is available online has improved, as well as the ease of use and flexibility of the application. GIS data holdings continue to be refined and maintained.

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
70 HOUSING & DEVELOPMENT						
1013 GEOGRAPHIC INFORMATION SYSTEMS						
51 PERSONAL SERVICES						
1011013	511001	SAL/WAGES	$ 205,368	$ 239,720	$ 232,496	$ 278,353
1011013	511030	VACATION	17,728	21,205	24,013	-
1011013	511031	SICK LEAVE		10,508	9,984	-
1011013	511033	HOLIDAY	9,288	40,767	47,882	54,174
1011013	511051	EMPLOYEE MEDICAL	31,754	323	224	286
1011013	511052	GROUP LIFE INSURANCE	368	16,295	16,754	17,583
1011013	511053	RETIREMENT	16,342	21,408	21,031	21,820
1011013	511054	FICA	18,145	2,574	4,754	2,083
1011013	511055	WORK COMP	845	26,717	30,337	30,600
1011013	511060	EXPENSE ALLOWANCE	18,611	-	-	4,080
1011013	511070	UNEMPLOYMENT	201	238	237	248
TOTAL	PERSONAL SERVICES		318,649	379,756	387,713	409,227
52 OPERATING-SUPPLIES						
1011013	522065	OFFICE SUPPLIES	409	-	-	-
1011013	522070	OPERATING SUPPLIES	4,123	8,660	9,617	6,000
1011013	522080	UTILITIES	15,793	19,146	19,814	-
1011013	522100	MINOR PROPERTY	13,186	16,413	-	-
1011013	522121	GAS/OIL/DEISEL	654	49	26	-
TOTAL	OPERATING-SUPPLIES		34,165	44,267	29,458	6,000
53 OPERATING-PURCH/CONT						
1011013	533035	CONTRACT SERVICES	302,798	244,486	315,887	257,000
1011013	533063	EQUIPMENT REPAIRS	-	317	-	-
1011013	533095	VEH REPAIR	942	123	-	-
1011013	533115	TRAVEL/TRAINING	17,499	24,986	28,791	20,000
1011013	533120	DUES & SUBSCRIPTIONS	1,415	1,090	1,690	2,000
1011013	533135	COMMUNICATIONS	3,003	3,714	3,766	500
1011013	533140	PRINTING	-	180	-	-
TOTAL	OPERATING-PURCH/CONT		325,656	274,896	350,135	279,500
60 CAPITAL						
1011013	601081	CIP MACH/EQUIPMENT	7,235	-	-	7,000
TOTAL	**GEOGRAPHIC INFORMATION**		**$ 685,705**	**$ 698,919**	**$ 767,306**	**$ 701,727**

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1510 ECONOMIC DEVELOPMENT						
51 PERSONAL SERVICES						
1011510	511001	SAL/WAGES	$ 38,368	$ 87,521	$ 87,696	$ 91,800
1011510	511033	HOLIDAY	593	2,868	3,475	-
1011510	511051	EMPLOYEE MEDICAL	4,010	10,763	10,763	10,733
1011510	511052	GROUP LIFE INSURANCE	-	35	66	66
1011510	511053	RETIREMENT	2,996	7,069	7,104	7,154
1011510	511054	FICA	3,236	7,402	7,397	7,454
1011510	511055	WORK COMP	0	942	1,817	-
1011510	511060	EXPENSE ALLOWANCE	4,818	10,734	10,342	10,410
1011510	511070	UNEMPLOYMENT	35	81	81	82
TOTAL	PERSONAL SERVICES		54,057	127,414	128,740	127,699
54 OPERATING-OTH COSTS						
1011510	544025	ECONOMIC DEVELOPMENT	815,683	713,410	137,303	129,301
TOTAL	**ECONOMIC DEVELOPMENT**		**$ 869,740**	**$ 840,824**	**$ 266,043**	**$ 257,000**

PLANNING DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011511

MISSION STATEMENT

"To advise the Planning Commission and Board of Commissioners in development decisions to improve the quality of life in Columbia County, and to provide effective implementation of Land Use Planning."

VISION STATEMENT

A County of the highest quality of development, capable of accommodating ambitious growth with no sacrifice in quality of growth. The County aims to provide places to live, work, worship, and entertain, all located in the most compatible relationships with the environment and with each other. Developments should be visually pleasing, functionally efficient, and all served by adequate transportation and services.

DEPARTMENT DESCRIPTION

The Planning and Engineering Department is responsible for maintaining and implementing the Growth Management Plan, for review of development site plans, for administering the zoning and subdivision regulations, and for certain elements of the Geographic Information System. The department collaborates on implementing the County's Transportation System.

ACCOMPLISHMENTS FOR FY 2010/2011

- Added 'Building Design Ideas' section to the website to illustrate quality development.
- Completed Growth Management Plan 2010-2030 partial update.
- Completed Multi-family report and associated code changes.
- Completed PUD (Planned Unit Development Analysis) and associated code changes.
- Continued Comprehensive overview of County Development Codes.
- Completed Retail Spending Report, Outlet Report and Survey.
- Established an awards program to recognize outstanding development in the County.

GOALS FOR FY 2011/12

- Continue Comprehensive overview of County Development Codes.
- Review and rewrite Evans Town Center Overlay Ordinances.
- Develop a database for all commercial zoned parcels developed and undeveloped.
- Encourage re-development of business areas of Martinez.
- Retirement Study and Zoning code revisions.
- Install ESRI database for demographic data.
- Complete Codes for Plat Approvals.
- Continue Sign Code Revisions.

PLANNING DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011511

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Request for property & development information	1400	1600	1800
Number of rezoning & variance requests	46	30	40
Number of preliminary plats approved	18	10	15
Number of final plats approved	17	32	35
Number of final plats administratively reviewed	200	190	200
Number of preliminary subdivision lots processed	1036	300	500
Number of final subdivision lots processed	545	1000	1000
Architectural reviews processed	16	14	20

PERFORMANCE MEASURES

Category	Actual FY 08/09	Estimated FY 09/10	Forecast FY 10/11
Percentage of site plans reviewed within 5 days: Target 90%	98%	98%	98%
Percentage of individual subdivision plats approved within 24 hours: Target 95%	95%	98%	98%

1511 MISSIONS GOALS FOR PLANNING

PLANNING DEPARTMENT

FUND/DEPARTMENT NUMBER: 1011511

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Planning & Engineering Division Manager	0	1	1
Planning Manager	1	0	0
Planner II	2	2	2
*Customer Service Rep	0	1/2	0
Planning Specialist III	1	1	1
Total	**4**	**4 1/2**	**4**

*Customer Service Rep (Katherine Cox) was shared (1/2) Planning and (1/2) Building Standards

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles			
Heavy Equipment			
Vehicle Allowances	3	3	3
Total	**3**	**3**	**3**

BUDGET HIGHLIGHTS

One Planner position became open and we are in the process of getting that filled. Professional standards have been maintained and general operating costs have decreased.

EXPENDITURE DETAIL

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
GENERAL FUND						
1511 PLANNING & DEVELOPMENT						
51 PERSONAL SERVICES						
1011511	511001	SAL/WAGES	$ 222,179	$ 167,881	$ 144,564	$ 209,307
1011511	511030	VACATION	28,081	8,964	6,043	-
1011511	511033	HOLIDAY	9,506	5,163	13,202	-
1011511	511050	FRINGE BENEFITS	-	-	-	10,331
1011511	511051	EMPLOYEE MEDICAL	33,481	28,109	26,154	25,395
1011511	511052	GROUP LIFE INSURANCE	162	30	9	-
1011511	511053	RETIREMENT	20,819	14,026	12,942	14,644
1011511	511054	FICA	22,023	14,982	13,315	17,393
1011511	511055	WORK COMP	1,584	1,804	2,994	4,500
1011511	511060	EXPENSE ALLOWANCE	45,603	23,641	19,319	29,070
1011511	511070	UNEMPLOYMENT	193	108	88	183
TOTAL	PERSONAL SERVICES		383,630	264,708	238,628	310,823
52 OPERATING-SUPPLIES						
1011511	522040	POSTAGE	99	360	1,239	3,000
1011511	522070	OPERATING SUPPLIES	9,634	5,265	6,298	6,000
1011511	522080	UTILITIES	17,086	13,408	12,456	-
1011511	522100	MINOR PROPERTY	4,843	8,427	2,203	3,000
1011511	522130	BOOKS & REPORTS	582	370	288	800
TOTAL	OPERATING-SUPPLIES		32,244	27,830	22,484	12,800
53 OPERATING-PURCH/CONT						
1011511	533035	CONTRACT SERVICES	12,305	10,619	14,803	24,000
1011511	533105	PER DIEM FEES	9,000	9,000	9,000	9,000
1011511	533115	TRAVEL/TRAINING	5,856	3,021	11,883	12,000
1011511	533120	DUES & SUBSCRIPTIONS	1,984	1,353	1,981	2,100
1011511	533135	COMMUNICATIONS	2,837	2,603	5,032	4,000
1011511	533140	PRINTING	856	987	1,442	6,000
TOTAL	OPERATING-PURCH/CONT		32,839	27,584	44,141	57,100
60 CAPITAL						
1011511	601081	CIP MACH/EQUIPMENT	10,000	-	-	3,500
TOTAL	**PLANNING & DEVELOPMENT**		**$ 458,712**	**$ 320,122**	**$ 305,253**	**$ 384,223**

PLAN REVIEW / ENGINEERING DEPARTMENT

DEPARTMENT NUMBER: 1513

MISSION STATEMENT

"To enhance the quality of life in Columbia County by providing reliable, proficient and effective engineering programs for management of sustainable development and natural resources in an environmentally responsible and aesthetically pleasing manner." To insure the prevention, investigation and enforcement action where there is noncompliance of County Ordinances and the 2006 IPMC related to but not limited to solid waste, property maintenance, zoning, occupation tax and violations related to alcohol sales. Provide educational services to insure the health, safety and general welfare of the citizens. Strive to provide a unique "One Stop Service" for all civil and architectural plans: focusing on a quality review with a quick response.

VISION STATEMENT

To continue being a lead public sector for the County's Plan Review, Engineering, and Environmental Compliance Programs.

DEPARTMENT DESCRIPTION

The Plan Review/Engineering Department is responsible for review of public and private development plans (Preliminary Plat) in compliance with the Columbia County rules, regulations and codes as well as coordinating all other reviews with different internal departments. Perform Erosion, Sedimentation and Pollution Control (ES&PC) review of public and private developments for compliance with the Columbia County ES&PC rules, regulations and codes. Perform review of final plat for compliance with approved preliminary plat and for acceptance of improvements dedicated to Columbia County.

Facilitate the review process of all civil and architectural plans.

Perform environmental inspection of all subdivision and commercial sites under construction for compliance with ES&PC minimum applicable standards and rules, and regulations.

Manage the Columbia County Floodplain Management Program and Community Rating System Program. Disseminate floodplain and flood insurance related information to general public and assist Columbia County citizens to comply with County Flood Prevention Ordinance Requirements.

Perform engineering inspections of improvements (infrastructure) for residential and commercial sites (when such improvements will be deeded to Columbia County) for compliance with applicable Engineering Specifications and Standards.

PLAN REVIEW / ENGINEERING DEPARTMENT

DEPARTMENT NUMBER: 1513

Manage the Columbia County Street Light Program.

Perform on-site inspections, investigations and appropriate follow-up actions, including citations and appearance in court as required to handle disposition of and to assure compliance with the County Ordinance, the County Solid Waste Ordinance, the Occupation Tax Ordinance, Animal Service Ordinance, Property Maintenance, Manufactured Home and Subdivision Ordinance and Alcohol Ordinance.

Utilize AS400 to track and document all complaints received from citizens and pro-active field observations.

Work closely with other departments such as but not limited to the Sheriff's Office, Development Services, Tax Commissioners Office, Magistrate's Office, DA's Office, Animal Services, 311, Roads and Bridges, and Construction Maintenance.

ACCOMPLISHMENTS FOR FY 2010/2011

- Maintained plan review turn-around time at an average of three (3) days.
- Started LOMR (Letter of Map Revision) in Betty's Branch.
- Completed the update to Sections 90-133 (Off Street Parking) of the Columbia County Code of Ordinance.
- Completed the update for Sections 74-39 (Final Plat of Record) and Section 74-40 (Recorded Plats) of the Columbia County Code of Ordinance.
- Updated Section 90-140 (Landscaping) of the Columbia County Code of Ordinance.
- Restructure of the division has streamlined and enabled us to improve with our Customer Service.

GOALS FOR FY 2011/12

- Complete revisions to the County Development Standards.
- Obtain funds to purchase license for electronic plan review process.
- Finish LOMR (Letter of Map Revision) in Betty's Branch.
- Improve Customer Service Rating.
- Rewrite Street Light Policy Ordinance.
- Assist in the update to the Sign Ordinance.
- Improve access to public information.
- Maintain plan review efficiency.
- Maintain efficiency with Customer Service.
- Maintain site inspections program.
- Cross train inspectors to increase efficiency.

PLAN REVIEW / ENGINEERING DEPARTMENT

DEPARTMENT NUMBER: 1513

- Maintain certifications for employees.
- Obtain new certifications for employees where needed.
- Maintain coordination with other County divisions to enhance work efficiency.
- Assist with Ordinance Marketing decisions.
- Increase ratio of proactive to reactive actions.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Infrastructure Inspections within 24 hours	98%	98%	98%
Resolution of Complaints/Violations within 24 hours	98%	98%	98%
Assist citizens with the Flood Insurance Program & provide needed/requested information within 24 hours	98%	100%	100%
Complete Development Plan Review within five work days	98%	100%	100%
Subdivision Plans Reviewed	20	70	20
Commercial Plans Reviewed	54	20	30
Subdivision Final Plats Reviewed	29	25	15

PLAN REVIEW / ENGINEERING DEPARTMENT

DEPARTMENT NUMBER: 1513

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Infrastructure Inspections within 24 hours	95%	98%	98%
Resolution of Complaints/Violations within 24 hours	95%	98%	98%
Assist citizens with the Flood Insurance Program & provide needed/requested information within 24 hours	98%	100%	100%
Complete Development Plan Review within five work days	98%	100%	100%

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Building & Commercial Division Manager	0	1	1
Engineering Manager	1	1	0
Plan Review/Engineering Manager	0	1	1
Environmental Development Manager	0	0	1
Engineering Inspector	5	2	2
Code Enforcement Inspector	0	0	2
Erosion & Sediment Control Inspector	2	2	0
ES&PC Reviewer	1	1	1
Administrative Specialist	1	1	0
Clerk IV	0	0	0
Customer Service Specialist	1	1	1
Total	**11**	**10**	**9**

PLAN REVIEW / ENGINEERING DEPARTMENT

DEPARTMENT NUMBER: 1513

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	7	3	5
Vehicle Allowances	1	2	2
Total	**8**	**5**	**7**

BUDGET HIGHLIGHTS

Due to restructuring, three departments have been combined into one. The Engineering and Code Enforcement Department have been combined with the Plan Review Department creating Plan Review/Engineering Department. Code Enforcement Department is now called Environmental Development Department which falls within the Plan Review/Engineering Department.

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1512 CODE COMPLIANCE						
51 PERSONAL SERVICES						
1011512	511001	SAL/WAGES	$ 197,190	$ 176,037	$ 98,269	$ -
1011512	511030	VACATION	12,227	14,217	6,696	-
1011512	511031	SICK LEAVE	-	397	-	-
1011512	511033	HOLIDAY	8,834	8,021	6,313	-
1011512	511051	EMPLOYEE MEDICAL	39,997	32,542	16,975	-
1011512	511052	GROUP LIFE INSURANCE	382	257	90	-
1011512	511053	RETIREMENT	14,629	12,203	6,488	-
1011512	511054	FICA	16,284	14,942	8,500	-
1011512	511055	WORK COMP	1,362	1,894	1,991	-
1011512	511060	EXPENSE ALLOWANCE	10,825	10,011	6,319	-
1011512	511070	UNEMPLOYMENT	184	167	94	-
TOTAL	PERSONAL SERVICES		301,914	270,689	151,735	-
52 OPERATING-SUPPLIES						
1011512	522040	POSTAGE	3,407	2,233	156	-
1011512	522065	OFFICE SUPPLIES	-	33	-	-
1011512	522070	OPERATING SUPPLIES	2,918	4,830	1,830	-
1011512	522080	UTILITIES	15,164	14,060	-	-
1011512	522121	GAS/OIL/DEISEL	5,123	5,205	3,968	-
1011512	522130	BOOKS & REPORTS	374	-	-	-
TOTAL	OPERATING-SUPPLIES		26,985	26,361	5,955	-
53 OPERATING-PURCH/CONT						
1011512	533035	CONTRACT SERVICES	9,182	7,860	18	-
1011512	533095	VEH REPAIR	899	362	529	-
1011512	533115	TRAVEL/TRAINING	1,536	2,083	1,555	-
1011512	533120	DUES & SUBSCRIPTIONS	250	210	-	-
1011512	533135	COMMUNICATIONS	5,940	2,403	14	-
1011512	533140	PRINTING	2,090	925	40	-
TOTAL	OPERATING-PURCH/CONT		19,897	13,844	2,155	-
TOTAL	**CODE COMPLIANCE**		**$ 348,796**	**$ 310,893**	**$ 159,845**	**$ -**

NOTE: IN FY 2012, THIS DEPARTMENT WAS COMBINED WITH PLAN REVIEW DUE TO RESTRUCTURING

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1513 PLAN REVIEW & ENGINEERING						
51 PERSONAL SERVICES						
1011513	511001	SAL/WAGES	$ 41,134	$ 45,637	$ 298,490	$ 405,023
1011513	511030	VACATION	4,393	2,263	32,728	-
1011513	511031	SICK LEAVE	-	-	6,004	-
1011513	511033	HOLIDAY	1,918	2,154	13,066	-
1011513	511050	FRINGE BENEFITS	-	-	-	6,811
1011513	511051	EMPLOYEE MEDICAL	11,206	11,404	64,309	73,019
1011513	511052	GROUP LIFE INSURANCE	65	49	281	322
1011513	511053	RETIREMENT	4,693	4,799	32,016	27,152
1011513	511054	FICA	4,062	4,106	26,450	30,059
1011513	511055	WORK COMP	381	492	6,226	2,000
1011513	511060	EXPENSE ALLOWANCE	10,825	10,011	21,389	21,540
1011513	511070	UNEMPLOYMENT	47	48	297	323
TOTAL	PERSONAL SERVICES		78,725	80,963	501,257	566,249
52 OPERATING-SUPPLIES						
1011513	522040	POSTAGE	1	-	62	500
1011513	522070	OPERATING SUPPLIES	-	-	2,624	17,000
1011513	522080	UTILITIES	3,163	3,645	29,626	-
1011513	522121	FUEL	-	-	15,654	20,000
1011513	522130	BOOKS & REPORTS	-	-	317	1,000
TOTAL	OPERATING-SUPPLIES		3,164	3,645	48,283	38,500
53 OPERATING-PURCH/CONT						
1011513	533001	PROFESSIONAL FEES	-	-	-	5,000
1011513	533035	CONTRACT SERVICES	1,915	1,920	14,576	1,000
1011513	533095	VEHICLE REPAIRS	-	-	64	7,000
1011513	533115	TRAVEL/TRAINING	-	-	1,399	10,000
1011513	533120	DUES & SUBSCRIPTIONS	-	-	-	500
1011513	533135	COMMUNICATIONS	444	519	5,902	7,000
1011513	533140	PRINTING	-	-	-	2,000
TOTAL	OPERATING-PURCH/CONT		2,360	2,439	21,941	32,500
54 OPERATING-OTHER COSTS						
1011513	544001	MISCELLANEOUS	-	-	107	1,600
TOTAL	**PLAN REVIEW & ENGINEER**		**$ 84,249**	**$ 87,047**	**$ 571,587**	**$ 638,849**

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

MISSION STATEMENT

The mission of the UGA Cooperative Extension is to extend lifelong learning while improving the quality of life to the people of Georgia and specifically Columbia County. Educational programs and activities are provided through unbiased, research-based education in agriculture, the environment, communities, youth and families.

VISION STATEMENT

The University of Georgia Extension Service is committed to excellence in:

- Providing technical and educational support to horticulture/agriculture and consumers.
- Providing programs through 4-H; teaching leadership, citizenship and service learning, developing tomorrows community leaders.
- Taking the lead to help Georgians become healthier, more productive, financially independent and environmentally responsible.
- Working cooperatively with other agencies in the event of emergencies, homeland security and natural disasters.
- Educating Georgians with timely, accurate, comprehensive information.
- Building coalitions to address issues facing communities, families, and youth.
- Earning a reputation for integrity and respecting all people.

DEPARTMENT DESCRIPTION

The Cooperative Extension Service meets people's needs by providing educational seminars in agriculture, the environment, families, and 4-H youth development; free publications to the public, and a resource for answering questions in these fields.

Agriculture and Environment - (1) Provide unbiased, research-based information in Agribusiness: The Food Industry; Agricultural Profitability; Alternative Agriculture; Endangered Species, Wetlands & Environment; The Green Industry (growers, retailers, landscapers, and allied trade); Home Horticulture; Integrated Pest Management (IPM); Natural Resources; Waste Management and Water Quality & Conservation; and **(2)** Provide soil and water sampling; and **(3)** Advice on safe pesticide use and handling.

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

Columbia County 4-H and Youth Development- One of the top fiith more than 3,200 4-H'ers, Columbia County 4-H develops a wide variety of youth programs to meet the needs of young people ages 9-19. 4-H supports quality programming, competitions, events, and experiences to help Columbia County 4-H'ers in Georgia "Make the Best Better".

Working closely with schools, to complement curriculum, 4-H is introduced through monthly 4-H programs held in class for every fifth grade student. 4-H'ers class officers are elected. 4-H'ers learn parliamentary procedure and participate in hands-on environmental education activities during monthly meetings. Continuing through the twelfth grade, 4-H'ers develop skills in leadership and citizenship, becoming mentors for younger 4-H'ers.

Family and Consumer Science - Strengthening American Families, the cornerstone of a healthy America, has long been a goal of The University of Georgia Cooperative Extension Service. For more than 75 years, Extension Family and Consumer Science educational programs have helped families develop the skills to choose nutritious foods, manage resources, provide quality care for children and dependent elderly, and become community leaders.

ACCOMPLISHMENTS FOR FY 10/11

Agriculture/Horticulture and Natural Resources

- **Increased number of Master Gardener volunteers.** Due to attrition and the reduction in hours for a horticulture/agriculture agent; additional Master Gardeners were called on to volunteer in the office to field the mass numbers of calls coming into the office related to horticulture/agriculture and natural resources.

  Beautification of the grounds at the Martinez Post Office is a major project initiated by Master Gardeners who have contributed nearly 500 hours to the Extension program in Columbia County.

- **Soil, Water, Lab Tests Submitted.** 782 samples were submitted to the University of Georgia's Environmental Services Laboratory for testing for Columbia County clientele. 755 were for soil test analysis; remaining tests were for animal waste mineral and nitrogen, plant disease analysis, water microbiology tests and water quality (lead and other minerals)

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

Columbia County 4-H Youth Programs

- **Columbia County 4-H** became the avenue for the **Water and Sewage Department to implement their best management plan by the required deadline.** This regulation is imposed by EDP to educate youth in water conservation and quality; specifically storm water education by the required deadline. 4-H presented programs in 76 5th grade classrooms with more than 2,200 students involved.

- The partnership **Columbia County 4-H and Toastmasters International** began eight years ago, and is still a strong partnership today. The "Master Toastmaster" instructors have volunteered more than 320 hours and graduated over 200 students. The program includes speeches and participation by all graduates. One parent recently commented, **"Tim would have never gotten through his Senior Project at school if he had not taken your program".** Another parent called to tell me about his child Ivana's achievements, "Ivana would have never won national FCCLA honors if it had not been for the leadership and public speaking skills she has gained through 4-H".

- **Columbia County 4-H'ers raises $2,892.44 for the local Salvation Army's Red Kettle Campaign** and was recognized at the Salvation Army's Awards Recognition Ceremony for having largest Red Kettle donation in the CSRA. In addition to volunteering to ring the bell, each of over 80 4-H clubs made their own Red Kettles to collect donations.
  During the past twelve years time Columbia County 4-H'ers have raised more than $25,000.00 to support the Salvation Army's efforts.

  The outcome has been support for the Salvation Army, but ultimately the increase in compassion and commitment to community gained by the youth involved, priceless.

- **4-H Volunteers:** 435 Volunteers gave 1826 hours to the Extension program; valued at $24,307 in salary savings.

Family & Consumer Sciences

- **Family & Consumer Science Safe-Serv** managers' and employees' trainings for food establishments in Columbia County. Eighteen Safe-Serv managers received certification.

- **Childcare Providers** attended Family and Consumer Sciences program on nutrition and menu planning. Two hours of formal instruction was earned by each childcare provider.

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

GOALS FOR FY 11/12

1. With continued budgetary constraints; increase the number of volunteers in Extension programs by 20% during the year to continue to provide the quality of service for clients.

2. With the retirement of the county horticulture/agriculture agent a Master Gardener Volunteer Coordinator will be recruited. This individual will be a volunteer responsible for training other Master Gardeners to work in the office. Responsibilities will include establishing a calendar of individuals to come into the office and field the mass numbers of calls coming into the office related to horticulture/agriculture and natural resources questions.

3. Work with the Columbia County officials to relocate the Extension office to better meet the needs of the community.

4. With this relocation Columbia County Extension will use additional resources from the University of Georgia to establish an educational center. The center will provide a wider variety of services and educational programs from local extension agents, the College of Agriculture and Environmental Sciences, College of Family and Consumer Sciences and additional support from University of Georgia specialists, and the Fanning Institute.

5. Work with the Extension Advisory Leadership Board to advocate to Columbia County Government and University of Georgia administrators the need to hire a County Extension Agent for Agriculture/Horticulture and Natural Resources as soon as possible.

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

PERFORMANCE MEASURES

Summary of Educational Efforts with Local Clients
January 1, 2010 - December 31, 2010

SUMMARY

TOTAL PLANNED PROGRAMS & ACTIVITIES	***799 PROGRAMS***	***22.961 INDIVIDUALS***
TOTAL COMMUNICATIONS, OFFICE AND SITE VISITS		**33,226 INDIVIDUALS**
TOTAL MASS MEDIA COMMUNICATION CONTACTS		**2,252,600 CONTACTS**
VOLUNTEERS/DONATIONS/IN-KIND SERVICES		**Total Value $79,722.00**

Extension Planned Programs and Activities		
Agriculture and Natural Resources		
Adult & Youth Programs	21 Programs	3,322 Individuals
4-H Youth		
4-H Club Meetings (77 Cloverleaf, 8 Middle Schools & 1 High School County Council)	539 Meetings	13,911 Individuals
Other 4-H Programs, Service Leadership & Citizenship	234 Programs	5,670 Individuals
Family and Consumer Sciences		
Adult Programs	5 Programs	58 Individuals
TOTAL PLANNED PROGRAMS & ACTIVITIES	***799 PROGRAMS***	***22,961 INDIVIDUALS***

Helping People / Individualized communications/ in office and site visits	
Face to Face Contacts	
ANR, 4-H, & FACS	7,872 Individuals
People helped on the phone	
ANR, 4-H, & FACS	8,876 Individuals
People helped through individualized written communication	
ANR, 4-H & FACS	16,478 Individuals
TOTAL WRITTEN COMMUNICATIONS, OFFICE AND SITE VISITS	***33,226 INDIVIDUALS***

People helped through mass media communications		
Media Classification	Number of Items	Total Audience Reached
Newsletters, Articles, Info Sheets, Letters, Etc.	239	79,200
Radio Spots	14	812,000
Newspaper Articles	52	1,362,400
TOTAL MASS MEDIA COMMUNICATIONS	305	2,252,600

Volunteer Contributions/Donations/In-Kind Services		
Volunteer Hours	2,827 Hours	Value $28,270.00
Donations/In-Kind Support		Value $51,452.00
VOLUNTEERS/DONATIONS/IN-KIND SERVICES		***Total Value $79,722.00***

Extension Service DEPARTMENT

FUND/DEPARTMENT NUMBER: 101/1514

STAFFING

Position	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
Part Time County Extension Agent, A&NR (19 hrs.)	1 (July – Dec)	0	0
Full Time County Extension Agent, A&NR	0	1*	1*
County Extension Agent, 4-H Youth Development	1*	1*	1*
Administrative Office Coordinator	1	1	1
Full Time Program Asst	1 (July-Oct) 1 (April-June)	1	1
Part Time Program Asst (19 hrs)	1 (July-March) 0 (April –June)	0	1
Sizemore Seasonal Staff	4	4	4
Total	**8.5**	**8**	**9**

***Salaried University of Georgia employees, work regular Monday – Friday office hours in addition to providing evening and weekend programs as required. No additional hourly monetary or compensation time.**

EXPENDITURE DETAIL

GENERAL FUND			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1514 EXTENSION SERVICE						
51 PERSONAL SERVICES						
1011514	511001	SAL/WAGES	$ 30,547	$ 31,025	$ 9,409	$ 28,746
1011514	511030	VACATION	4,710	10,259	1,593	-
1011514	511031	SICK LEAVE	-	6,358	1,734	-
1011514	511033	HOLIDAY	1,433	1,779	221	-
1011514	511050	FRINGE BENEFITS	-	-	-	8,279
1011514	511051	EMPLOYEE MEDICAL	-	-	1,213	-
1011514	511052	GROUP LIFE INSURANCE	65	49	12	-
1011514	511053	RETIREMENT	2,938	10,307	2,580	-
1011514	511054	FICA	2,798	3,777	934	1,782
1011514	511055	WORK COMP	27	333	188	100
1011514	511070	UNEMPLOYMENT	29	40	10	-
TOTAL	PERSONAL SERVICES		42,547	63,926	17,894	38,907
52 OPERATING-SUPPLIES						
1011514	522070	OPERATING SUPPLIES	2,745	1,832	1,550	1,550
1011514	522080	UTILITIES	2,349	2,478	802	-
1011514	522100	MINOR PROPERTY		-	-	400
TOTAL	OPERATING-SUPPLIES		5,094	4,310	2,352	1,950
53 OPERATING-PURCH/CONT						
1011514	533035	CONTRACT SERVICES	41,056	29,285	30,644	36,422
1011514	533055	O/S SVCS-TEMP EMPLOYEES	14,504	14,924	19,895	14,450
1011514	533060	GENERAL SERVICES	-	-	15,216	16,000
1011514	533115	TRAVEL/TRAINING	21,465	17,922	17,255	18,290
1011514	533120	DUES & SUBSCRIPTIONS	360	60	-	170
1011514	533126	RENT - COM	10,682	17,718	-	-
1011514	533135	COMMUNICATIONS	556	490	296	780
TOTAL	OPERATING-PURCH/CONT		88,623	80,399	83,307	86,112
TOTAL	**EXTENSION SERVICE**		**$ 136,264**	**$ 148,635**	**$ 103,553**	**$ 126,969**

FORESTRY SERVICES

FUND/DEPARTMENT NUMBER: **#101-1613**

MISSION STATEMENT

To enhance all the quality of life for all citizens of Georgia by providing leadership in the protection, management, and wise use of all forests.

VISION STATEMENT

Healthy, sustainable forest providing clean air, clean water, and abundant products for future generations.

DEPARTMENT DESCRIPTION

The responsibilities of the Forestry Unit include providing public assistance with wildfire protection, prescribe, prescribe burning, offer fire prevention activities, issue burning permits, provide seedlings, and technical advice with forest protection, reforestation, and management.

ACCOMPLISHMENTS FOR FY 10/11

- Responded to 10 wildland fires
- Collected 260 lbs. of seeds and sold 13,783 seedlings
- Issued 10,239 burn permits
- Handled 52 management cases totaling 1,817 acres
- Provided education programs for 3645 children and 1162 adults
- Additional detailed information is listed in the 2010 Annual Report

GOALS FOR FY 11/12

- Provide leadership in the areas of protection and management
- Educate the public on the wise use of all forest resources for all citizens
- Continue to implement Community Wildland Protection Plan
- Promote Prescribed Burning
- Grovetown Tree City USA
- Reduce Nonpoint Source Pollution through BMP's
- Promote Silviculture
- Decrease Wildland Fires by five percent
- Continue to have an excellent networking relationship with our community partner

FORESTRY SERVICES

FUND/DEPARTMENT NUMBER: **#101-1613**

BUDGET HIGHLIGHTS

- The forestry unit currently has the lowest budget in the county, most of it is contractual.
- Employment represents minimum staffing to meet obligations.
- Request the replacement of the Chief Forester's Truck, as follows:

  Requesting a ¾ ton, Extended cab, Short bed, 4X4, Diesel engine with automatic transmission and air in an XL (work truck) package.

  Note from Forestry Ranger: This new vehicle would replace a 2001 model purchased for Forestry by the county in 2001. It has 118k miles and has the smallest gasoline v8 4.6 motor Ford makes. By 2012 we could easily have 140k plus miles on it. This truck is deficiently under powered for our application, i.e. idling in heat (wild land fire) for extended periods of times 30 min. or more, and with the weight of water, the tank it's self, hose reel, water pump, miscellaneous tools i.e. hoses etc.., and sometimes pulling a trailer with an ATV. I know this truck has reached the 1/2 ton rating thus making it hard to respond on take off's, plus stopping it with the extra weight. Adding to poor fuel mileage and repairs cost now and into the future. I hope this helps. P.S. this is a good light duty truck but it has out grown light duty.

  (The target for trucks to come up for review by Fleet Services is 150,000 miles with extensive maintenance and costs.)

EXPENDITURE DETAIL

GENERAL FUND				Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
1613 FORESTRY							
52 OPERATING-SUPPLIES							
1011613	522001	UNIFORMS	$	403	478.45	374.26	525
1011613	522070	OPERATING SUPPLIES	$	34	673.4	309.58	675
TOTAL	OPERATING-SUPPLIES		$	437	1151.85	683.84	1200
53 OPERATING-PURCH/CONT							
1011613	533035	CONTRACT SERVICES	$	4,902	4280.7	9883.91	9891
1011613	533055	O/S SVCS-TEMP EMPLOYEES	$	9,075	8820	8407.88	8320
1011613	533120	DUES & SUBSCRIPTIONS	$	78	90	90	90
1011613	533135	COMMUNICATIONS	$	594	372.2	538.67	670
TOTAL	OPERATING-PURCH/CONT		$	14,649	13562.9	18920.46	18971
TOTAL	**FORESTRY**		**$**	**15,086**	**$ 14,715**	**$ 19,604**	**$ 20,171**
TOTAL	**HOUSING & DEVELOPMENT**		**$**	**2,598,552**	**$ 2,421,156**	**$ 2,193,192**	**$ 2,128,939**
TOTAL	**GENERAL FUND**		**$**	**53,292,053**	**$ 55,226,400**	**$ 52,405,648**	**$ 55,126,087**

SPECIAL REVENUE FUNDS

These funds account for the proceeds of specific revenue sources (other than for major capital projects) that are restricted legally to expenditure for specified purposes. A brief description of each fund/department precedes the detailed budget reports.

BUILDING STANDARDS DEPARTMENT

201/2010

MISSION STATEMENT

Building Standards is committed to serving and protecting the public's health, safety, and general welfare and to provide the citizens and builders of the County with competent, consistent, courteous and timely inspection services. We strive for a "One Stop Service" for all civil and architectural plans focusing on a quality review with a quick response.

VISION STATEMENT

To build on the dedication of our employees to achieve innovation programs to improve the effectiveness of the division.

DEPARTMENT DESCRIPTION

The Building Standards department is responsible for the quality of construction for homes and businesses in addition to life safety issues. Through our inspections, the safety issues are completed for occupancy in new construction and existing buildings. We strive to provide all citizens, developers and contractors with efficient and timely services. We are inspectors, helping the citizens to build a safer County.

ACCOMPLISHMENTS FOR FY 2010/2011

- Provided a seminar to general contractors on an introduction to the 2009 building code.
- Completed cross training of personnel to accommodate any areas in building inspection.
- Continuous growth and training for all inspectors.
- Worked directly with Tyler Technology to perfect MUNIS for permits and inspections, resulting in more efficient communication to the customers, contractors, and co-workers.

BUILDING STANDARDS DEPARTMENT

201/2010

GOALS FOR FY 2011/2012

- On-line permitting for contractors.
- Continuing better ways and means to provide the best service to our citizens, the business community and our contractors.
- Continuing to streamline services.
- Continue cross training of inspectors.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Buildings to be inspected	1,020	1,121	1,300
Fire Marshal Activity	2,000	2,600	2,800
Plan Review Activity	150	120	130

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Permits Issued for Inspection	5,563	6,000	6500
Fire Marshal Activity	2,200	2,600	2500
Plan Review Activity	140	120	110

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Division Director	1	1	1
Department Manager	2	1	2
Administrative	3	3	2
Inspectors	11	11	12
Customer Service Representative	2	2	3
Total	**19**	**18**	**20**

BUILDING STANDARDS DEPARTMENT

201/2010

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	11	9	10
Heavy Equipment	0	0	0
Vehicle Allowances	2	2	2
Total	**13**	**11**	**12**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

BUILDING STANDARDS FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
70 HOUSING & DEVELOPMENT						
2010 BUILDING&COMMERCIAL SERVICES						
51 PERSONAL SERVICES						
2012010	511001	SAL/WAGES	$ 655,308	$ 661,457	$ 652,562	$ 791,597
2012010	511030	VACATION	54,699	66,460	79,268	-
2012010	511031	SICK LEAVE	4,729	4,649	1,954	-
2012010	511033	HOLIDAY	31,618	29,716	31,646	-
2012010	511050	FRINGE BENEFITS	-	-	-	14,064
2012010	511051	EMPLOYEE MEDICAL	96,015	103,307	101,641	99,205
2012010	511052	GROUP LIFE	1,050	755	494	669
2012010	511053	RETIREMENT	47,463	50,816	51,397	49,092
2012010	511054	FICA	55,500	56,461	56,473	57,590
2012010	511055	WORK COMP	4,819	7,121	13,407	13,000
2012010	511060	EXPENSE ALLOWANCE	19,371	17,915	13,432	17,340
2012010	511070	UNEMPLOYMENT	615	-	-	40,744
2012010	511080	PERSONNEL	-	623	623	604
TOTAL	PERSONAL SERVICES		971,186	999,280	1,002,897	1,083,905
52 OPERATING-SUPPLIES						
2012010	522040	POSTAGE	1,241	1,766	1,579	1,425
2012010	522070	OPERATING	9,193	13,853	10,655	12,000
2012010	522100	MINOR PROPERTY	1,294	2,791	6,544	10,000
2012010	522120	VEHICLE/EQUIPMENT	-	-	-	4,000
2012010	522121	GAS/OIL/DEISEL	19,123	20,171	22,648	25,000
2012010	522130	BOOKS & REPORTS	1,468	599	2,847	3,000
TOTAL	OPERATING-SUPPLIES		32,318	39,180	44,272	55,425
53 OPERATING-PURCH/CONT						
2012010	533002	ATTORNEY FEES	873	1,394	203	1,500
2012010	533035	CONTRACT SERVICES	375	-	2,005	900
2012010	533060	GENERAL SERVICES	9,101	14,724	17,895	18,000
2012010	533070	CASUALTY EXPENSE	4,976	7,331	851	11,654
2012010	533095	VEH REPAIR	3,632	4,678	7,825	5,500
2012010	533115	TRAVEL/TRAINING	4,205	2,253	11,920	9,500
2012010	533120	DUES & SUBSCRIPTIONS	365	473	998	425
2012010	533130	INSURANCE	5,677	15,594	7,112	7,227
2012010	533135	COMMUNICATIONS	29,827	35,949	32,825	24,000
2012010	533140	PRINTING	4,544	1,992	2,451	500
TOTAL	OPERATING-PURCH/CONT		63,574	84,388	84,084	79,206
54 OPERATING-OTH COSTS						
2012010	544001	MISCELLANEOUS	-	1,635	-	500
55 OPERATING-INTFND CHG						
2012010	555001	COUNTY SVS	84,464	51,340	49,038	52,990
TOTAL	**BUILDING STANDARDS FUND**		**$ 1,151,543**	**$ 1,175,823**	**$ 1,180,291**	**$ 1,272,026**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

LIBRARY BOARD FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
60 CULTURE/RECREATION						
2603 LIBRARY BOARD						
52 OPERATING-SUPPLIES						
2032603	522070	OPERATING	$ 4,460	$ 2,989	$ 7,533	$ 10,000
2032603	522130	BOOKS & REPORTS	105,009	119,356	79,222	100,000
TOTAL	OPERATING-SUPPLIES		109,469	122,345	86,755	110,000
54 OPERATING-OTH COSTS						
2032603	544035	11501 SPANISH EDUCATION	392	-	-	-
TOTAL	**LIBRARY BOARD**		**$ 109,862**	**$ 122,345**	**$ 86,755**	**$ 110,000**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

RECREATION ADVISORY BOARD FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
60 CULTURE/RECREATION						
2611 RECREATION ADVISORY BOARD						
52 OPERATING-SUPPLIES						
2042611	522070	OPERATING	$ 13,635	$ 15,418	$ 17,137	$ 15,992
53 OPERATING-PURCH/CONT						
2042611	533080	SPECIAL PROJECTS	8,223	8,000	8,000	8,000
54 OPERATING-OTH COSTS						
2042611	544001	MISCELLANEOUS	4,427	3,833	5,013	2,953
TOTAL	**RECREATION ADVISORY BOARD**		**$ 26,284**	**$ 27,251**	**$ 30,150**	**$ 26,945**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

STREET LIGHTS FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
40 PUBLIC WORKS						
2050 STREET LIGHTS						
52 OPERATING-SUPPLIES						
2052050	522040	POSTAGE	$ -	$ 108	$ 58	$ 100
2052050	522070	OPERATING MATERIALS	190	171	30	300
2052050	522080	UTILITIES	1,410,505	1,427,673	1,584,997	1,500,000
2052050	522082	STREET LIGHTS	106,245	96,499	86,399	115,000
TOTAL	**STREET LIGHTS FUND**		**$ 1,516,940**	**$ 1,524,451**	**$ 1,671,484**	**$ 1,615,400**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

911 FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
30 PUBLIC SAFETY						
2313 SHERIFF'S 911						
51 PERSONAL SERVICES						
2112313	511001	SAL/WAGES	$ 613,214	$ 709,056	$ 745,462	$ 845,734
2112313	511004	OVERTIME	91,431	84,555	94,072	100,000
2112313	511030	VACATION	60,158	58,046	62,206	-
2112313	511031	SICK LEAVE	7,537	3,243	297	-
2112313	511033	HOLIDAY	33,306	29,376	35,466	-
2112313	511050	FRINGE BENEFITS	-	-	-	-
2112313	511051	EMPLOYEE MEDICAL	109,948	134,719	152,260	152,324
2112313	511052	GROUP LIFE	1,065	930	794	1,088
2112313	511053	RETIREMENT	51,968	53,451	57,474	53,494
2112313	511054	FICA	58,576	63,653	67,180	59,993
2112313	511055	WORK COMP	5,145	7,721	17,189	13,000
2112313	511060	EXPENSE ALLOWANCE	6,869	3,391	2,140	480
2112313	511070	UNEMPLOYMENT	653	709	731	659
TOTAL	PERSONAL SERVICES		1,039,868	1,148,851	1,235,271	1,226,772
52 OPERATING-SUPPLIES						
2112313	522001	UNIFORMS	1,003	4,585	3,614	7,100
2112313	522070	OPERATING	8,768	20,128	19,531	21,000
2112313	522080	UTILITIES	128	-	-	-
2112313	522100	MINOR PROPERTY	24,801	1,877	348	4,650
2112313	522121	GAS/OIL/DEISEL	-	-	-	2,500
TOTAL	OPERATING-SUPPLIES		34,700	26,590	23,493	35,250
53 OPERATING-PURCH/CONT						
2112313	533035	CONTRACT SERVICES	66,211	60,386	54,221	83,000
2112313	533050	CONTRACT WIRELESS SVC	84,556	64,816	70,583	200,000
2112313	533064	GEN REPAIR	947	3,202	10,375	10,000
2112313	533095	VEH REPAIR	33	180	118	2,500
2112313	533115	TRAVEL/TRAINING	7,472	9,339	17,883	28,937
2112313	533120	DUES & SUBSCRIPTIONS	2,294	3,154	2,428	8,418
2112313	533130	INSURANCE	867	-	-	-
2112313	533135	COMMUNICATIONS	137,291	149,982	162,057	150,000
TOTAL	OPERATING-PURCH/CONT		299,670	291,059	317,665	482,855
54 OPERATING - OTHER COSTS						
2112313	544007	OPERATING CONTINGENCY		-	-	305,499
58 OTHER FINANCING USES						
2112313	588001	INTERFUND TRANSFERS	154,553	-	-	-
60 CAPITAL						
2112313	601076	CIP BUILDINGS	-	-	-	15,000
2112313	601081	CIP MACH/EQUIPMENT	-	442,508	-	3,494
2112313	601082	HEAVY EQUIPMENT	-	-	-	-
2112313	601090	CIP OTHER	-	-	-	16,130
TOTAL	CAPITAL		-	442,508	-	34,624
TOTAL	**SHERIFF'S 911 FUND**		**$ 1,528,792**	**$ 1,909,008**	**$ 1,576,430**	**$ 1,779,501**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
DRUG COURT FUND						
20 JUDICIAL						
2120 DRUG COURT						
53 OPERATING-PURCH/CONT						
2122120	533035	CONTRACT SERVICES	$ -	$ 5,000	$ 33,036	$ 25,000
TOTAL	**DRUG COURT**		**$ -**	**$ 5,000**	**$ 33,036**	**$ 25,000**
DRUG ABUSE TREATMENT EDUCATION FUND						
50 HEALTH & WELFARE						
2130 DRUG ABUSE TREATMENT						
58 OTHER FINANCING USES						
2132130	588001	INTERFUND	$ 40,000	$ 25,000	$ 25,000	$ 25,000
TOTAL	**DRUG ABUSE TREATMENT**		**$ 40,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**
SUPPLEMENTAL JUVENILE SERVICES FUND						
20 JUDICIAL						
2214 SUPPLEMENTAL JUVENILE SERV						
52 OPERATING-SUPPLIES						
2142214	522070	OPERATING	$ 108	$ 217	$ 755	$ -
53 OPERATING-PURCH/CONT						
2142214	533001	PROFESSIONAL FEES	17,087	21,733	29,641	30,000
54 OPERATING-OTH COSTS						
2142214	544001	MISCELLANEOUS	11,763	14,262	18,765	20,000
60 CAPITAL						
2142214	601081	CIP MACH/EQUIPMENT	-	-	-	-
TOTAL	**SUPPLEMENTAL JUVENILE**		**$ 28,958**	**$ 36,212**	**$ 49,161**	**$ 50,000**
DETENTION CENTER FUND						
30 PUBLIC SAFETY						
2310 DETENTION CENTER						
58 OTHER FINANCING USES						
2152310	588001	INTERFUND TRANSFERS	$ 150,000	$ 150,000	$ 150,000	$ 150,000
TOTAL	**JAIL FUND**		**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**
FEDERAL ASSET SHARING FUND						
30 PUBLIC SAFETY						
2311 FEDERAL ASSET SHARING						
53 OPERATING-PURCH/CONT						
2212311	533081	SPECIAL FUNDS EXPENSE	$ -	$ -	$ 45,074	$ 20,000
TOTAL	**FEDERAL ASSET SHARING**		**$ -**	**$ -**	**$ 45,074**	**$ 20,000**
STATE CONDEMNATION FUND						
30 PUBLIC SAFETY						
2312 STATE CONDEMNATION						
54 OPERATING-OTH COSTS						
2222312	544005	CONDEMNATION	$ 63,048	$ 9,504	$ 181,262	$ 50,000
TOTAL	**STATE CONDEMNATION FUND**		**$ 63,048**	**$ 9,504**	**$ 181,262**	**$ 50,000**

RENTAL FACILITIES & VENUES DEPARTMENT

223/2020 AND 2022

MISSION STATEMENT

Strive to meet expenditures with revenue while providing quality facilities for local residents and businesses to host special events, meetings, performances and family events.

VISION STATEMENT

Offer quality venues at a competitive price for any type of event while exceeding the expectations of all clients. Out-perform like facilities in the area in effectiveness, efficiency and overall number of events and guests.

DEPARTMENT DESCRIPTION

The Rental Facilities & Venues Department is responsible for maintaining, staffing, promoting, selling, booking and executing all events within the departmental facilities which include; Savannah Rapids Pavilion, the Historic Canal Headgates Buildings, the JSH Performing Arts Center, Amphitheater, Memorial Gardens, Eubank Blanchard Center, and several picnic pavilions. This department will also begin oversight of the future Gateway Exhibition Center and all rentable structures within the Evans Towne Center Park.

ACCOMPLISHMENTS FOR FY 09/10

- Designed and printed new post cards for the newly developed south portion of Savannah Rapids Park.
- Developed marketing materials for IAEE website, 13,000 event planners and venue managers use this as a reference website.
- Increased revenue by 4% over previous year.
- Coordinated with Facility Services on Phase II of Canal Headgates development.
- Changed Production Services policies to include more options for clients.

GOALS FOR FY 10/11

- Coordinate with Facilities Services on restroom facility design for SRP Park.
- Develop new marketing strategies to attract outside user groups for all facilities.
- Coordinate with B&C and Facilities Services on the development and design of the Gateway Exhibition Center.
- Develop and implement ETCP policies, procedures and fee structures.
- Increase revenue for the department.

- Restructure the operations of the Sales Office to become more streamlined and efficient.
- Become member of IVMA – Venue management networking organization.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
# of Events at all sites	1,088	1,150	1,250
# of Guests attending	85,769	92,000	97,500
# of Phone Calls	19,521	20,000	22,500
# of Tours	1,244	1,450	1595
#of Contracts Processed	1,345	1,500	1,650
# of Contracts Cancelled	247	250	260

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager	1	1	1
Admin. Coord.	1	1	1
Marketing Coordinator	0	0	1
Sales Rep,	1	1	1
Banquet Coordinators (PT)	7	8	10
Set-up/Janitorial Sup.	0	0	1
Set-up/Janitorial	0	2	1
Total	**3 FT 7 PT**	**3 FT 10 PT**	**5 FT 11 PT**

BUDGET HIGHLIGHTS

The difficult economy has hit the department. Bookings have hopefully leveled out but with the raising gas prices, a second economic slump could further affect our rentals. Opening the ETCP and the Gateway Exhibition Center will cause the expenditure budget to be increased, marketing will have to be more aggressive to book the new sites as well as keep the existing facilities filled.

SAVANNAH RAPIDS REGIONAL VISITOR CENTER
224/2210

MISSION STATEMENT

Knowledgeable and professional personnel assisting visitors seeking information while encouraging extended stays and travel throughout the county and state by introducing new and interesting destinations.

VISION STATEMENT

Offer quality information to insure accuracy to all who visit and live in Columbia County. Promote resident's and visitor's awareness of local and statewide amenities available for their enjoyment.

DEPARTMENT DESCRIPTION

The Columbia County Visitor Center is a state Certified Regional Visitor Center; Housed in the Historic Lockkeepers Cottage that overlooks the picturesque Savannah River and The Historic Augusta Canal. The Visitor Center coordinates with the Columbia County CVB, AMCVB, Columbia County Chamber, State Department of Economic Development and all other related agencies to promote the attractions within the entire county. The Visitor Center is a direct liaison with groups like Classic South Travel Association that includes representatives from 17 counties to study and promote tourism in all areas. We receive annual training from the Sate Visitor Center to assure the quality of information and its accuracy to all who inquire.

The Columbia County Regional Visitor Center is funded through Hotel/Motel Tax Fund.

ACCOMPLISHMENTS FOR FY 10/11

- Completed the annual state requirement for training at a Sate Visitor Center.
- Maintain Level 5 (Highest Level) standing in the State Regional Visitor Center Program.
- Participated in Georgia On My Mind at I-20 Tallapoosa Visitor Center (Our Gateway).
- Participated in Georgia On My Mind at I-20 Augusta Visitor Center.
- Organized two monthly Columbia County Days at I-20 Augusta Visitor Center.
- Organized local artist for rotating art displays in Visitor Center.
- Organized Fall At The Savannah Rapids Regional Visitor Information Center.
- Organized car show and vendor at the Savannah Rapids Regional Visitor Information Center.
- Organized Ellis Island: The Lost Mural display and two receptions.
- Attend Columbia County Hospitality Meeting
- Attended Classic South Travel Association Meetings.
- Attended Governor's Conference
- Attended State Regional Visitor Center Annual Meeting.

SAVANNAH RAPIDS REGIONAL VISITOR CENTER
224/2210

GOALS FOR FY 11/12

- Increase presence at State Visitor Center
- Maintain Level 5(Highest level) standing in the State Regional Visitor Center Program
- Continue the monthly visitor promotions
- Organize reception for each art display

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
# of Visitors	13450	11035	11100
# of Meetings	30	30	26
# of Columbia County Days	9	9	24
# of Trade Shows GOMM ETC.	4	2	2
# of Phone Calls	1850	1698	1720
#of Events At Center	5	5	4
# of Grants	1	0	0

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Coordinator	1	1	1
Temp Employees	3	3	3
Total	1 Full Time 3 PRN Temp Employees	1 Full Time 3 PRN Temp Employees	1 Full Time 3PRN Temp Employees

BUDGET HIGHLIGHTS

The Georgia State budget for 2012 is cutting the grant funding for regional and local welcome centers. We will continue to offer knowledgeable and professional assistance to visitors seeking information in our center.

Due to the work in the park our visitation numbers are down. We experienced extreme difficulty for several months for the visitor to reach the visitor center. But will extend our focus to outside the center to reach out to others living and visiting the CSRA to increase the visitation numbers and encourage spending in Columbia County.

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
COMMUNITY CENTERS FUND						
50 HEALTH & WELFARE						
2020 COMMUNITY CENTERS						
51 PERSONAL SERVICES						
2232020	511001	SAL/WAGES	$ 105,904	$ 130,852	$ 127,217	$ 145,246
2232020	511010	ON CALL	700	7,200	15,784	-
2232020	511030	VACATION	4,762	-	1,409	-
2232020	511033	HOLIDAY	4,592	4,581	7,272	-
2232020	511051	EMPLOYEE MEDICAL	15,534	19,114	17,332	15,727
2232020	511052	GROUP LIFE	242	175	124	123
2232020	511053	RETIREMENT	9,583	11,256	13,276	11,484
2232020	511054	FICA	8,739	10,693	11,397	10,927
2232020	511055	WORK COMP	201	1,403	2,585	500
2232020	511060	EXPENSE ALLOWANCE	4,951	4,652	4,507	4,530
2232020	511062	NEW HIRES	-	-	-	14,846
2232020	511070	UNEMPLOYMENT	97	118	125	121
TOTAL	PERSONAL SERVICES		155,304	190,043	201,029	203,504
52 OPERATING-SUPPLIES						
2232020	522001	UNIFORMS	-	-	-	500
2232020	522040	POSTAGE	505	668	479	750
2232020	522065	OFFICE SUPPLIES	73			
2232020	522070	OPERATING	10,499	12,525	7,086	15,000
2232020	522073	CONCESSION	12,459	9,508	11,131	15,000
2232020	522080	UTILITIES	73,351	79,807	100,540	80,000
2232020	522100	MINOR PROPERTY	3,779	549	-	800
TOTAL	OPERATING-SUPPLIES		100,667	103,057	119,237	112,050
53 OPERATING-PURCH/CONT						
2232020	533025	ADVER/MARKETING	1,918	878	745	5,500
2232020	533030	EXPANDED S	3,008	1,189	-	-
2232020	533035	CONTRACT SERVICES	9,091	18,273	9,625	14,500
2232020	533045	JANITORIAL	52,831	-	-	-
2232020	533055	O/S SVCS-TEMP EMP	67,275	65,556	69,346	115,000
2232020	533060	GENERAL SERVICES	3,966	388	2,024	-
2232020	533064	GEN REPAIR	3,572	3,664	3,692	5,500
2232020	533115	TRAVEL/TRAINING	947	997	914	5,000
2232020	533120	DUES & SUBSCRIPTIONS	112	211	309	1,000
2232020	533130	INSURANCE	427	-	-	3,657
2232020	533135	COMMUNICATIONS	6,079	6,852	7,053	9,000
2232020	533140	PRINTING	60	289	93	2,500
TOTAL	OPERATING-PURCH/CONT		149,287	98,298	93,801	161,657
54 OPERATING - OTHER COSSTS						
2232020	544007	OPERATING CONTINGENCY	-	-	-	55,039
60 CAPITAL						
2232020	601079	CIP VEHICLES	-	-	-	500
TOTAL	**COMMUNITY CENTERS**		405,258	391,399	414,067	532,750

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
COMMUNITY CENTERS FUND (cont.)						
2021	**GATEKEEPERS COTTAGE**					
53	**OPERATING-PURCH/CONT**					
2232021	533135	COMMUNICATIONS	-	-	373	-
TOTAL	**GATEKEEPERS COTTAGE**		-	-	373	-
2022	**CANAL HEADGATES BUILDING**					
52	**OPERATING-SUPPLIES**					
2232022	522070	OPERATING	-	-	-	500
2232022	522100	MINOR PROPERTY	678	614	-	500
TOTAL	OPERATING-SUPPLIES		678	614	-	1,000
53	**OPERATING-PURCH/CONT**					
2232022	533025	ADVER/MARKETING	-	-	-	250
2232022	533035	CONTRACT SERVICES	1,545	1,910	1,228	1,000
2232022	533045	JANITORIAL	4,113	-	-	4,500
TOTAL	OPERATING-PURCH/CONT		5,658	1,910	1,228	5,750
TOTAL	**CANAL HEADGATES BUILDING**		6,336	2,524	1,228	6,750
2023	**PERFORMING ARTS CENTER**					
53	**OPERATING-PURCH/CONT**					
2232023	533135	COMMUNICATIONS	-	-	136	-
TOTAL	**PERFORMING ARTS CENTER**		-	-	136	-
TOTAL	**COMMUNITY CENTER OPERA**		**$ 411,593**	**$ 393,923**	**$ 415,804**	**$ 539,500**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

LODGING TAX FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
60 CULTURE/RECREATION						
2200 HOTEL/MOTEL TAX						
51 PERSONAL SERVICES						
2242200	511001	SAL/WAGES	$ -	$ -	$ -	$ 45,000
2242200	511060	EXP ALLOWANCE	-	-	-	480
2242200	511051	EMPLOYEE MEDICAL	473	-	-	-
2242200	511052	GROUP LIFE	5	-	-	-
2242200	511053	RETIREMENT	270	-	-	-
2242200	511054	FICA	270	-	-	-
2242200	511055	WORK COMP	170	-	-	-
2242200	511070	UNEMPLOYMENT	3	-	-	-
TOTAL	PERSONAL SERVICES		1,192	-	-	45,480
52 OPERATING-SUPPLIES						
2242200	522040	POSTAGE	960	-	-	-
2242200	522070	OPERATING	13,457	16,143	10,047	14,439
TOTAL	OPERATING-SUPPLIES		14,417	16,143	10,047	14,439
53 OPERATING-PURCH/CONT						
2242200	533025	ADVER/MARKETING	30,726	26,544	33,730	36,500
2242200	533035	CONTRACT SERVICES	227,550	234,796	252,785	230,330
2242200	533055	O/S SVCS-TEMP EMP	7,656	-	1,782	5,000
2242200	533080	SPECIAL COUNTY PROJECTS	131,396	142,824	129,752	133,900
2242200	533081	SPECIAL FUNDS EXPENSE	34,550	28,300	22,000	16,000
2242200	533115	TRAVEL/TRAINING	5,660	3,515	4,650	14,047
2242200	533120	DUES & SUBSCRIPTIONS	340	-	-	-
2242200	533125	RENT ON BUILDINGS	694	1,400	-	2,000
2242200	533140	PRINTING	2,821	2,999	-	-
TOTAL	OPERATING-PURCH/CONT		441,393	440,379	444,699	437,777
54 OPERATING-OTH COSTS						
2242200	544007	OPERATING CONTINGENCY	-	-	-	1,376
TOTAL	**HOTEL/MOTEL TAX**		457,002	456,522	454,746	499,072

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
LODGING TAX FUND (cont.)						
2210 VISITORS CENTER						
51 PERSONAL SERVICES						
2242210	511001	SAL/WAGES	24,468	24,601	25,393	29,562
2242210	511030	VACATION	2,023	3,269	2,736	-
2242210	511033	HOLIDAY	1,188	1,047	1,231	-
2242210	511051	EMPLOYEE MEDICAL	3,798	3,848	3,848	3,837
2242210	511052	GROUP LIFE	65	49	34	34
2242210	511053	RETIREMENT	2,542	2,605	2,632	2,650
2242210	511054	FICA	2,296	2,370	2,395	2,414
2242210	511055	WORK COMP	0	266	532	500
2242210	511060	EXPENSE ALLOWANCE	3,988	3,689	3,544	3,570
2242210	511070	UNEMPLOYMENT	26	26	26	27
TOTAL	PERSONAL SERVICES		40,393	41,769	42,371	42,594
52 OPERATING-SUPPLIES						
2242210	522040	POSTAGE	211	80	107	500
2242210	522070	OPERATING	2,259	1,284	2,003	1,300
TOTAL	OPERATING-SUPPLIES		2,471	1,365	2,110	1,800
53 OPERATING-PURCH/CONT						
2242210	533025	ADVER/MARKETING	10,383	9,609	7,732	8,589
2242210	533035	CONTRACT SERVICES	2,026	511	852	1,000
2242210	533055	O/S SVCS-TEMP EMP	12,252	11,737	14,710	18,000
2242210	533064	GEN REPAIR	-	-	234	1,000
2242210	533115	TRAVEL/TRAINING	2,411	1,816	2,590	4,000
2242210	533135	COMMUNICATIONS	101	310	222	250
TOTAL	OPERATING-PURCH/CONT		27,172	23,983	26,340	32,839
54 OPERATING-OTH COSTS						
2242210	544035	GRANT EXPENSE	-	4,038	-	-
TOTAL	**VISITORS CENTER**		70,036	71,156	70,820	77,233
TOTAL	**LODGING TAX FUND**		**$ 527,037**	**$ 527,677**	**$ 525,566**	**$ 576,305**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

				Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
MULTIPLE GRANT FUND							
10	**GENERAL GOVERNMENT**						
2300	**MULTIPLE GRANT**						
54	**OPERATING-OTH COSTS**						
2252300	544035		GRANT EXP	$ -	$ -	$ 50	$ -
2252300	544035	10013	CHAMBER OF COMMERCE GRT	6,250	-	-	-
2252300	544035	10014	HISTORICAL ARCHES	-	-	817	-
2252300	544035	10204	HAZMAT	-	2,326	13,598	5,000
2252300	544035	10206	HOMELAND SECURITY	-	10,708	1,043	-
2252300	544035	10210	2008 CERT GRANT	-	986	6,301	-
2252300	544035	10211	HAZMITPLAN	-	369	-	10,931
2252300	544035	10212	2009 CERT	-	221	2,833	14,000
2252300	544035	10213	DOT	-	-	25,266	-
2252300	544035	10214	MOBILE COMM VEH UPGRADE	-	-	54,597	172,000
2252300	544035	10400	JUDICIAL DATA EXCHANGE	-	-	113,492	-
2252300	544035	11501	SPANISH CLASS	1,600	-	-	-
2252300	544035	11503	2009 GRASSROOTS GRANT	1,869	-	-	-
2252300	544035	11504	COL CTY READS TOGETHER	5,000	230	(90)	-
TOTAL	OPERATING-OTH COSTS			14,719	14,840	217,907	201,931
TOTAL	**MULTIPLE GRANT FUND**			**$ 14,719**	**$ 14,840**	**$ 217,907**	**$ 201,931**
SHERIFF'S GIFTS/DONATION FUND							
30	**PUBLIC SAFETY**						
2330	**SHERIFF'S GIFTS/DONATION**						
53	**OPERATING-PURCH/CONT**						
2332330	533081		SPECIAL FUNDS EXPENSE	$ 20,994	$ 12,290	$ 12,274	$ 20,000
TOTAL	**SHERIFF'S GIFTS/DONATIONS**			**$ 20,994**	**$ 12,290**	**$ 12,274**	**$ 20,000**

MARTINEZ-COLUMBIA FIRE RESCUE

FUND/DEPARTMENT NUMBER: **#232-2510**

MISSION STATEMENT

To provide the citizens and businesses in the unincorporated areas of Columbia County with the highest level of prevention, response and recovery efforts possible for both fire and first responder calls.

VISION STATEMENT

To continue to serve the citizens of Columbia County by saving lives and property through providing premiere fire and first responder services.

DEPARTMENT DESCRIPTION

Martinez-Columbia Fire Rescue is a contract service provider of Columbia County. A copy of the "Fire Service Agreement" can be obtained upon request from the Emergency Services office.

ACCOMPLISHMENTS FOR FY 2010/2011

- Completed the ISO survey and received a Protection Class 4 for the unincorporated area of Columbia County.
- Participated in training programs and exercises with other emergency response agencies.
- Assisted in Cert Training along with EMA office for citizens of Columbia County.
- Continued GPS implementation and improvement.
- Certified all apparatus ladders and aerial devices through third party examiner for compliance and safety.
- Raised and distributed over $70,000 for local charitable organizations.

MARTINEZ-COLUMBIA FIRE RESCUE

FUND/DEPARTMENT NUMBER: #232-2510

Response Totals for Calendar Year 2010

STRUCTURE FIRES	194
VEHICLE FIRES	92
STORM DAMAGE	6
WOODS FIRES	168
FIRE ALARMS	512
CARBON MONOXIDE	32
INVESTIGATIONS	252
PUBLIC SERVICE	136
NATURAL GAS LEAKS	67
OUTDOOR BURNING	198
HAZMAT/BOMB THREATS	12
RESCUE	475
PUBLIC SAFETY ASSIST	0
MEDICAL	1172
DUMPSTER/OTHER	78
TOTALS	3394

GOALS FOR FY 2011/2012

Maintain commitment to continuing quality service to the citizens of Columbia County. We strive to continue training civic organizations and additional training to citizens of our community while providing a superior quality of care.

MARTINEZ-COLUMBIA FIRE RESCUE

FUND/DEPARTMENT NUMBER: **#232-2510**

BUDGET HIGHLIGHTS

The 2011/2012 budget request includes the implementation cost for the Performance Pro Employee Evaluation System. We are implementing a major rank and salary restructure in order to improve management and oversight, simplify budgeting, and to mirror the Columbia County merit raise system instead of our previous cost of living adjustment.

We will again not increase our level of staffing but cannot leave positions unfilled as our current level of employment represents minimum staffing to meet the obligations outlined in the Fire Services Agreement.

GROVETOWN DEPARTMENT OF PUBLIC SAFETY DEPARTMENT

FUND/DEPARTMENT NUMBER: **232-2530**

MISSION STATEMENT

To provide the citizens and businesses of defined unincorporated Columbia County areas with the highest level of prevention, response and recovery efforts possible for both fire and first responder calls in a specific, pre-determined area, on a pay-per-call contractual basis.

VISION STATEMENT

To continue to serve the citizens of unincorporated Columbia County by saving lives and property through providing premiere fire and first responder services.

DEPARTMENT DESCRIPTION

Grovetown Department of Public Safety is a contract service provider of Columbia County on a "pay per call" basis in a defined area, south of the Grovetown city limits. A copy of the "Fire Service Agreement" can be obtained upon request from the Emergency Services office.

ACCOMPLISHMENTS FOR FY 10/11

- Began serving Columbia County citizens as a fire service provider in January of 2004
- Participated in Training Programs and Exercises with other Emergency Response Agencies
- Assisted in CERT training along with the EMA office for citizens of Columbia County.
- Provided mutual aid to unincorporated areas of the county on a pay per call basis.

GOALS FOR FY 11/12

Maintain commitment to continuing quality service to the citizens of unincorporated Columbia County. We strive to continue training civic organizations and additional training to citizens of our community while providing a superior quality of care.

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

FIRE SERVICES FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
30 PUBLIC SAFETY						
2510 MARTINEZ/EVANS FIRE DISTRICT						
52 OPERATING-SUPPLIES						
2322510	522070	OPERATING	$ 8,058	$ 8,673	$ -	$ -
2322510	522080	UTILITIES	3,365	350	-	-
2322510	522121	GAS/OIL/DEISEL	74,758	79,033	91,242	85,000
TOTAL	OPERATING-SUPPLIES		86,182	88,056	91,242	85,000
53 OPERATING-PURCH/CONT						
2322510	533035	CONTRACT SERVICES	8,349,589	8,957,355	9,080,830	9,585,714
2322510	533070	CASUALTY EXPENSE	75	1,438	4,741	15,000
2322510	533130	INSURANCE	21,412	34,382	40,688	45,000
TOTAL	OPERATING-PURCH/CONT		8,371,076	8,993,176	9,126,259	9,645,714
60 CAPITAL						
2322510	601090	CIP OTHER	-	15,505	-	97,340
TOTAL	**MARTINEZ/EVANS FIRE DISTRICT**		8,457,258	9,096,737	9,217,501	9,828,054
2530 GROVETOWN FIRE DISTRICT						
53 OPERATING-PURCH/CONT						
2322530	533035	CONTRACT SERVICES	21,917	18,033	49,500	24,000
TOTAL	**GROVETOWN FIRE DISTRICT**		21,917	18,033	49,500	24,000
TOTAL	**FIRE SERVICES FUND**		**$ 8,479,174**	**$ 9,114,770**	**$ 9,267,001**	**$ 9,852,054**

FLEET FIRE MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: **#234-2730**

MISSION STATEMENT

To provide fire apparatus and vehicle fleet services to our local fire service provider, with a primary focus on those units owned by Columbia County, in a professional manner so as to produce a complete, safe, efficient and cost effective fire protection vehicle fleet.

VISION STATEMENT

To become the central location for county wide Fleet fire maintenance and management; specializing in all aspects of effective and efficient vehicle/equipment management, from acquisition to liquidation.

DEPARTMENT DESCRIPTION

The Fleet Fire Maintenance Department provides for the testing, repair and maintenance of County owned fire apparatus and vehicles as well as vehicles/equipment under contract or included in inter-governmental agreements between the county and Martinez-Columbia Fire Rescue. provides for ISO testing and compliance of fire apparatus, routine and preventative maintenance, minor and most major repairs, and coordinates all major repairs with outside vendors. Fleet Fire Maintenance has established and maintains an automated database, which provides the county as well as our customers with data to assist in repair cost analysis and replacement decisions. Since all of the fire service fleet is emergency essential in nature and used in the preservation of life and property, 24 hour repair/road service is also provided.

ACCOMPLISHMENTS FOR FY 10/11

- Implementation of electronic notification to end users of vehicle status and completion.
- Implementation of "spare" fire apparatus program (located at Fleet Service, Appling) allowing main/front line unit's time to receive preventative maintenance on a routine scheduled basis.
- All staff members obtained ASE "Master" certifications
- 100% of Fire Services staffing EVT (Emergency Vehicle Technician) certified
- Apparatus bay additions complete with 100% functionality.
- Renewal of inter-local service agreement with the City of Harlem
- National recognition as a "Blue Seal of Excellence" facility by the National Institute for Automotive Service Excellence (ASE)

FLEET FIRE MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: **#234-2730**

GOALS FOR FY 11/12

- Completion of 2 technical training sessions/schools per technician per year.
- Limited vehicle up fitting capability
- Cross training of Fleet personnel to assist Fire Maintenance staff as becomes necessary.
- Review and update apparatus and vehicle maintenance schedules
- Research, specification development and acquisition of diagnostic software specific to fire apparatus
-

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Work Orders Completed	124	164	200
Man/hours for Repairs	942	1000	1100
Service Repairs	237	250	300
PM's Performed	32	40	60
Vehicle responsibility	30	33	35

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
WO Expenditures	$66,968.72	$63,380.41	$70,000.00
PM %	26%	30%	35%
Average WO Labor	7.60 hrs	8.0 hrs	8.0 hrs

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Section Supervisor	1	1	1
Mechanic I	1	1	1
Total	**2**	**2**	**2**

VEHICLE SCHEDULE

Fire Maintenance

FLEET FIRE MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: **#234-2730**

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	3	3	3
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**3**	**3**	**3**

BUDGET HIGHLIGHTS

- Apparatus parts/repair line code 533095; $6,000 dollar increase requested.
  - Fleet size (number of county owned units) increase over previous years
  - Projected increase in maintenance expenses due to increasing age and mileage of current unit.
- All other line codes remain at previous levels with no increases requested.

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

INSURANCE PREMIUM TAX FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
30 PUBLIC SAFETY						
2730 FIRE MAINTENANCE						
51 PERSONAL SERVICES						
2342730	511001	SAL/WAGES	$ 62,643	$ 63,455	$ 64,885	$ 72,238
2342730	511004	OVERTIME	1,829	3,069	1,313	3,500
2342730	511010	ON CALL	9,089	9,111	9,125	9,100
2342730	511030	VACATION	4,644	5,080	4,124	-
2342730	511033	HOLIDAY	3,072	2,638	3,131	-
2342730	511051	EMPLOYEE MEDICAL	14,713	14,975	14,975	14,934
2342730	511052	GROUP LIFE	123	93	66	65
2342730	511053	RETIREMENT	5,229	5,325	5,321	4,641
2342730	511054	FICA	5,860	6,023	5,969	5,182
2342730	511055	WORK COMP	749	696	1,507	2,000
2342730	511060	EXPENSE ALLOWANCE	482	482	482	480
2342730	511070	UNEMPLOYMENT	66	67	66	58
TOTAL	PERSONAL SERVICES		108,499	111,012	110,963	112,198
52 OPERATING-SUPPLIES						
2342730	522001	UNIFORMS	2,001	2,056	2,690	1,680
2342730	522070	OPERATING	4,211	4,728	4,674	5,000
2342730	522100	MINOR PROPERTY	9,603	9,801	8,827	10,000
2342730	522121	GAS/OIL/DEISEL	5,494	8,263	11,634	7,000
TOTAL	OPERATING-SUPPLIES		21,309	24,847	27,825	23,680
53 OPERATING-PURCH/CONT						
2342730	533035	CONTRACT SERVICES	-	1,950	102	1,500
2342730	533060	GENERAL SERVICES	1,963	1,910	286	1,500
2342730	533070	CASUALTY EXPENSE	15,349	-	21	1,261
2342730	533095	VEH REPAIR	57,219	70,751	61,640	70,000
2342730	533115	TRAVEL/TRAINING	4,979	4,240	5,552	6,000
2342730	533130	INSURANCE	306	1,657	718	782
2342730	533135	COMMUNICATIONS	1,343	1,050	1,656	1,500
TOTAL	OPERATING-PURCH/CONT		81,159	81,559	69,975	82,543
58 OTHER FINANCING USES						
2342730	588001	INTERFUND	1,331,140	1,834,290	1,930,351	1,579,480
60 CAPITAL						
2342730	601076	30206 CENTRAL AD	269,062	1,014	-	-
2342730	601076	30207 BLDGS/RETAINING WALL	263,847	272,787	18,155	-
TOTAL	CAPITAL		532,909	273,801	18,155	-
TOTAL	**FIRE MAINTENANCE**		**$ 2,075,016**	**$ 2,325,509**	**$ 2,157,270**	**$ 1,797,901**
TOTAL	**PUBLIC SAFETY**		**$ 2,075,016**	**$ 2,325,509**	**$ 2,157,270**	**$ 1,797,901**

TRAFFIC ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 234/2710

MISSION STATEMENT

To effectively manage the operation of the Traffic Engineering program in order to provide the highest quality service possible for the citizens and public utilizing our streets and roadways.

VISION STATEMENT

To provide a safe environment for the traveling public utilizing the streets and roadways of Columbia County with emphasis on the safety, operation and quality of our vehicle and pedestrian networks and the associated traffic control devices.

DEPARTMENT DESCRIPTION

The Traffic Engineering Department is responsible for coordinating, organizing, planning, directing staff, and activities including the preparation and administration of operating and capital budgets. We perform onsite evaluations, accident analysis, traffic signal and multi-way stop warrant studies, roadway and intersection safety recommendations and assist with the drafting of zoning/subdivision regulations. We review commercial and residential property developments and coordinate with developers; design and plan new intersections, roadway improvements and system management controls. We advise and guide County Commissioners on matters pertaining to traffic and roadway safety. We maintain computer records, reports and correspondence as well as coordinating with local utilities, state, city and county officials and outside contractors for county and private projects.

ACCOMPLISHMENTS FOR FY 10/11

- Began operation of our TCC (Traffic Control Center) with the installation of the video wall and computer work stations completed within our existing office area of Building A.
- Facilitated the installation of lighted street identification signs at the intersections of Washington Rd/Gibbs Rd, Washington Rd/Owens Rd, Columbia Rd/N & S Belair Rd, Furys Ferry Rd/Mullikin Rd & N Belair Rd, Furys Ferry Rd/Evans To Locks Rd, and S Belair Rd/Oakley Pirkle Rd
- Initiated the permitting and purchasing of equipment for Emergency Vehicle Preemption/Priority Control at the intersections of N Belair Rd/Hereford Farm Rd &

Towne Centre Dr and N Belair Rd @ Washington Rd, with installation to be completed by end of current fiscal year

- Facilitated the installation of school zone flashing beacons in order to upgrade the existing school zones on William Few Pkwy @ Grovetown High School and Cox Rd @ Evans High School.
- Initiated the purchasing and layout for a new school zone with flashing beacons on Riverwood Pkwy, with installation to be completed by end of current fiscal year
- Initiated the purchasing and layout for a new school zone with flashing beacons on Baker Place Rd, with installation to be completed by end of current fiscal year
- Initiated the purchasing of LED lamps to replace all incandescent lamps in stop & go signal heads, installation has begun, however, do not expect completion of changeover until after this fiscal year
- Facilitated the installation of InSync Adaptive traffic systems with Fusion Controllers, (to include wiring modifications in cabinets) at the ten (10) intersections of Bobby Jones/Rose Lane, Columbia Road/Flowing Wells, Columbia Road/Merchant Village, Washington Road/Baston Road, Washington Road/Bobby Jones Expressway/Old Evans Rd, Washington Road/Club Car Drive/AnnTaylor, Washington Road/Columbia Road/Ruth Street, Washington Road/Davis Road, Washington Road/Flowing wells Road, Washington Road/Owens Road
- Facilitated the installation of eighteen (18) PTZ (pan,tilt,zoom) cameras at the intersections of Washington Road/Walmart, Washington Road/Ronald Reagan, Washington Road/Belair, Washington Road/Old Evans Road, Evans Town Center/Ronald Reagan, Evans Town Center/N Belair, N Belair/Evans to Locks, N Belair/Hereford Farm, Bobby Jones/Rose Lane, Columbia Road/Flowing Wells, Columbia Road/Merchant Village, Washington Road/Baston Road, Washington Road/Bobby Jones Expressway/Old Evans Rd, Washington Road/Club Car Drive/AnnTaylor, Washington Road/Columbia Road/Ruth Street, Washington Road/Davis Road, Washington Road/Flowing wells Road, Washington Road/Owens Road

GOALS FOR FY 10/11

- Continue development and implementation of the CCTCC (Columbia County Traffic Control Center)
- Continue development and implementation of County Road Speed/Count Station Program
- Continue development and implementation of Traffic Sign Evaluation/Inventory Program

TRAFFIC ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 234/2710

- Continue development and implementation of Lighted Street Identification Sign Program
- Continue development and implementation of Roadway Marking Program
- Continue development and implementation of Remote Traffic Count System

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Roadway vehicle volume counts	6	12	12
Neighborhood speed hump surveys	29	36	40
Intersection study/surveys	12	14	13
Curve/roadway speed surveys	3	3	5
Sign requests	66	56	80
Final plat /development plan reviews	117/256	84/163	100
Traffic signal service calls (including after hours calls)	95	77	80
Road closure/detour press releases	33	53	50

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager V	1	1	1
Analyst IV	1	1	1
Analyst III	1	1	1
Technician I		1	1
Technician III		1	1
Total	**3**	**5**	**5**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	2	3	3
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**3**	**4**	**4**

TRAFFIC ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 234/2710

BUDGET HIGHLIGHTS

One significant impact on future budgets will be the Federal Highway Administration's (FHWA) new requirements for minimum sign reflectivity standards that must be adhered to. These new requirements mandate that a sign management and replacement plan be in place by the conclusion of calendar year 2012 and full sign reflectivity compliance be achieved by the end of 2018.

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

INSURANCE PREMIUM TAX FUND (cont.)

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
40 PUBLIC WORKS						
2710 TRAFFIC ENGINEERING						
51 PERSONAL SERVICES						
2342710	511001	SAL/WAGES	$ 136,158	$ 128,536	$ 93,543	$ 114,454
2342710	511004	OVERTIME	2,827	2,626	4,632	-
2342710	511030	VACATION	8,618	10,157	1,752	-
2342710	511033	HOLIDAY	5,730	5,447	418	-
2342710	511051	EMPLOYEE MEDICAL	32,041	30,264	21,050	27,313
2342710	511052	GROUP LIFE	253	181	83	101
2342710	511053	RETIREMENT	11,114	11,495	7,680	8,794
2342710	511054	FICA	11,736	11,123	7,408	8,400
2342710	511055	WORK COMP	910	1,383	2,015	2,500
2342710	511060	EXPENSE ALLOWANCE	12,270	9,863	4,387	5,805
2342710	511070	UNEMPLOYMENT	133	125	84	97
TOTAL	PERSONAL SERVICES		221,789	211,201	143,051	167,464
52 OPERATING-SUPPLIES						
2342710	522070	OPERATING	7,145	5,400	6,397	6,000
2342710	522100	MINOR PROPERTY	7,955	15,961	2,628	2,500
2342710	522121	GAS/OIL/DEISEL	1,867	2,584	2,840	7,100
2342710	522137	PAVEMENT STRIPING	55,463	32,781	-	-
TOTAL	OPERATING-SUPPLIES		72,429	56,727	11,865	15,600
53 OPERATING-PURCH/CONT						
2342710	533035	CONTRACT SERVICES	-	-	710	800
2342710	533070	CASUALTY EXPENSE	-	-	-	1,093
2342710	533095	VEH REPAIR	648	2,892	498	5,500
2342710	533115	TRAVEL/TRAINING	2,906	5,552	6,567	7,000
2342710	533120	DUES & SUBSCRIPTIONS	1,187	850	656	1,200
2342710	533130	INSURANCE	618	2,756	1,233	678
2342710	533135	COMMUNICATIONS	183	1,492	2,905	4,000
TOTAL	OPERATING-PURCH/CONT		5,542	13,543	12,570	20,271
TOTAL	**TRAFFIC ENGINEERING**		**$ 299,759**	**$ 281,471**	**$ 167,487**	**$ 203,335**

CONSTRUCTION & MAINTENANCE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 234/2720

MISSION STATEMENT

To effectively manage the capital improvement program and to provide exceptional maintenance for all county buildings and roads.

VISION STATEMENT

To achieve excellence in quality construction and maintenance of all county-owned real property, roads, bridges and other infrastructure.

DEPARTMENT DESCRIPTION

The Construction and Maintenance Services Division is responsible for managing the Capital Improvements Program. Our objective is to complete capital improvements as rapidly as funds will allow, keep projects on schedule, and ensure contracts stay within budgeted amounts. We have developed a system to match revenues with expenditures in order to generate the maximum value of projects consistent with internal and external resources. The Division is also tasked with ensuring that all county roads and bridges are maintained in safe condition. The Roads and Bridges department meets these objectives with outstanding expertise and demonstrated performance. Additionally, the Division is responsible for internal services such as maintenance of county facilities, managing utility services and oversight of contracted employees assisting with janitorial. Our Facility Maintenance department has a solid reputation for excellent work.

ACCOMPLISHMENTS FOR FY 10/11

- Completed the Gateway Extension
- Completed Exhibit Hall design
- Completed the Partnership Drive design and opened bids for construction
- Purchased and installed LED lighted street signs in the Evans Town Center area

GOALS FOR FY 11/12

- Continue implementation of the SPLOST and General Obligation Bond projects
- Continue to maintain and improve county paved and dirt roads
- Continue to maintain and improve county buildings and facilities
- Seamlessly transition Recreation maintenance into this division

CONSTRUCTION & MAINTENANCE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 234/2720

STAFFING

Position	Actual FY 08/09	Estimated FY 09/10	Forecast FY 10/11
Division Director	1	1	1
Administrative Specialist	1	1	1
Total	**2**	**2**	**2**

VEHICLE SCHEDULE

Category	Actual FY 08/09	Estimated FY 09/10	Forecast FY 10/11
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

BUDGET HIGHLIGHTS

While the number of facilities, roads and county-maintained infrastructure continue to increase, the Construction and Maintenance Division will be tasked with providing the same level of services with fewer resources, as revenue collections are down due to the current state of the economy.

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

INSURANCE PREMIUM TAX FUND (cont.)

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2720 CONSTRUCTION/MAINTENANCE						
51 PERSONAL SERVICES						
2342720	511001	SAL/WAGES	$ 128,280	$ 88,409	$ 57,178	$ 48,065
2342720	511030	VACATION	6,244	25,071	4,497	-
2342720	511033	HOLIDAY	5,406	4,413	3,382	-
2342720	511051	EMPLOYEE MEDICAL	7,223	7,231	4,794	3,222
2342720	511052	GROUP LIFE	188	99	49	37
2342720	511053	RETIREMENT	12,010	8,857	5,406	4,112
2342720	511054	FICA	11,145	9,184	4,984	3,816
2342720	511055	WORK COMP	1,080	952	1,150	3,000
2342720	511060	EXPENSE ALLOWANCE	11,776	6,204	2,534	3,339
2342720	511070	UNEMPLOYMENT	122	99	54	42
TOTAL	PERSONAL SERVICES		183,473	150,518	84,029	65,633
52 OPERATING-SUPPLIES						
2342720	522070	OPERATING	6,411	14,809	7,654	15,000
2342720	522100	MINOR PROPERTY	68,185	12,294	4,109	-
2342720	522135	MAJOR DIRT ROADS	31,444	52,365	32,594	70,000
2342720	522136	PAVED ROAD	146,213	235,151	-	-
TOTAL	OPERATING-SUPPLIES		252,253	314,620	44,357	85,000
53 OPERATING-PURCH/CONT						
2342720	533002	ATTORNEY FEES	3,635	3,859	247	10,000
2342720	533035	CONTRACT SERVICES	32,610	24,376	5,742	30,000
2342720	533060	GENERAL SERVICES	475	3,750	124	30,000
2342720	533064	GEN REPAIR	233,298	245,760	277,595	280,000
2342720	533070	CASUALTY EXPENSE	-	-	-	1,686
2342720	533095	VEH REPAIR	5,786	-	-	-
2342720	533115	TRAVEL/TRAINING	3,235	3,551	8,358	7,000
2342720	533120	DUES & SUBSCRIPTIONS	881	580	492	2,000
2342720	533125	RENT ON BUILDINGS	28,350	27,500	-	-
2342720	533130	INSURANCE	8,656	25,977	1,377	1,046
2342720	533135	COMMUNICATIONS	5,370	5,954	6,576	7,000
2342720	533179	INTERSECTIONS	6,077	113,535	(3,801)	-
2342720	533180	STORM DRAINAGE	800,000	800,000	800,000	800,000
2342720	533195	SPEED HUMP	67,589	185	68,776	110,000
TOTAL	OPERATING-PURCH/CONT		1,195,962	1,255,027	1,165,485	1,278,732
54 OPERATING-OTH COSTS						
2342720	544007	CONTINGENCY	-	-	-	-
55 OPERATING-INTFND CHG						
2342720	555001	COUNTY SVS	231,454	282,589	299,225	369,399
58 OTHER FINANCING USES						
2342720	588001	INTERFUND	218,000	381,000	-	-
60 CAPITAL						
2342720	601076	CIP BUILDINGS	21,654	14,047	-	-
2342720	601079	CIP VEHICLES	-	18,500	-	-
2342720	601081	CIP MACH/EQUIPMENT	21,075	69,270	-	-
TOTAL	CAPITAL		42,729	101,817	-	-
TOTAL	**CONSTRUCTION/MAINTENANCE**		**$ 2,123,872**	**$ 2,485,570**	**$ 1,593,096**	**$ 1,798,764**
TOTAL	**PUBLIC WORKS**		**$ 2,423,631**	**$ 2,767,041**	**$ 1,760,583**	**$ 2,002,099**
TOTAL	**INSURANCE PREMIUM TAX**		**$ 4,498,647**	**$ 5,092,550**	**$ 3,917,853**	**$ 3,800,000**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

				Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
COMMUNITY EVENTS FUND							
60 CULTURE/RECREATION							
2800 COMMUNITY EVENTS							
53 OPERATING-PURCH/CONT							
2352800	533081		SPECIAL FUNDS EXPENSE	$ 30,457	$ 30,939	$ 29,322	$ 30,000
2352800	533081	23501	SPECIAL EVENTS	-	1,111	-	-
2352800	533081	23502	SPECIAL EVENTS	39,929	8,147	-	-
2352800	533081	23503		-	-	13,876	-
TOTAL	OPERATING-PURCH/CONT			70,386	40,196	43,199	30,000
58 OTHER FINANCING USES							
2352800	588001		INTERFUND	81,000	-	-	-
TOTAL	**COMMUNITY EVENTS FUND**			**$ 151,386**	**$ 40,196**	**$ 43,199**	**$ 30,000**
GEORGIA SUP COURT COOP AUTHORITY FUND							
20 JUDICIAL							
2900 GEORGIA SUP COURT COOP AUTH							
53 OPERATING-PURCH/CONT							
2412900	533035		CONTRACT SERVICES	$ -	$ 9,912	$ -	$ 10,000
TOTAL	**GA SUP CT CK'S COOP AUTH**			**$ -**	**$ 9,912**	**$ -**	**$ 10,000**
ECONOMIC INCENTIVE FUND							
10 GENERAL GOVERNMENT							
2550 ECONOMIC INCENTIVE							
58 OTHER FINANCING USES							
2552550	588001		INTERFUND TRANSFERS	$ -	$ 500,000	$ -	$ -
TOTAL	**ECONOMIC INCENTIVE FUND**			**$ -**	**$ 500,000**	**$ -**	**$ -**
LAW LIBRARY FUND							
20 JUDICIAL							
2600 LAW LIBRARY							
52 OPERATING-SUPPLIES							
2602600	522130		BOOKS & REPORTS	$ -	$ -	$ -	$ 30,000
53 OPERATING-PURCH/CONT							
2602600	533001		PROF FEES	-	1,250	-	-
2602600	533120		DUES & SUB	-	28,256	-	-
TOTAL	OPERATING-PURCH/CONT			-	29,506	-	-
TOTAL	**LAW LIBRARY FUND**			**$ -**	**$ 29,506**	**$ -**	**$ 30,000**

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CAPITAL PROJECTS FUNDS

These funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by enterprise funds). A brief description of each fund/department precedes the detailed budget reports.

SPECIAL PURPOSE LOCAL OPTION SALES TAX, GENERAL OBLIGATION BOND PROJECTS AND OTHER CAPITAL PROJECTS

MISSION STATEMENT

To effectively manage the 2001-2005, 2006-2010 and 2011 - 2016 Special Purpose Local Option Sales Tax programs, the General Obligation Bond Projects and other capital projects.

VISION STATEMENT

To achieve excellence in long range facility and transportation planning, and to meet or exceed the public's high expectations for quality construction, on-time delivery and facilities that are completed within budget.

DEPARTMENT DESCRIPTION

The Road Construction Department, Facilities Services Department, and Property Acquisition Department are responsible for managing the Capital Improvements Programs. Our objective is to complete capital improvements as rapidly as funds will allow, keep projects on schedule, and ensure contracts stay within budgeted amounts.

ACCOMPLISHMENTS FOR FY10/11

- Let construction contracts and began paving and/or roadway improvements for McZilkey Road, Brown Circle, Jacqueline Drive, Kelli Drive, Sand Pit Road, Smith Crawford Road, Marshall Square Road, GATE*way* Grant landscaping project, Gateway Phase I, Partnership Drive, William Few Parkway, South widening and intersection improvements.
- Let construction contracts and completed Stanford Road, Haywood Drive, Suan Drive and Adelia Drive.
- Completed paving and roadway improvements of Sandy Run Road, Nathan Jones Road, Hinton Wilson Road, Linder McCurdy Road, Dent Road, Knob Hill Farm Road, and Crawford Place Road.
- Completed the North Belair Road 5 lane improvement project, creek crossing on Reynolds Farm Road, multi-use trail on Evans to Locks Road at North Belair Road, Augusta Tech Access Road and sidewalks on William Few Parkway, South.
- Completed resurfacing portions of Evans to Locks Road, Flowing Wells Road, Furys Ferry Road, Old Evans Road and South Old Belair Road through the ARRA (American Recovery and Reinvestment Act).

- Completed property acquisition Adelia Drive, Brown Circle, Crawford Place Road, Cemetery Road, Gross Place Road, Harp Drive, Haywood Drive, Jacqueline Drive, Jamison Drive, Kelli Drive, McZilkey Road, Nathan Jones Road, P & M Road, Rance Perry Road, Reynolds Farm Road, Sand Pit Road, Sandy Run Road, Smith Crawford Road, Stanford Road, Suan Drive, White Road, Chimney Hill culvert replacement, Ridge Crossing Phases II & III, Morris Calloway water line, Bowen Pond Phase II and Joint Use Easement – Columbia Medical Plaza/Columbia County.
- Completed the construction of the new fire stations at the Leah and Euchee Creek sites and the addition to the Sugar Creek fire station.
- Completed construction of the Canal Headgates Enhancement Project.
- Completed construction of the retaining wall at Fleet Services.
- Completed construction of the New Detention Center Dormitory.
- Completed construction of the new Wildwood Park Entry Gatehouse.

GOALS FOR FY 11/12

- Complete construction for McZilkey Road, Brown Circle, Jacqueline Drive, Kelli Drive, Sand Pit Road, Ronald Reagan Drive Extension, GATE*way* Grant landscaping project, Gateway Phase I, Partnership Drive, and William Few Parkway, South widening and intersection improvements.
- Let construction contracts and begin paving and/or roadway improvements for Rosemont Lane, Camp Blackstone Trail, Columbia Road sidewalk, Oakley Pirkle Road sidewalk, Flowing Wells at Mason McKnight, Jr. Parkway, Lewiston Road lane expansion, Hereford Farm Road, Gibbs Road and Cox Road intersection improvements, and Hardy McManus Road at Fury's Ferry Road intersection improvements.
- Begin right of way acquisition for Washington Road Widening and William Few Parkway.
- Complete transportation right of way acquisition for Burks Mountain Phase II, McDaniel Road, Cox Road, Gibbs Road, Hereford Farm Road intersection improvements, Cox Road and Gibbs Road widening, Flowing Wells at Wheeler Road intersection improvements, and Hardy McManus Road at Fury's Ferry Intersection Improvements.
- Complete water utility right of way acquisition for Wynngate Court, Sleepy Hollow, Wynngate #8, Petersburg Retention Basin/Channel Weir, new water tank land purchase, Blanchard Waterline, Candlewood and Hebbard Way.
- Complete construction of the new central Health Department.
- Complete construction of the new Animal Services building.
- Complete construction of the extension to Building C and the upfit to the existing Building C.

- Complete construction of the Blanchard Woods Park Locker Room Facility.
- Complete construction of the Fleet Services Light Vehicle Maintenance facility.
- Complete construction of Phase I of the Evans Towne Center Park.
- Begin construction on the Savannah Rapids Restroom/Concession building.
- Begin and complete construction on the Coroner's Office Upfit.
- Begin construction on the Riverside Recycle Center.
- Complete construction of the new Building F (Maintenance and Broadband offices).
- Design and begin renovations to the Euchee Creek Health Department for space utilization.
- Continue Greenspace Acquisitions.
- Design and begin construction on Lakeside Park.
- Design and begin renovations to Building D/Evans Health Department.
- Begin renovations to Savannah Rapids Pavilion deck.
- Begin re-roofing of the old SOD office.

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Dirt Roads Paved	4	10	10
Road Miles Resurfaced	0.15	12.16	3.00
LARP miles resurfaced	2.92	2.85	7.67
Other Improvements	0	5	6

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager II	1	1	1
Manager III	1	1	1
Manager V	3	3	3
Admin Coordinator	0	2	2
Engineer I	0	0	1
Engineer II	1	2	2
Technician III	3	2	1
Inspector I	0	1	1
Right of Way Specialist (Contract Full Time)	1	2	3

Right of Way Specialist (Contract Part Time)	2	1	1
Preconstruction Engineer (Contract Part Time)	0	1	1
Total	**12**	**16**	**17**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	3	4	4
Heavy Equipment	0	0	0
Vehicle Allowances	7	8	8
Total	**10**	**12**	**12**

BUDGET HIGHLIGHTS

While SPLOST collections are down, bids on projects continue to come in under budget. This combined with the low operational costs (small number of highly skilled staff) is allowing for the capital improvements programs to remain strong even in the face of general economic downturn.

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SPLOST 2001-2005						
3310	**ADMINISTRATION**					
3313310	511001	SALARIES	$ -	$ -	$ -	$ -
3313310	588001	INTERFUND	-	400,000	816,959	-
TOTAL	**ADMINISTRATION**		**-**	**400,000**	**816,959**	**-**
3311	**RECREATION PROJECTS**					
3313311	511001	SAL/WAGES	11,444	1,455	186	-
3313311	511033	HOLIDAY	164	-	496	-
3313311	511051	EMPLOYEE MEDICAL	1,101	157	48	-
3313311	511052	GROUP LIFE	16	2	0	-
3313311	511053	RETIREMENT	804	107	41	-
3313311	511054	FICA	851	126	51	-
3313311	511055	WORK COMP	1,029	16	4	-
3313311	511060	EXPENSE ALLOWANCE	-	251	-	-
3313311	511070	UNEMPLOYMENT	9	1	1	-
3313311	601005	LAND & SITE	83,263	-	-	-
3313311	601010	DESIGN/INSPECTION	19,023	-	-	-
3313311	601015	CONSTRUCTION	219,858	438,624	-	-
3313311	601020	ADMIN & TESTING	500	2,350	-	-
TOTAL	**RECREATION PROJECTS**		**338,061**	**443,090**	**826**	**-**
3312	**PUBLIC BUILDINGS**					
3313312	511001	SALARIES	-	877	-	-
3313312	511051	MEDICAL	-	175	-	-
3313312	511052	GROUP LIFE	-	1	-	-
3313312	511053	RETIREMENT	-	70	-	-
3313312	511054	FICA	-	63	-	-
3313312	511055	WORK COMP	-	9	-	-
3313312	511070	UNEMPLOYMENT	-	1	-	-
3313312	601010	DESIGN/INSPECTION	-	13,548	-	-
3313312	601015	CONSTRUCTION	46,918	97,030	-	-
3313312	601045	PROJ MGMT	2,378	29	-	-
3313312	601055	FF&E	-	768	50	-
TOTAL	**PUBLIC BUILDINGS**		**49,296**	**112,570**	**50**	**-**
3313	**TRANSPORTATION PROJECTS**					
3313313	511001	SAL/WAGES	217,200	194,079	262,489	-
3313313	511004	OVERTIME	-	-	15,606	-
3313313	511030	VACATION	947	994	544	-
3313313	511033	HOLIDAY	-	188	332	-
3313313	511050	FRINGE BENEFITS	-	-	-	-
3313313	511051	EMPLOYEE MEDICAL	28,212	28,135	44,017	-
3313313	511052	GROUP LIFE	239	182	217	-
3313313	511053	RETIREMENT	13,867	13,480	19,135	-
3313313	511054	FICA	15,756	15,302	21,380	-
3313313	511055	WORK COMP	4,878	2,105	6,083	-
3313313	511060	EXPENSE ALLOWANCE	-	15,339	16,984	-
3313313	511070	UNEMPLOYMENT	160	156	221	-
3313313	601005	LAND & SITE	-	-	-	-
3313313	601010	DESIGN/INSPECTION	405,357	259,864	240,444	-
3313313	601015	CONSTRUCTION	1,598,168	1,064,399	5,498,329	2,505,000
3313313	601020	ADMIN & TESTING	5,587	-	-	-
3313313	601035	LEGAL	488	-	-	-

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SPLOST 2001-2005 (cont.)						
3313313	601040	SURVEY	15,911	1,035	325	-
3313313	601045	PROJ MGT	112,165	61,246	103,851	-
3313313	601050	RIGHT OF WAY	245,366	71,918	151,352	-
3313313	601079	VEHICLES	39,398	-	-	-
TOTAL	**TRANSPORTATION PROJECT**		**2,703,698**	**1,728,423**	**6,381,310**	**2,505,000**
3315	**INTERGOVERNMENTAL PROJECTS**					
3313315	601010	DESIGN/INSPECTION	8,190	27	-	-
3313315	601015	CONSTRUCTION	252	266,115	337,640	-
TOTAL	**INTERGOVERNMENTAL PROJECTS**		**8,442**	**266,142**	**337,640**	**-**
TOTAL	**SPLOST 2001-2005**		**$ 3,099,498**	**$ 2,950,225**	**$ 7,536,785**	**$ 2,505,000**

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2004 GENERAL OBLIGATION BONDS						
3400	**ADMINISTRATION**					
3413400	588001	TRANSFERS	$ -	$ -	$ 4,842,059	$ -
3411	**RECREATION PROJECTS/GO BONDS**					
3413411	511001	SAL/WAGES	11,447	3,075	-	-
3413411	511051	EMPLOYEE MEDICAL	1,093	321	-	-
3413411	511052	GROUP LIFE	15	3	-	-
3413411	511053	RETIREMENT	795	227	-	-
3413411	511054	FICA	838	226	-	-
3413411	511055	WORK COMP	1,102	33	-	-
3413411	511070	UNEMPLOYMENT	9	2	-	-
3413411	601015	CONSTRUCTION	141,631	11,481	-	-
3413411	601045	PROJ MGT	113	94	-	-
TOTAL	**RECREATION PROJECTS/GO**		**157,044**	**15,462**	-	-
3412	**COUNTY FACILITIES**					
3413412	511001	SAL/WAGES	34,340	5,986	-	-
3413412	511051	EMPLOYEE MEDICAL	3,280	601	-	-
3413412	511052	GROUP LIFE	47	7	-	-
3413412	511053	RETIREMENT	2,384	422	-	-
3413412	511054	FICA	2,515	440	-	-
3413412	511055	WORK COMP	367	64	-	-
3413412	511070	UNEMPLOYMENT	27	5	-	-
3413412	601010	DESIGN/INSPECTION	-	4,151	-	-
3413412	601015	CONSTRUCTION	11,790	4,565	-	-
3413412	601045	PROJ MGT	60	367	-	-
TOTAL	**COUNTY FACILITIES**		**54,810**	**12,456**	-	-
3416	**PUBLIC SAFETY PROJECTS**					
3413416	511001	SAL/WAGES	11,447	1,456	-	-
3413416	511051	EMPLOYEE MEDICAL	1,093	140	-	-
3413416	511052	GROUP LIFE	15	2	-	-
3413416	511053	RETIREMENT	795	97	-	-
3413416	511054	FICA	838	107	-	-
3413416	511055	WORK COMP	1,102	16	-	-
3413416	511070	UNEMPLOYMENT	9	1	-	-
3413416	601015	CONSTRUCTION	248,906	79,004	-	-
3413416	601045	PROJ MGT	479	-	-	-
3413416	601055	FF&E	-	-	-	-
3413416	601079	VEHICLES	-	45,141	-	-
TOTAL	**PUBLIC SAFETY PROJECTS**		**264,684**	**125,963**	-	-
TOTAL	**2004 GENERAL OBLIGATION BONDS**		**$ 476,538**	**$ 153,881**	**$ 4,842,059**	**$ -**

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SPLOST 2006-2010						
3510	**PROJECT MANAGEMENT**					
3513510	577040	INTEREST	$ -	$ -	$ 169,385	$ -
3513510	588001	TRANSFERS	5,133,250	4,613,219	493	-
TOTAL	**PROJECT MANAGEMENT**		**5,133,250**	**4,613,219**	**169,877**	**-**
3511	**RECREATION PROJECTS**					
3513511	511001	SAL/WAGES	34,340	89,297	68,176	-
3513511	511051	EMPLOYEE MEDICAL	3,280	8,211	5,419	-
3513511	511052	GROUP LIFE	47	90	48	-
3513511	511053	RETIREMENT	2,384	6,369	5,092	-
3513511	511054	FICA	2,515	7,120	5,487	-
3513511	511055	WORK COMP	177	960	1,373	-
3513511	511060	EXPENSE ALLOWANCE	-	7,219	5,800	-
3513511	511070	UNEMPLOYMENT	27	76	59	-
3513511	588001	INTERFUND TRFR	-	-	1,173,000	-
3513511	601005	LAND & SITE	-	-	765,714	-
3513511	601010	DESIGN/INSPECTION	50,556	18,820	37,102	-
3513511	601015	CONSTRUCTION	455,778	1,150,936	723,334	4,520,500
3513511	601020	ADMIN TESTING	-	-	37,462	-
3513511	601045	PROJ MGT	14,918	36,276	1,609	-
TOTAL	**RECREATION PROJECTS**		**564,021**	**1,325,375**	**2,829,674**	**4,520,500**
3512	**COUNTY FACILITIES**					
3513512	511001	SAL/WAGES	91,571	35,487	24,137	-
3513512	511051	EMPLOYEE MEDICAL	8,746	3,577	2,145	-
3513512	511052	GROUP LIFE	124	38	17	-
3513512	511053	RETIREMENT	6,357	2,554	1,829	-
3513512	511054	FICA	6,708	2,741	1,892	-
3513512	511055	WORK COMP	59	380	482	-
3513512	511060	EXPENSE ALLOWANCE	-	1,805	1,452	-
3513512	511070	UNEMPLOYMENT	73	30	21	-
3513512	601010	DESIGN/INSPECTION	-	-	383,327	-
3513512	601015	CONSTRUCTION	103,410	262,323	709,187	395,000
3513512	601020	ADMIN/TESTING	-	-	5,857	-
3513512	601045	PROJ MGT	7,152	37,999	1,783	-
TOTAL	**COUNTY FACILITIES**		**224,200**	**346,933**	**1,132,128**	**395,000**
3513	**TRANSPORTATION PROJECTS**					
3513513	511001	SAL/WAGES	128,170	186,616	249,017	-
3513513	511051	EMPLOYEE MEDICAL	16,781	27,408	37,339	-
3513513	511052	GROUP LIFE	142	170	197	-
3513513	511053	RETIREMENT	8,167	12,924	18,685	-
3513513	511054	FICA	9,274	14,729	19,461	-
3513513	511055	WORK COMP	177	2,026	5,472	-
3513513	511060	EXPENSE ALLOWANCE	-	16,169	19,692	-
3513513	511070	UNEMPLOYMENT	94	151	203	-
3513513	588001	INTERFUND TRFRS	-	-	200,000	-
3513513	601010	DESIGN/INSPECTION	4,800	908,582	1,137,140	-
3513513	601015	CONSTRUCTION	725,113	1,073,254	6,149,405	6,443,000
3513513	601020	ADMIN/TESTING	-	-	551	-

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SPLOST 2006-2010 (cont.)						
3513513	601040	SURVEY	2,780	-	38,351	-
3513513	601045	PROJ MGT	26,887	4,410	4,397	-
3513513	601050	RIGHT OF WAY	40,862	100,670	35,078	-
TOTAL	**TRANSPORTATION PROJECT**		**963,245**	**2,347,110**	**7,914,988**	**6,443,000**
3515	**INTERGOVERNMENTAL**					
3513515	544045	HARLEM	449,398	481,171	244,385	-
3513515	544050	GROVETOWN	965,373	1,033,626	527,885	-
3513515	601015	CONSTRUCTION	118,621	-	-	-
TOTAL	**INTERGOVERNMENTAL**		**1,533,392**	**1,514,797**	**772,270**	**-**
3516	**PUBLIC SAFETY PROJECTS**					
3513516	601005	LAND/SITE UTILITIES	-	-	50,024	-
3513516	601015	CONSTRUCTION	154,553	-	132,974	-
3513516	601055	FF&E	-	-	29,895	-
3513516	601079	VEHICLES	-	-	51,058	-
TOTAL	**PUBLIC SAFETY PROJECTS**		**154,553**	**-**	**263,951**	**-**
TOTAL	**SPLOST 2006-2010**		**$ 8,572,661**	**$ 10,147,433**	**$ 13,082,889**	**$ 11,358,500**

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2007 GENERAL OBLIGATION BONDS						
3611	**RECREATION PROJECTS**					
3613611	511001	SAL/WAGES	$ 11,447	$ 56,494	$ 75,573	$ -
3613611	511051	EMPLOYEE MEDICAL	1,093	5,132	6,134	-
3613611	511052	GROUP LIFE	15	56	57	-
3613611	511053	RETIREMENT	795	3,982	5,992	-
3613611	511054	FICA	838	4,503	6,215	-
3613611	511055	WORK COMP	344	607	1,546	-
3613611	511060	EXPENSE ALLOWANCE	-	4,512	8,349	-
3613611	511070	UNEMPLOYMENT	9	49	67	-
3613611	601010	DESIGN/INSPECTION	46,472	141,632	196,386	-
3613611	601015	CONSTRUCTION	2,151,208	751,457	3,460,901	1,240,000
3613611	601020	ADMIN & TESTING	22,431	4,263	8,798	-
3613611	601045	PROJ MGT	-	53	27	-
TOTAL	**RECREATION PROJECTS**		**2,234,652**	**972,740**	**3,770,045**	**1,240,000**
3613	**TRANSPORTATION PROJECTS**					
3613613	511001	SAL & WAGE	85,446	95,600	117,059	-
3613613	511051	EMPLOYEE MEDICAL	11,188	13,877	18,017	-
3613613	511052	GROUP LIFE	95	88	92	-
3613613	511053	RETIREMENT	5,445	6,622	8,609	-
3613613	511054	FICA	6,182	7,509	9,055	-
3613613	511055	WORK COMP	0	1,037	2,577	-
3613613	511060	EXPENSE ALLOWANCE	-	7,763	8,145	-
3613613	511070	UNEMP INS	63	77	94	-
3613613	601010	DESIGN/INSPECTION	311,556	188,052	193,773	-
3613613	601015	CONSTRUCTION	917,481	3,226,226	3,328,844	650,000
3613613	601040	SURVEY	3,410	2,483	1,700	-
3613613	601045	PROJ MGT	60	-	-	-
3613613	601050	RIGHT OF WAY	462,473	325,576	38,414	-
TOTAL	**TRANSPORTATION**		**1,803,399**	**3,874,910**	**3,726,379**	**650,000**
3616	**PUBLIC SAFETY PROJECTS**					
3613616	511001	SAL/WAGES	22,893	13,213	10,887	-
3613616	511051	EMPLOYEE MEDICAL	2,186	1,328	752	-
3613616	511052	GROUP LIFE	31	14	8	-
3613616	511053	RETIREMENT	1,590	953	797	-
3613616	511054	FICA	1,677	1,038	899	-
3613616	511055	WORK COMP	344	142	223	-
3613616	511060	EXPENSE ALLOWANCE	-	903	1,173	-
3613616	511070	UNEMPLOYMENT	18	11	10	-
3613616	601010	DESIGN/INSPECTION	29,917	-	-	-
3613616	601015	CONSTRUCTION	774,649	11,540	3,525	-
3613616	601045	PROJ MGT	26	-	-	-
TOTAL	**PUBLIC SAFETY PROJECTS**		**833,331**	**29,141**	**18,274**	**-**
3617	**WATER PROJECTS**					
3613617	601005	LAND & SITE	28,247	278,122	60,436	-
3613617	601010	DESIGN/INSPECTION	224,961	339,688	233,293	-
3613617	601015	CONSTRUCTION	943,815	4,148,766	464,419	-
3613617	601020	ADMIN & TESTING	63,629	25,291	9,792	-
TOTAL	**WATER PROJECTS**		**1,260,652**	**4,791,866**	**767,940**	**-**
TOTAL	**2007 GEN OBLIGATION BONDS**		**$ 6,132,033**	**$ 9,668,657**	**$ 8,282,637**	**$ 1,890,000**

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2009 GENERAL OBLIGATION BONDS/2011-2016 SPLOST						
3810	**BOND ADMINISTRATION**					
3813810	577030	BOND COSTS	$ 472,890	$ -	$ -	$ -
3813810	588001	INTERFUND TRANFERS	-	3,583,390	7,039,250	7,201,850
TOTAL	**BOND ADMINISTRATION**		**472,890**	**3,583,390**	**7,039,250**	**7,201,850**
3811	**RECREATION PJTS**					
3813811	511001	SAL/WAGES	-	11,044	37,347	-
3813811	511051	EMPLOYEE MEDICAL	-	1,054	2,944	-
3813811	511052	GROUP LIFE	-	11	27	-
3813811	511053	RETIREMENT	-	817	2,771	-
3813811	511054	FICA	-	881	2,990	-
3813811	511055	WORK COMP	-	119	765	-
3813811	511060	EXPENSE ALLOWANCE	-	903	2,958	-
3813811	511070	UNEMPLOYMENT	-	10	32	-
3813811	588001	INTERFUND TRFRS	-	-	2,921,110	-
3813811	601015	CONSTRUCTION	-	121	-	1,941,645
3813811	601020	ADMIN & TESTING	1,942	81	-	-
TOTAL	**RECREATION PROJECTS**		**1,942**	**15,039**	**2,970,944**	**1,941,645**
3812	**PUBLIC BLDGS**					
3813812	511001	SAL/WAGES	-	21,345	56,997	-
3813812	511051	EMPLOYEE MEDICAL	-	2,101	4,290	-
3813812	511052	GROUP LIFE	-	21	42	-
3813812	511053	RETIREMENT	-	1,575	4,203	-
3813812	511054	FICA	-	1,704	4,608	-
3813812	511055	WORK COMP	-	229	1,171	-
3813812	511060	EXPENSE ALLOWANCE	-	1,805	5,022	-
3813812	511070	UNEMPLOYMENT	-	19	50	-
3813812	601010	DESIGN/INSPECTION	4,030	135,238	76,604	-
3813812	601015	CONSTRUCTION	-	24,058	2,333,088	2,047,500
3813812	601020	ADMIN & TESTING	8,374	5,891	8,084	-
3813812	601045	PROJ MGT	-	864	2,687	-
3813812	601055	FF&E	-	-	5,192	-
TOTAL	**PUBLIC BLDGS**		**12,404**	**194,851**	**2,502,038**	**2,047,500**
3815	**MUNICIPAL PROJECTS**					
3813815	544045	HARLEM	-	-	75,477	323,944
3813815	544050	GROVETOWN	-	-	264,842	1,137,045
TOTAL	**MUNICIPAL PROJECTS**		**-**	**-**	**340,319**	**1,460,989**
3816	**PUBLIC SAFETY**					
3813816	511001	SAL/WAGES	-	11,044	24,666	-
3813816	511051	EMPLOYEE MEDICAL	-	1,054	1,906	-
3813816	511052	GROUP LIFE	-	11	19	-
3813816	511053	RETIREMENT	-	817	1,826	-
3813816	511054	FICA	-	881	1,985	-
3813816	511055	WORK COMP	-	119	505	-
3813816	511060	EXPENSE ALLOWANCE	-	903	2,065	-
3813816	511070	UNEMPLOYMENT	-	10	23	-
3813816	601010	DESIGN/INSPECTION	61,414	97,600	66,790	-
3813816	601015	CONSTRUCTION	1,430,258	1,168,562	3,257,446	120,000
3813816	601020	ADMIN & TESTING	9,808	3,907	3,053	-
3813816	601045	PROJ MGT	-	1,455	44	-

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2009 GENERAL OBLIGATION BONDS/2011-2016 SPLOST (cont.)						
3813816	601055	FF&E	-	-	8,116	-
3813816	601079	VEHICLES	-	1,198,741	-	-
TOTAL	**PUBLIC SAFETY**		**1,501,480**	**2,485,102**	**3,368,445**	**120,000**
	3817 WATER PROJECTS					
3813817	511001	SAL/WAGES	-	19,598	30,256	-
3813817	511030	VACATION	-	594	1,011	-
3813817	511033	HOLIDAY	-	1,219	1,353	-
3813817	511052	GROUP LIFE	-	27	34	-
3813817	511053	RETIREMENT	-	1,934	3,166	-
3813817	511054	FICA	-	1,837	3,004	-
3813817	511055	WORK COMP	-	228	947	-
3813817	511060	EXPENSE ALLOWANCE	-	2,790	6,966	-
3813817	511070	UNEMPLOYMENT	-	19	32	-
3813817	601005	LAND & SITE	-	200	50,652	-
3813817	601010	DESIGN/INSPECTION	68,391	422,038	321,320	-
3813817	601015	CONSTRUCTION	-	1,625,969	3,507,650	-
3813817	601020	ADMIN & TESTING	-	11,636	72,189	-
TOTAL	**WATER PROJECTS**		**68,391**	**2,088,089**	**3,998,580**	**-**
	3818 CTYWIDE PROJECTS					
3813818	511001	SAL/WAGES	-	1,619	5,015	-
3813818	511051	EMPLOYEE MEDICAL	-	181	560	-
3813818	511052	GROUP LIFE	-	1	4	-
3813818	511053	RETIREMENT	-	129	393	-
3813818	511054	FICA	-	119	368	-
3813818	511055	WORK COMP	-	17	99	-
3813818	511070	UNEMPLOYMENT	-	1	5	-
3813818	588001	INTERFUND TRFRS	-	-	-	3,433,016
3813818	601010	DESIGN/INSPECTION	48,845	319,096	123,740	-
3813818	601015	CONSTRUCTION	14,008	637,047	5,870,053	1,795,000
3813818	601020	ADMIN/TEST	22,548	7,712	18,194	-
3813818	601045	PROJ MGT	-	406	-	-
3813818	601055	FF&E	-	-	146,147	-
TOTAL	**COUNTY WIDE PROJECTS**		**85,402**	**966,329**	**6,164,577**	**5,228,016**
TOTAL	**2009 GO BONDS/11-16 SPLOST**		**$ 2,142,509**	**$ 9,332,800**	**$ 26,384,153**	**$ 18,000,000**

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DEBT SERVICE FUNDS

These funds account for the accumulation of resources for the retirement of general purpose debt (principal and interest). The "2007 GO Bond Debt Service Fund" accounts for the repayment of the 2007 General Obligation Bonds which are supported with property tax revenues. The "2004 GO Bond Debt Service Fund" accounts for the repayment of the 2004 General Obligation Bonds, of which final payment was made in January 2011. The "2009 GO Bond Debt Service Fund" accounts for the repayment of the 2009 General Obligation Bonds which are supported with sales tax revenues from the 2011-2016 SPLOST.

EXPENDITURE DETAIL

DEBT SERVICE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
2007 GENERAL OBLIGATION BONDS						
4010 DEBT SERVICE 2007 GO BONDS						
4014010	533001	PROFESSIONAL FEES	$ -	$ -	$ 1,000	$ 1,000
4014010	577040	INTEREST	2,865,013	2,751,188	2,615,238	2,472,636
4014010	577050	DEBT RETIREMENT	2,905,000	3,260,000	3,635,000	4,025,000
TOTAL	**DEBT SERVICE FUND-2007 GO BOND**		**$ 5,770,013**	**$ 6,011,188**	**$ 6,251,238**	**$ 6,498,636**
2004 GENERAL OBLIGATION BONDS						
4110 DEBT SERVICE 2004 GO BOND						
4114110	533001	PROFESSIONAL FEES	$ -	$ -	$ 500	$ -
4114110	544001	MISCELLANEOUS	-	-	1,354	-
4114110	577040	INTEREST	700,000	473,250	240,250	-
4114110	577050	DEBT RETIREMENT	4,535,000	4,660,000	4,805,000	-
TOTAL	**DEBT SERVICE FUND-2004 GO BONDS**		**$ 5,235,000**	**$ 5,133,250**	**$ 5,047,104**	**$ -**
2009 GENERAL OBLIGATION BONDS						
4210 DEBT SERVICE FUND 2009 GO BOND						
4214210	533001	PROFESSIONAL FEES	$ -	$ 1,000	$ 1,000	$ -
4214210	577040	INTEREST	-	1,854,140	1,729,250	1,729,250
4214210	577050	DEBT RETIREMENT	-	-	-	5,310,000
TOTAL	**DEBT SERVICE FUND-2009 GO BONDS**		**$ -**	**$ 1,855,140**	**$ 1,730,250**	**$ 7,039,250**

ENTERPRISE FUNDS

These funds account for activities for which fees are charged to external users for services provided. Below are listed the funds/departments included within this function. A brief description of each department precedes the detailed budget reports.

Water Utility:
Water and Sewerage
Storm Water
Solid Waste Management
Columbia County Broadband Utility

WATER UTILITY DEPARTMENT

FUND/DEPARTMENT NUMBER: 5111 & 5200

MISSION STATEMENT

To provide quality water, sewer and stormwater service that meets or exceeds all State and Federal Standards. Anticipate and supply capacities to ensure adequate services for present demand and future growth for the citizens of Columbia County. Provide an effective stormwater management program that efficiently addresses stormwater run-off quantity and quality issues.

DEPARTMENT DESCRIPTION

The Water Utility is responsible for producing potable water; maintaining flows and pressures in the distribution and collection systems; treating sewage; identifying, prioritizing and implementing stormwater drainage improvements, accurately reading meters; providing customer service; reviewing construction plans and inspecting new developments.

ACCOMPLISHMENTS FOR FY 10/11

- Completion of new Maintenance complex on Chamblin Road
- Completion of La Vista Stormwater Improvement Project
- Completion of Betty's Branch Sanitary Sewer
- Completion of Reed Creek and Crawford Creek Improvements
- Completion of William Few Water Main Extension
- Reed Creek Wastewater Plant recipient of the Georgia Water Professional Association Gold Award for performance
- Little River Wastewater Plant recipient of the Georgia Water Professional Association Platinum Award for performance
- Kiokee Creek Wastewater Plant recipient of the Georgia Water Professional Association Platinum Award for performance
- Blanchard Water Treatment Plant recipient of the Georgia Water Professional Association Platinum Award for performance
- Clarks Hill Water Treatment Plant recipient of the Georgia Water Professional Association Platinum Award for performance

WATER UTILITY DEPARTMENT

FUND/DEPARTMENT NUMBER: 5111 & 5200

GOALS FOR FY 11/12

- Completion the Halifax Stream Bank Improvements
- Completion of the dredging of Bowen Pond
- Completion of the Swint Road Water Line
- Completion of the Betty's Branch Stream Bank Improvements
- Completion of Freeman Harris Road Water Line
- Completion of the Petersburg Retention Stormwater Improvement
- Completion of the William Few Stormwater Improvement
- Completion of the Hereford Farm Water Main Extension
- Completion of the Euchee Creek Phase III and V Relief Sanitary Sewer
- Software conversion to Munis

EXPENDITURE DETAIL

ENTERPRISE FUNDS

WATER AND SEWER FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
40 PUBLIC WORKS						
5000 ADMINISTRATION						
51 PERSONAL SERVICES						
5115000	511001	SAL/WAGES	$ 103,804	$ 241,838	$ 233,550	$ 273,954
5115000	511030	VACATION	52,977	25,144	28,207	-
5115000	511031	SICK LEAVE	148,461	2,969	5,678	-
5115000	511033	HOLIDAY	2,045	10,472	10,655	-
5115000	511051	EMPLOYEE MEDICAL	10,857	28,397	29,647	29,437
5115000	511052	GROUP LIFE	152	279	198	198
5115000	511053	RETIREMENT	15,069	17,713	19,025	18,149
5115000	511054	FICA	23,653	20,946	21,226	20,740
5115000	511055	WORK COMP	682	2,597	4,873	1,000
5115000	511057	OPEB OBLIGATION	91,837	70,056	-	-
5115000	511060	EXPENSE ALLOWANCE	7,393	21,558	26,254	26,430
5115000	511070	UNEMPLOYMENT	96	-	-	40,247
5115000	511080	PERSONNEL	-	235	239	240
TOTAL	PERSONAL SERVICES		457,025	442,205	379,552	410,395
52 OPERATING-SUPPLIES						
5115000	522001	UNIFORMS	-	82	308	250
5115000	522070	OPERATING	6,140	8,834	2,649	2,000
5115000	522080	UTILITIES	-	-	1,669	4,475
5115000	522081	UTILITIES	1,861	3,246	-	-
5115000	522083	WASTE WATER	16,372	46,660	74,320	70,000
5115000	522100	MINOR PROPERTY	26,859	36,064	23,607	-
TOTAL	OPERATING-SUPPLIES		51,232	94,885	102,553	76,725
53 OPERATING-PURCH/CONT						
5115000	533001	PROFESSIONAL FEES	28,699	23,504	30,331	25,000
5115000	533035	CONTRACT SERVICES	141,702	50,824	117,684	139,725
5115000	533060	GENERAL SERVICES	121,252	158,671	183,557	-
5115000	533070	CASUALTY EXPENSE	47,355	233,430	124,643	100,000
5115000	533095	VEH REPAIR	208	-	-	-
5115000	533115	TRAVEL/TRAINING	2,303	5,125	5,955	5,000
5115000	533120	DUES & SUBSCRIPTIONS	3,585	4,826	5,943	5,600
5115000	533130	INSURANCE	47,787	124,068	58,261	76,946
5115000	533135	COMMUNICATIONS	50,578	65,024	59,045	55,000
TOTAL	OPERATING-PURCH/CONT		443,468	665,473	585,419	407,271
54 OPERATING-OTH COSTS						
5115000	544007	OPERATING	-	1,967	10,971	250,000
5115000	544010	EPD CHARGES	-	-	-	25,000
TOTAL	OPERATING-OTH COSTS		-	1,967	10,971	275,000
55 OPERATING-INTFND CHG						
5115000	555001	COUNTY SVS	493,767	495,175	491,246	626,404
56 OPERATING-DEPREC						
5115000	566100	DEPRECIATION	1,425	259,394	772,588	-
5115000	566300	AMORTIZATION	454,564	454,564	537,659	-
TOTAL	OPERATING-DEPREC		455,988	713,958	1,310,247	-
57 DEBT SERVICE						
5115000	577025	GEFA-INTEREST	27,545	18,647	10,738	202,229
5115000	577040	INTEREST	3,317,536	1,938,411	1,378,910	-
5115000	577050	DEBT RETIREMENT	-	-	-	9,411,858
TOTAL	DEBT SERVICE		3,345,081	1,957,058	1,389,648	9,614,087
60 CAPITAL						
5115000	601081	CIP MACH/EQUIPMENT	-	-	-	35,000
TOTAL	**ADMINISTRATION**		**5,246,562**	**4,370,721**	**4,269,636**	**11,444,882**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5100 CUSTOMER SERVICES						
51 PERSONAL SERVICES						
5115100	511001	SAL/WAGES	494,589	392,788	430,157	497,854
5115100	511004	OVERTIME	4,519	15,034	26,236	5,000
5115100	511030	VACATION	22,935	46,982	48,458	-
5115100	511031	SICK LEAVE	(89,824)	(1,699)	1,105	-
5115100	511033	HOLIDAY	23,641	17,517	20,452	-
5115100	511050	FRINGE BENEFITS	-	-	-	-
5115100	511051	EMPLOYEE MEDICAL	96,789	90,565	99,952	106,871
5115100	511052	GROUP LIFE	934	614	442	500
5115100	511053	RETIREMENT	40,167	36,394	39,785	37,597
5115100	511054	FICA	37,264	34,264	38,031	35,669
5115100	511055	WORK COMP	3,249	4,225	9,042	10,000
5115100	511060	EXPENSE ALLOWANCE	13,803	7,904	7,595	7,650
5115100	511062	NEW HIRES	-	-	-	5,934
5115100	511070	UNEMPLOYMENT	465	382	421	403
TOTAL	PERSONAL SERVICES		648,531	644,971	721,677	707,478
52 OPERATING-SUPPLIES						
5115100	522001	UNIFORMS	1,151	820	1,163	1,200
5115100	522040	POSTAGE	6,911	4,720	3,000	15,000
5115100	522070	OPERATING	33,114	31,398	27,035	20,000
5115100	522080	UTILITIES	10,534	12,216	11,160	10,000
5115100	522081	UTILITIES-SW	935	246	3,912	-
5115100	522100	MINOR PROPERTY	8,148	12,022	26,965	30,300
5115100	522113	INVENTORY	(246,400)	17,824	(43,348)	-
5115100	522120	VEHICLE/EQUIPMENT	-	735	103	900
5115100	522121	GAS/OIL/DEISEL	-	3,075	4,507	3,500
TOTAL	OPERATING-SUPPLIES		(185,606)	83,054	34,497	80,900
53 OPERATING-PURCH/CONT						
5115100	533001	PROFESSIONAL FEES	-	-	-	224,000
5115100	533035	CONTRACT SERVICES	247,687	217,783	279,113	30,000
5115100	533060	GENERAL SERVICES	38,915	27,924	29,779	-
5115100	533064	GEN REPAIR	5,135	7,527	1,429	3,000
5115100	533070	CASUALTY EXPENSE	13,804	-	-	-
5115100	533095	VEH REPAIR	52	-	329	-
5115100	533115	TRAVEL/TRAINING	6,243	7,301	2,638	7,900
5115100	533120	DUES & SUBSCRIPTIONS	2,583	945	1,811	768
5115100	533135	COMMUNICATIONS	11,277	2,996	12,102	-
5115100	533140	PRINTING	-	160	262	-
TOTAL	OPERATING-PURCH/CONT		325,697	264,636	327,462	265,668
56 OPERATING-DEPREC						
5115100	566100	DEPRECIATION/AMORT	5,576,123	5,777,607	5,562,535	-
57 DEBT SERVICE						
5115100	577040	INTEREST	(1,107,207)	-	-	-
60 CAPITAL						
5115100	601090	CIP OTHER	-	-	403	34,409
TOTAL	**CUSTOMER SERVICES**		**5,257,537**	**6,770,269**	**6,646,574**	**1,088,455**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5105 WATER TREATMENT						
51 PERSONAL SERVICES						
5115105	511001	SAL/WAGES	446,420	441,264	449,014	498,282
5115105	511004	OVERTIME	42,478	19,642	24,609	25,000
5115105	511010	ON CALL	854	2,329	2,427	3,000
5115105	511030	VACATION	29,468	38,181	45,828	-
5115105	511031	SICK LEAVE	(22,884)	211	31,553	-
5115105	511033	HOLIDAY	27,634	19,156	20,035	-
5115105	511051	EMPLOYEE MEDICAL	58,153	61,133	84,800	94,674
5115105	511052	GROUP LIFE	877	664	492	550
5115105	511053	RETIREMENT	36,182	33,825	35,237	31,410
5115105	511054	FICA	44,072	38,084	41,507	35,489
5115105	511055	WORK COMP	6,354	4,770	9,802	15,000
5115105	511060	EXPENSE ALLOWANCE	992	-	-	-
5115105	511070	UNEMPLOYMENT	440	412	429	398
TOTAL	PERSONAL SERVICES		671,039	659,672	745,732	703,803
52 OPERATING-SUPPLIES						
5115105	522001	UNIFORMS	6,389	5,179	3,112	3,500
5115105	522040	POSTAGE	-	7	-	-
5115105	522070	OPERATING	40,538	41,740	38,632	40,000
5115105	522074	CHEMICALS	498,167	522,272	451,104	360,000
5115105	522080	UTILITIES	1,361,554	1,303,780	1,538,016	1,100,000
5115105	522081	UTILITIES-SW	-	-	17	-
5115105	522100	MINOR PROPERTY	20,302	9,416	-	-
5115105	522120	VEHICLE/EQUIPMENT	-	-	654	800
5115105	522121	GAS/OIL/DEISEL	9,524	6,015	12,617	5,500
TOTAL	OPERATING-SUPPLIES		1,936,473	1,888,409	2,044,152	1,509,800
53 OPERATING-PURCH/CONT						
5115105	533035	CONTRACT SERVICES	171,244	231,622	258,336	309,700
5115105	533060	GENERAL SERVICES	172,719	143,025	223,712	229,000
5115105	533064	GEN REPAIR	106,339	98,463	164,523	110,000
5115105	533095	VEH REPAIR	580	2,531	782	500
5115105	533115	TRAVEL/TRAINING	7,335	3,390	2,828	5,000
5115105	533120	DUES & SUBSCRIPTIONS	1,671	838	328	1,500
5115105	533127	EQUIPMENT RENTAL	2,160	1,232	-	3,000
TOTAL	OPERATING-PURCH/CONT		462,048	481,101	650,509	658,700
60 CAPITAL						
5115105	601081	CIP MACH/EQUIPMENT	-	-	-	18,300
TOTAL	**WATER TREATMENT**		**3,069,561**	**3,029,182**	**3,440,394**	**2,890,603**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5110 CENTRAL LABORATORY						
51 PERSONAL SERVICES						
5115110	511001	SAL/WAGES	133,813	142,400	141,769	168,937
5115110	511004	OVERTIME	2,253	1,436	3,356	2,500
5115110	511030	VACATION	13,566	16,998	15,777	-
5115110	511031	SICK LEAVE	615	255	261	-
5115110	511033	HOLIDAY	6,654	6,255	6,286	-
5115110	511051	EMPLOYEE MEDICAL	25,497	28,633	28,147	29,115
5115110	511052	GROUP LIFE	332	276	198	199
5115110	511053	RETIREMENT	10,164	10,980	10,523	10,524
5115110	511054	FICA	12,968	12,500	12,506	12,636
5115110	511055	WORK COMP	1,467	1,537	3,128	5,500
5115110	511060	EXPENSE ALLOWANCE	8,546	7,904	7,595	7,650
5115110	511062	NEW PERSONNEL REQUESTS	-	-	-	4,480
5115110	511070	UNEMPLOYMENT	130	139	141	142
TOTAL	PERSONAL SERVICES		216,005	229,312	229,688	241,683
52 OPERATING-SUPPLIES						
5115110	522001	UNIFORMS	779	633	735	800
5115110	522070	OPERATING	58,995	68,332	76,804	70,000
5115110	522080	UTILITIES	6,792	7,417	11,868	7,000
5115110	522100	MINOR PROPERTY	21,558	12,539	27,023	13,000
5115110	522120	VEHICLE/EQUIPMENT	146	-	488	-
5115110	522121	GAS/OIL/DEISEL	2,089	1,970	3,085	3,000
TOTAL	OPERATING-SUPPLIES		90,358	90,890	120,003	93,800
53 OPERATING-PURCH/CONT						
5115110	533035	CONTRACT SERVICES	6,955	7,508	7,540	9,000
5115110	533060	GENERAL SERVICES	44,264	37,511	51,906	47,300
5115110	533064	GEN REPAIR	2,669	836	694	2,000
5115110	533095	VEH REPAIR	110	115	155	500
5115110	533115	TRAVEL/TRAINING	3,867	4,272	3,224	4,000
5115110	533120	DUES & SUBSCRIPTIONS	520	-	520	800
TOTAL	OPERATING-PURCH/CONT		58,385	50,242	64,039	63,600
60 CAPITAL						
5115110	601090	CIP OTHER	-	-	-	35,700
TOTAL	**CENTRAL LABORATORY**		**364,749**	**370,444**	**413,730**	**434,783**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5115 WASTE WATER						
51 PERSONAL SERVICES						
5115115	511001	SAL/WAGES	329,469	344,762	318,787	382,010
5115115	511004	OVERTIME	18,614	13,740	17,648	15,000
5115115	511010	ON CALL	10,772	11,397	12,534	13,000
5115115	511030	VACATION	30,675	33,291	30,646	-
5115115	511031	SICK LEAVE	-	31,745	548	-
5115115	511033	HOLIDAY	18,820	15,095	14,900	-
5115115	511050	FRINGE BENEFITS	-	-	-	13,329
5115115	511051	EMPLOYEE MEDICAL	45,718	53,753	66,222	64,005
5115115	511052	GROUP LIFE	635	511	363	334
5115115	511053	RETIREMENT	31,227	33,129	23,641	19,533
5115115	511054	FICA	32,865	32,670	28,131	26,442
5115115	511055	WORK COMP	1,656	3,724	6,821	5,000
5115115	511060	EXPENSE ALLOWANCE	-	-	-	1,440
5115115	511070	UNEMPLOYMENT	323	331	321	268
TOTAL	PERSONAL SERVICES		520,772	574,146	520,562	540,361
52 OPERATING-SUPPLIES						
5115115	522001	UNIFORMS	7,042	4,853	3,351	2,800
5115115	522070	OPERATING	38,958	35,269	38,688	38,000
5115115	522074	CHEMICALS	105,889	103,463	108,464	110,000
5115115	522080	UTILITIES	566,209	547,737	629,989	600,000
5115115	522100	MINOR PROPERTY	23,348	77,768	55,210	-
5115115	522120	VEHICLE/EQUIPMENT	2,855	1,203	1,906	2,000
5115115	522121	GAS/OIL/DEISEL	10,413	15,372	16,213	10,000
TOTAL	OPERATING-SUPPLIES		754,715	785,665	853,820	762,800
53 OPERATING-PURCH/CONT						
5115115	533035	CONTRACT SERVICES	282,660	349,884	361,503	300,000
5115115	533060	GENERAL SERVICES	60	24,053	345	-
5115115	533064	GEN REPAIR	103,603	125,916	106,444	100,000
5115115	533095	VEH REPAIR	2,884	1,832	5,252	1,500
5115115	533115	TRAVEL/TRAINING	4,201	3,906	2,055	3,000
5115115	533120	DUES & SUBSCRIPTIONS	727	342	-	1,100
5115115	533127	EQUIPMENT RENTAL	6,820	14,255	4,085	6,000
TOTAL	OPERATING-PURCH/CONT		400,955	520,187	479,685	411,600
60 CAPITAL						
5115115	601081	CIP MACH/EQUIPMENT	-	-	11,925	88,000
TOTAL	**WASTE WATER**		**1,676,442**	**1,879,998**	**1,865,993**	**1,802,761**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

WATER AND SEWER FUND (cont.)

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
5120 METER						
51 PERSONAL SERVICES						
5115120	511001	SAL/WAGES	260,255	273,239	259,480	312,144
5115120	511004	OVERTIME	27,709	27,682	25,322	28,000
5115120	511010	ON CALL	1,298	1,142	971	1,100
5115120	511030	VACATION	24,085	27,908	28,814	-
5115120	511031	SICK LEAVE	1,739	176	180	-
5115120	511033	HOLIDAY	13,219	12,316	12,295	-
5115120	511050	FRINGE BENEFITS		-	-	6,488
5115120	511051	EMPLOYEE MEDICAL	53,300	57,792	53,277	50,722
5115120	511052	GROUP LIFE	653	506	342	319
5115120	511053	RETIREMENT	19,089	17,881	18,136	16,398
5115120	511054	FICA	25,207	24,578	23,605	22,256
5115120	511055	WORK COMP	3,523	2,974	6,207	8,000
5115120	511070	UNEMPLOYMENT	260	270	257	232
TOTAL	PERSONAL SERVICES		430,336	446,465	428,883	445,659
52 OPERATING-SUPPLIES						
5115120	522001	UNIFORMS	4,016	3,759	1,349	2,500
5115120	522070	OPERATING	37,663	35,855	38,824	42,000
5115120	522076	METERS	154,456	139,876	98,367	103,000
5115120	522100	MINOR PROPERTY	252,859	233,759	191,390	-
5115120	522120	VEHICLE/EQUIPMENT	3,087	2,845	1,901	3,300
5115120	522121	GAS/OIL/DEISEL	30,133	31,206	36,514	33,000
TOTAL	OPERATING-SUPPLIES		482,214	447,301	368,344	183,800
53 OPERATING-PURCH/CONT						
5115120	533060	GENERAL SERVICES	1,200	1,320	1,320	1,460
5115120	533064	GEN REPAIR	2,537	1,788	2,263	2,600
5115120	533095	VEH REPAIR	9,188	5,946	12,334	6,500
5115120	533115	TRAVEL/TRAINING	1,389	655	50	800
5115120	533120	DUES & SUBSCRIPTIONS	-	-	65	100
TOTAL	OPERATING-PURCH/CONT		14,313	9,709	16,032	11,460
60 CAPITAL						
5115120	601079	CIP VEHICLES	-	-	-	47,500
5115120	601081	CIP MACH/EQUIP	-	-	-	9,000
5115120	601090	CIP OTHER		-	-	346,000
TOTAL	CAPITAL		-	-	-	402,500
TOTAL	**METER**		**926,863**	**903,475**	**813,259**	**1,043,419**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5125 WATER DISTRIBUTION						
51 PERSONAL SERVICES						
5115125	511001	SAL/WAGES	530,804	554,342	544,109	643,188
5115125	511004	OVERTIME	61,144	74,332	80,213	75,000
5115125	511010	ON CALL	13,767	14,385	14,296	-
5115125	511030	VACATION	54,694	54,323	45,845	-
5115125	511031	SICK LEAVE	12,088	1,707	2,161	-
5115125	511033	HOLIDAY	25,481	22,676	24,271	-
5115125	511050	FRINGE BENEFITS	-	-	-	13,329
5115125	511051	EMPLOYEE MEDICAL	121,831	126,224	133,465	138,888
5115125	511052	GROUP LIFE	1,149	885	597	703
5115125	511053	RETIREMENT	42,775	44,490	42,075	35,026
5115125	511054	FICA	53,382	51,690	50,751	44,760
5115125	511055	WORK COMP	7,346	6,012	12,600	18,000
5115125	511062	NEW PERSONNEL REQUESTS	-	-	-	84,733
5115125	511070	UNEMPLOYMENT	541	574	563	480
TOTAL	PERSONAL SERVICES		925,002	951,638	950,947	1,054,107
52 OPERATING-SUPPLIES						
5115125	522001	UNIFORMS	11,481	11,135	6,648	3,649
5115125	522070	OPERATING	221,055	262,266	255,295	250,000
5115125	522080	UTILITIES	7,992	27,187	38,416	30,000
5115125	522100	MINOR PROPERTY	5,303	28,570	26,595	-
5115125	522120	VEHICLE/EQUIPMENT	6,365	6,938	3,519	5,000
5115125	522121	GAS/OIL/DEISEL	47,789	55,613	74,781	60,000
TOTAL	OPERATING-SUPPLIES		299,985	391,708	405,255	348,649
53 OPERATING-PURCH/CONT						
5115125	533035	CONTRACT SERVICES	-	-	170	-
5115125	533060	GENERAL SERVICES	45,301	40,787	45,301	50,000
5115125	533064	GEN REPAIR	67,140	69,378	53,193	75,000
5115125	533095	VEH REPAIR	17,359	18,344	16,288	10,000
5115125	533115	TRAVEL/TRAINING	6,059	2,093	3,026	4,000
5115125	533120	DUES & SUBSCRIPTIONS	780	350	1,845	1,600
5115125	533127	EQUIPMENT RENTAL	4,009	262	5,094	3,000
TOTAL	OPERATING-PURCH/CONT		140,647	131,214	124,918	143,600
60 CAPITAL						
5115125	601079	CIP VEHICLES	-	-	-	90,000
5115125	601081	CIP MACH/EQUIPMENT	-	-	-	79,000
5115125	601082	HEAVY EQUIPMENT	-	-	-	54,600
5115125	601090	CIP OTHER	-	-	719	109,500
TOTAL	CAPITAL		-	-	719	333,100
TOTAL	**WATER DISTRIBUTION**		**1,365,635**	**1,474,560**	**1,481,838**	**1,879,456**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5130 WASTEWATER CONVEYANCE						
51 PERSONAL SERVICES						
5115130	511001	SAL/WAGES	324,758	334,339	344,728	391,784
5115130	511004	OVERTIME	40,242	42,104	40,149	42,000
5115130	511010	ON CALL	14,610	14,725	14,355	13,000
5115130	511030	VACATION	28,182	33,213	32,844	-
5115130	511031	SICK LEAVE	8,438	33,878	1,646	-
5115130	511033	HOLIDAY	15,593	14,565	16,046	-
5115130	511051	EMPLOYEE MEDICAL	85,985	86,574	92,912	97,622
5115130	511052	GROUP LIFE	655	519	393	452
5115130	511053	RETIREMENT	27,975	29,050	28,193	24,617
5115130	511054	FICA	33,658	33,700	31,778	27,230
5115130	511055	WORK COMP	4,054	3,628	8,035	12,000
5115130	511070	UNEMPLOYMENT	336	347	355	314
TOTAL	PERSONAL SERVICES		584,487	626,641	611,435	609,019
52 OPERATING-SUPPLIES						
5115130	522001	UNIFORMS	5,206	5,568	5,502	5,200
5115130	522070	OPERATING	76,527	86,247	85,193	70,000
5115130	522080	UTILITIES	-	-	-	30,000
5115130	522100	MINOR PROPERTY	14,271	4,081	17,020	11,500
5115130	522120	VEHICLE/EQUIPMENT	7,244	3,974	5,787	4,000
5115130	522121	GAS/OIL/DEISEL	33,378	35,274	44,210	30,000
TOTAL	OPERATING-SUPPLIES		136,626	135,144	157,712	150,700
53 OPERATING-PURCH/CONT						
5115130	533060	GENERAL SERVICES	178,288	211,908	232,284	251,815
5115130	533064	GEN REPAIR	27,178	39,855	76,563	60,000
5115130	533095	VEH REPAIR	5,992	15,508	14,854	6,000
5115130	533115	TRAVEL/TRAINING	3,047	2,931	2,155	2,000
5115130	533120	DUES & SUBSCRIPTIONS	650	-	780	1,000
5115130	533127	EQUIPMENT RENTAL	5,714	2,889	1,950	3,000
TOTAL	OPERATING-PURCH/CONT		220,870	273,091	328,587	323,815
60 CAPITAL						
5115130	601079	CIP VEHICLES	-	-	-	280,000
5115130	601081	CIP MACH/EQUIPMENT	-	-	-	91,400
TOTAL	CAPITAL		-	-	-	371,400
TOTAL	**WASTEWATER CONVEYANCE**		**941,983**	**1,034,875**	**1,097,734**	**1,454,934**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5135 MECHANICAL						
51 PERSONAL SERVICES						
5115135	511001	SAL/WAGES	222,319	224,570	213,704	248,331
5115135	511004	OVERTIME	35,594	40,073	54,015	25,000
5115135	511010	ON CALL	9,309	8,950	12,540	9,000
5115135	511030	VACATION	24,093	27,193	31,917	-
5115135	511031	SICK LEAVE	18,922	1,343	(11,907)	-
5115135	511033	HOLIDAY	11,668	10,035	10,460	-
5115135	511050	FRINGE BENEFITS	-	-	-	6,176
5115135	511051	EMPLOYEE MEDICAL	43,514	44,283	48,995	48,572
5115135	511052	GROUP LIFE	493	373	250	292
5115135	511053	RETIREMENT	20,363	27,627	21,933	14,650
5115135	511054	FICA	25,938	22,687	22,491	17,424
5115135	511055	WORK COMP	3,428	2,453	5,316	9,000
5115135	511062	NEW PERSONNEL REQUESTS	-	-	-	41,636
5115135	511070	UNEMPLOYMENT	240	258	255	182
TOTAL	PERSONAL SERVICES		415,880	409,844	409,968	420,263
52 OPERATING-SUPPLIES						
5115135	522001	UNIFORMS	4,268	3,997	5,126	4,800
5115135	522070	OPERATING	25,581	16,669	22,004	16,000
5115135	522080	UTILITIES	11,418	12,596	22,398	30,000
5115135	522100	MINOR PROPERTY	6,516	7,672	8,799	-
5115135	522120	VEHICLE/EQUIPMENT	681	1,151	1,693	1,000
5115135	522121	GAS/OIL/DEISEL	20,597	19,564	29,125	20,000
TOTAL	OPERATING-SUPPLIES		69,061	61,650	89,144	71,800
53 OPERATING-PURCH/CONT						
5115135	533064	GEN REPAIR	3,704	1,819	2,513	4,000
5115135	533095	VEH REPAIR	4,473	4,755	6,529	5,000
5115135	533115	TRAVEL/TRAINING	1,678	460	3,549	500
5115135	533120	DUES & SUBSCRIPTIONS	910	-	520	-
TOTAL	OPERATING-PURCH/CONT		10,764	7,034	13,111	9,500
60 CAPITAL						
5115135	601079	CIP VEHICLES	-	-	103,975	35,000
5115135	601081	CIP MACH/EQUIPMENT	-	-	-	10,100
TOTAL	CAPITAL		-	-	103,975	45,100
TOTAL	**MECHANICAL**		**495,706**	**478,528**	**616,198**	**546,663**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
WATER AND SEWER FUND (cont.)						
5140 ENGINEERING & MAPPING						
51 PERSONAL SERVICES						
5115140	511001	SAL/WAGES	258,368	270,993	272,850	311,022
5115140	511004	OVERTIME	7,275	4,999	5,254	7,000
5115140	511030	VACATION	29,174	26,697	28,180	-
5115140	511031	SICK LEAVE	7,985	634	1,375	-
5115140	511033	HOLIDAY	13,000	11,604	13,313	-
5115140	511051	EMPLOYEE MEDICAL	57,391	59,156	64,373	62,402
5115140	511052	GROUP LIFE	423	331	238	300
5115140	511053	RETIREMENT	21,141	20,190	20,590	20,026
5115140	511054	FICA	(1,881)	23,692	24,052	23,286
5115140	511055	WORK COMP	3,068	2,928	6,026	8,000
5115140	511062	NEW PERSONNEL REQUESTS	-	15,808	15,189	15,300
5115140	511060	EXPENSE ALLOWANCE	17,619	-	-	1,440
5115140	511070	UNEMPLOYMENT	254	260	267	260
TOTAL	PERSONAL SERVICES		413,816	437,291	451,708	449,036
52 OPERATING-SUPPLIES						
5115140	522001	UNIFORMS	2,710	2,967	2,840	3,000
5115140	522070	OPERATING	22,202	12,321	18,078	9,000
5115140	522080	UTILITIES	5,844	5,100	2,020	6,500
5115140	522100	MINOR PROPERTY	8,907	9,572	8,787	5,050
5115140	522120	VEHICLE/EQUIPMENT	1,726	1,682	1,155	4,000
5115140	522121	GAS/OIL/DEISEL	9,504	9,361	8,304	9,000
TOTAL	OPERATING-SUPPLIES		50,892	41,005	41,184	36,550
53 OPERATING-PURCH/CONT						
5115140	533060	GENERAL SERVICES	59	-	-	3,400
5115140	533064	GEN REPAIR	3,886	5,288	5,001	4,000
5115140	533095	VEH REPAIR	1,808	2,975	1,013	4,000
5115140	533115	TRAVEL/TRAINING	7,818	3,919	3,662	4,000
5115140	533120	DUES & SUBSCRIPTIONS	11,045	12,719	9,757	11,050
5115140	533135	COMMUNICATIONS	764	881	-	-
TOTAL	OPERATING-PURCH/CONT		25,380	25,781	19,433	26,450
60 CAPITAL						
5115140	601079	CIP VEHICLES	-	-	-	18,000
5115140	601081	CIP MACH/EQUIPMENT	-	-	-	55,500
5115140	601090	CIP OTHER	-	-	-	-
TOTAL	CAPITAL		-	-	-	73,500
TOTAL	**ENGINEERING & MAPPING**		**490,088**	**504,077**	**512,325**	**585,536**
5700 RENEWAL & EXTENSION						
60 CAPITAL						
5115700	601105	WATER SYSTEM IMP	-	-	241	1,958,054
5115700	601110	SEWERAGE SYSTEM IMP	-	-	-	1,958,054
TOTAL	**RENEWAL & EXTENSION**		-	-	**241**	**3,916,108**
TOTAL	**WATER AND SEWER FUND**		**$ 19,835,125**	**$ 20,816,128**	**$ 21,157,921**	**$ 27,087,600**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
STORM WATER UTILITY FUND						
40 PUBLIC WORKS						
5200 STORM WATER ADMINISTRATION						
51 PERSONAL SERVICES						
5215200	511001	SAL/WAGES	$ 168,315	$ 171,967	$ 178,148	$ 202,091
5215200	511004	OVERTIME	1,829	2,546	4,204	2,000
5215200	511030	VACATION	16,415	14,673	18,960	-
5215200	511031	SICK LEAVE	123	5,720	293	-
5215200	511033	HOLIDAY	10,391	9,836	10,137	-
5215200	511051	EMPLOYEE MEDICAL	45,570	43,613	39,518	43,422
5215200	511052	GROUP LIFE	372	288	207	202
5215200	511053	RETIREMENT	16,180	14,920	15,355	14,774
5215200	511054	FICA	14,960	15,639	16,268	15,443
5215200	511055	WORK COMP	1,183	1,848	3,665	3,000
5215200	511057	OPEB OBLIGATION	12,755	8,340	-	-
5215200	511060	EXPENSE ALLOWANCE	17,092	17,014	16,634	16,740
5215200	511062	NEW PERSONNEL REQUESTS	-	-	-	38,807
5215200	511070	UNEMPLOYMENT	166	173	180	175
TOTAL	PERSONAL SERVICES		305,353	306,577	303,569	336,654
52 OPERATING-SUPPLIES						
5215200	522001	UNIFORMS	484	770	583	800
5215200	522070	OPERATING	21,825	33,802	22,752	10,000
5215200	522100	MINOR PROPERTY	5,221	23,900	5,286	6,275
5215200	522120	VEHICLE/EQUIPMENT	-	-	-	500
5215200	522121	GAS/OIL/DEISEL	-	669	1,594	1,000
TOTAL	OPERATING-SUPPLIES		27,529	59,141	30,215	18,575
53 OPERATING-PURCH/CONT						
5215200	533001	PROFESSIONAL FEES	2,087	-	2,149	-
5215200	533002	ATTORNEY FEES	-	-	-	5,000
5215200	533060	GENERAL SERVICES	4,225	17,876	16,995	22,000
5215200	533064	REPAIRS/MAINTENANCE	58	332	1,538	1,000
5215200	533070	CASUALTY EXPENSE	-	275	(700)	8,321
5215200	533095	VEH REPAIR	7,381	3,252	343	1,000
5215200	533115	TRAVEL/TRAINING	4,438	4,825	3,089	4,500
5215200	533120	DUES & SUBSCRIPTIONS	1,498	1,024	1,924	1,400
5215200	533130	INSURANCE	12,206	18,460	4,600	5,160
5215200	533135	COMMUNICATIONS	3,758	2,314	4,036	4,000
5215200	533140	PRINTING	2,472	160	2,312	2,800
TOTAL	OPERATING-PURCH/CONT		38,122	48,519	36,286	55,181
54 OPERATING-OTHER COSTS						
5215200	544001	MISC	-	-	-	2,000
55 OPERATING-INTFND CHG						
5215200	555001	COUNTY SVS	649,235	540,346	406,741	610,537
56 OPERATING-DEPREC						
5215200	566100	DEPRECIATION	1,411,291	1,457,158	1,560,912	-
60 CAPITAL						
5215200	601081	CIP MACH/EQUIPMENT	-	-	-	3,800
5215200	601100	INFRASTRUCTURE	-	-	-	645,432
TOTAL	CAPITAL		-	-	-	649,232
TOTAL	**STORM WATER ADMINISTRATION**		**2,431,531**	**2,411,741**	**2,337,723**	**1,672,179**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
STORM WATER UTILITY FUND (cont.)						
5210 STORM WATER MAINTENANCE						
51 PERSONAL SERVICES						
5215210	511001	SAL/WAGES	212,867	219,190	208,524	248,334
5215210	511004	OVERTIME	9,371	9,015	6,910	10,000
5215210	511030	VACATION	15,928	17,378	16,172	-
5215210	511031	SICK LEAVE	-	-	468	-
5215210	511033	HOLIDAY	9,059	9,594	9,286	-
5215210	511051	EMPLOYEE MEDICAL	50,545	53,547	53,127	58,829
5215210	511052	GROUP LIFE	451	354	249	453
5215210	511053	RETIREMENT	13,675	14,128	13,485	14,019
5215210	511054	FICA	18,212	18,726	17,683	18,080
5215210	511055	WORK COMP	2,457	2,376	4,791	6,000
5215210	511060	EXPENSE ALLOWANCE	8,546	7,904	7,595	7,650
5215210	511070	UNEMPLOYMENT	200	208	199	205
TOTAL	PERSONAL SERVICES		341,312	352,419	338,489	363,570
52 OPERATING-SUPPLIES						
5215210	522001	UNIFORMS	2,234	2,715	690	4,000
5215210	522070	OPERATING	17,474	10,384	14,845	20,000
5215210	522100	MINOR PROPERTY	8,903	14,079	-	6,000
5215210	522120	VEHICLE/EQUIPMENT	2,117	1,146	-	3,000
5215210	522121	GAS/OIL/DEISEL	13,008	17,978	18,645	15,000
TOTAL	OPERATING-SUPPLIES		43,736	46,301	34,180	48,000
53 OPERATING-PURCH/CONT						
5215210	533035	CONTRACT SERVICES	10,100	6,075	25,897	25,000
5215210	533064	GEN REPAIR	1,102	3,494	848	4,000
5215210	533095	VEH REPAIR	1,006	14,681	8,994	4,000
5215210	533115	TRAVEL/TRAINING	2,346	295	400	3,000
5215210	533127	EQUIP RENT	14,640	7,566	9,037	40,000
TOTAL	OPERATING-PURCH/CONT		29,194	32,111	45,176	76,000
60 CAPITAL						
5215210	601079	CIP VEHICLES	-	-	125,000	-
5215210	601081	CIP MACH/EQUIPMENT	-	-	-	300,000
5215210	601082	HEAVY EQUIPMENT	-	-	-	30,000
5215210	601100	INFRASTRUCTURE	-	-	2,044	250,000
TOTAL	CAPITAL		-	-	127,044	580,000
TOTAL	**STORM WATER MAINTENANCE**		**414,242**	**430,831**	**544,889**	**1,067,570**
TOTAL	**STORM WATER UTILITY FUND**		**$ 2,845,773**	**$ 2,842,571**	**$ 2,882,611**	**$ 2,739,749**

GREEN PROGRAMS DEPARTMENT

FUND/DEPARTMENT NUMBER: 531/5310

MISSION STATEMENT

To enhance the quality of life in Columbia County by preserving the natural beauty and environment in our community and to provide recycling opportunities, beautification programs, waste and litter reduction and environmental stewardship education. Through education and community involvement, we are encouraging a sense of community pride and responsibility that will make our citizens more environmentally responsible.

VISION STATEMENT

To continue providing events and programs geared toward educating citizens on the importance and benefits of developing and maintaining a "green" lifestyle. To extend education opportunities for litter reduction, beautification, and other environmental improvements and to recognize excellence in environmental and beautification improvement. To encourage partnerships with businesses, civic groups and volunteers. Continue to expand the existing recycling program and further provide outreach to schools and civic groups.

DEPARTMENT DESCRIPTION

The Green Programs Department was created this year as a department within the Construction & Maintenance Services Division. The Green Programs Department is comprised of the Recycling Program and Keep Columbia County Beautiful. This department also provides recycling options and green lifestyle events and programs to the citizens of Columbia County.

ACCOMPLISHMENTS FOR FY10/11

- Completed the certification requirements to maintain Keep America Beautiful Affiliation
- Awarded the Keep America Beautiful President's Circle Award for the 3rd consecutive year.
- Completed application requirements for Tree City USA designation for 2010.

GOALS FOR FY11/12

- Construct a Recycling Facility in Evans to include a baling system as well as retrofitting existing Grovetown facility with a baling system.
- Create additional programs for Keep Columbia County Beautiful

GREEN PROGRAMS DEPARTMENT

FUND/DEPARTMENT NUMBER: 531/5310

- Identify problem litter areas to assist in development of a stronger Adopt A Road program
- Develop a volunteer program for Keep Columbia County Beautiful
- Complete requirements to qualify for the Keep America Beautiful President's Circle Award
- Develop outreach program for schools

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager	1	1	1
Temporary personnel	2	2	4
Total	**3**	**3**	**5**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

BUDGET HIGHLIGHTS

The Green Programs department is currently funded from the Solid Waste budget. In the coming year we will attempt to increase the sale of recyclable materials and create new revenue sources to become a self-supported department.

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SOLID WASTE MANAGEMENT FUND						
10 GENERAL GOVERNMENT						
5310 RECYCLING CENTER						
51 PERSONAL SERVICES						
5315310	511001	SAL/WAGES	$ -	$ 18,274	$ 38,078	$ 45,707
5315310	511030	VACATION	-	8,962	4,187	-
5315310	511031	SICK LEAVE	-	-	1,896	-
5315310	511033	HOLIDAY	-	345	1,903	-
5315310	511051	EMPLOYEE MEDICAL	-	1,614	3,570	3,561
5315310	511052	GROUP LIFE	-	14	32	31
5315310	511053	RETIREMENT	-	1,192	2,042	2,029
5315310	511054	FICA	-	2,214	3,762	3,737
5315310	511055	WORK COMP	-	199	799	1,000
5315310	511060	EXPENSE ALLOWANCE	-	2,239	4,988	5,010
5315310	511070	UNEMPLOYMENT	-	18	40	41
TOTAL	PERSONAL SERVICES		-	35,072	61,296	61,116
52 OPERATING-SUPPLIES						
5315310	522040	POSTAGE	-	21	3	-
5315310	522070	OPERATING	-	28	143	26,300
5315310	522080	UTILITIES	-	-	2,095	32,000
TOTAL	OPERATING-SUPPLIES		-	48	2,241	58,300
53 OPERATING-PURCH/CONT						
5315310	533035	CONTRACT SERVICES	-	-	1,779	2,952
5315310	533055	O/S SVCS-TEMP EMP	-	-	41,917	100,000
5315310	533115	TRAVEL/TRAINING	-	-	2,535	5,000
5315310	533120	DUES & SUBSCRIPTIONS	-	-	1,360	1,500
5315310	533135	COMMUNICATIONS	-	67	445	2,400
5315310	533196	RECYCLING	92,372	15,193	25,163	-
TOTAL	OPERATING-PURCH/CONT		92,372	15,260	73,200	111,852
TOTAL	**RECYCLING CENTER**		**92,372**	**50,380**	**136,737**	**231,268**

SOLID WASTE MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 531/5300

MISSION STATEMENT

Provide resources to successfully manage the 28-year environmental monitoring of the Baker Place Road MSW Landfill's post closure care and its successful return to permit compliance with groundwater standards in Phase 1A and 1B.

VISION STATEMENT

Assist Division with transition to a multiyear service agreement for monitoring and maintenance management of the post closure phase of Baker Place Road landfill as well as securing consultant services for dealing with environmental issues.

DEPARTMENT DESCRIPTION

Solid Waste Management is organized within the Construction & Maintenance Services Division and reports to the Road Construction Department Manager. This department facilitates post closure care of Baker Place Road landfill and environmental consulting services through a private service provider.

ACCOMPLISHMENTS FOR FY10/11

- Completed several major maintenance and repair projects at Baker Place Road landfill.
- Secured plans and specifications for the last two repair projects which include cleaning, repair and painting of leachate storage tank and replacing control structures in storm water management ponds before turning over to private service provider for monitoring and maintenance.

GOALS FOR FY 11/12

- Complete all major repairs at Baker Place Road Landfill site and infrastructure including installation of monitoring equipment for gas and leachate management systems.
- Approve a Request for Proposals and contract package for management of post closure services at Baker Place Road Landfill.
- Carry out a trial run of post closure care service agreement with existing service provider before going out for proposals.
- Secure a master consultant agreement for county's environmental compliance.
- Close operation of department.

SOLID WASTE MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 531/5300

STAFFING

Position	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Manager IV	1	1	1
Operator	0	0	0
Total	**1**	**1**	**1**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	1	1	1
Heavy Equipment	1	1	0
Vehicle Allowances	0	0	0
Total	**2**	**2**	**1**

BUDGET HIGHLIGHTS

Department's FY 11/12 Operation and Maintenance budget is 13.24% less than FY 10/11.

EXPENDITURE DETAIL

ENTERPRISE FUNDS

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
SOLID WASTE MANAGEMENT FUND (cont.)						
40 PUBLIC WORKS						
5300 SOLID WASTE MANAGEMENT						
51 PERSONAL SERVICES						
5315300	511001	SAL/WAGES	115,330	80,152	57,289	62,909
5315300	511004	OVERTIME	34,414	-	-	-
5315300	511030	VACATION	10,740	(3,414)	2,752	-
5315300	511031	SICK LEAVE	11,166	388	783	-
5315300	511033	HOLIDAY	5,578	3,834	2,619	-
5315300	511051	EMPLOYEE MEDICAL	9,702	2,474	518	516
5315300	511052	GROUP LIFE	232	123	66	66
5315300	511053	RETIREMENT	9,349	3,309	2,566	2,545
5315300	511054	FICA	12,985	6,010	4,664	4,625
5315300	511055	WORK COMP	3,062	886	1,662	2,000
5315300	511060	EXPENSE ALLOWANCE	1,142	1,898	722	720
5315300	511070	UNEMPLOYMENT	113	70	51	51
TOTAL	PERSONAL SERVICES		213,813	95,730	73,690	73,432
52 OPERATING-SUPPLIES						
5315300	522001	UNIFORMS	417	90	-	-
5315300	522040	POSTAGE	34	26	23	25
5315300	522070	OPERATING	24,443	1,816	1,000	500
5315300	522080	UTILITIES	7,151	7,224	10,800	12,000
5315300	522120	VEHICLE/EQUIPMENT	-	-	-	700
5315300	522121	GAS/OIL/DEISEL	19,508	4,157	3,702	4,000
TOTAL	OPERATING-SUPPLIES		51,552	13,314	15,525	17,225
53 OPERATING-PURCH/CONT						
5315300	533001	PROFESSIONAL FEES	-	-	10,228	10,000
5315300	533002	ATTORNEY FEES	788	-	657	3,000
5315300	533035	CONTRACT SERVICES	28,230	237	862	800
5315300	533060	GENERAL SERVICES	767	682	219	4,000
5315300	533095	VEH REPAIR	12,768	5,793	1,933	500
5315300	533115	TRAVEL/TRAINING	221	174	25	-
5315300	533127	EQUIPMENT RENTAL	-	-	314	-
5315300	533130	INSURANCE	402	-	-	-
5315300	533135	COMMUNICATIONS	4,555	2,452	3,875	3,500
TOTAL	OPERATING-PURCH/CONT		47,731	9,338	18,113	21,800
54 OPERATING-OTH COSTS						
5315300	544007	OPERATING	-	-	2,720	10,000
5315300	544008	CLOSURE/POSTCLOSURE	(844,730)	67,796	102,402	202,000
5315300	544009	REMEDIATION	4,331	83,269	6,156	-
5315300	544074	RECLAMATION	83,965	143,807	83,474	30,000
5315300	544075	PROJECT DEVELOPMENT	226,700	91,133	-	-
TOTAL	OPERATING-OTH COSTS		(529,735)	386,006	194,752	242,000
55 OPERATING-INTFND CHG						
5315300	555001	COUNTY SVS	-	36	-	-
56 OPERATING-DEPRECIATION						
5315300	566100	DEPRECIATION	-	7,492	11,238	-
58 OTHER FINANCING USES						
5315300	588001	INTERFUND TRANSFERS	2,000,000	-	-	-
TOTAL	**SOLID WASTE MANAGEMENT**		**1,783,362**	**511,916**	**313,317**	**354,457**
TOTAL	**SOLID WASTE MANAGEMENT FUND**		**$ 1,875,734**	**$ 562,296**	**$ 450,054**	**$ 585,725**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

COMMUNICATIONS UTILITY

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
40 PUBLIC WORKS						
5510 BROADBAND GRANT LOCAL MATCH						
51 PERSONAL SERVICES						
5515510	511001	SAL/WAGES	$ -	$ 12,412	$ 79,680	$ 88,059
5515510	511030	VACATION	-	17,017	3,492	-
5515510	511033	HOLIDAY	-	332	4,198	-
5515510	511051	EMPLOYEE MEDICAL	-	1,656	13,761	11,373
5515510	511052	GROUP LIFE	-	10	72	66
5515510	511053	RETIREMENT	-	1,582	6,267	6,315
5515510	511054	FICA	-	2,287	6,849	6,912
5515510	511055	WORK COMP	-	133	1,535	-
5515510	511060	EXPENSE ALLOWANCE	-	1,148	9,039	9,090
5515510	511070	UNEMPLOYMENT	-	11	77	78
TOTAL	PERSONAL SERVICES		-	36,589	124,970	121,893
53 OPERATING-PURCH/CONT						
5515510	533185	ENG CONSULTANT	-	384,265	-	-
60 CAPITAL						
5515510	601015	CONSTRUCTION	-	-	-	2,250,000
5515510	601055	FF&E	-	-	-	79,450
TOTAL	CAPITAL		-	-	-	2,329,450
TOTAL	**BROADBAND GRANT LOCAL MATCH**		-	**420,854**	**124,970**	**2,451,343**
5520 BROADBAND GRANT FED FUNDING						
60 CAPITAL						
5515520	601005	LAND/SITE UTILITIES	-	-	-	913,412
5515520	601010	DESIGN/INSPECTION	-	-	1,162,744	777,425
5515520	601015	CONSTRUCTION	-	-	11,054,908	5,399,810
5515520	601020	ADMIN/TESTING	-	-	168,505	103,200
5515520	601045	PROJ MGT	-	-	29,620	-
5515520	601055	FF&E	-	-	129,373	1,224,157
TOTAL	CAPITAL		-	-	12,545,150	8,418,004
TOTAL	**BROADBAND GRANT FED FUNDING**		-	-	**12,545,150**	**8,418,004**
5530 COMM UTILITY OTHER NONGRANT						
51 PERSONAL SERVICES						
5515530	511001	SAL/WAGES	-	10,743	106,623	114,335
5515530	511030	VACATION	-	-	6,971	-
5515530	511033	HOLIDAY	-	-	2,342	-
5515530	511051	EMPLOYEE MEDICAL	-	872	15,455	17,363
5515530	511052	GROUP LIFE	-	6	61	67
5515530	511053	RETIREMENT	-	858	10,103	10,156
5515530	511054	FICA	-	794	9,134	8,957
5515530	511055	WORK COMP	-	116	2,112	3,103
5515530	511057	OPEB OBLIGATION	-	-	-	-
5515530	511060	EXP ALLOWANCE	-	-	11,181	12,615
5515530	511070	UNEMPLOYMENT	-	9	100	102
TOTAL	PERSONAL SERVICES		-	13,397	164,082	166,698
52 OPERATING-SUPPLIES						
5515530	522070	OPERATING MATERIALS	-	1,584	11,580	12,000
5515530	522100	MINOR PROPERTY	-	-	5,580	10,000
TOTAL	OPERATING-SUPPLIES		-	1,584	17,160	22,000
53 OPERATING-PURCH/CONT						
5515530	533001	PROF FEES	-	-	60,119	120,000
5515530	533002	ATTORNEY FEES	-	-	54,323	50,000
5515530	533025	ADVER/MARKETING	-	-	7,777	20,000
5515530	533035	CONTRACT SERVICES	-	163	5,958	136,400
5515530	533115	TRAVEL/TRAINING/CONF	-	1,440	6,903	20,000
5515530	533135	COMMUNICATIONS	-	66	822	1,000
5515530	533185	ENG CONSULTING	-	-	-	50,000
TOTAL	OPERATING-PURCH/CONT		-	1,668	135,902	397,400
60 CAPITAL						
5515530	601081	EQUIPMENT	-	-	-	1,193,080
TOTAL	**COMM UTILITY OTHER NONGRANT**		-	**16,649**	**317,146**	**1,779,178**
TOTAL	**COMMUNICATIONS UTILITY**		$ -	$ 437,503	$ 12,987,266	$ 12,648,525

INTERNAL SERVICE FUNDS

These funds account for services provided by one department of the County to other departments of the County. Below are listed the departments included within this function. A brief description of each department precedes the detailed budget reports.

Employee Medical
Risk Management
Customer Service and Information Center
Fleet Replacement

EXPENDITURE DETAIL

INTERNAL SERVICE FUNDS

EMPLOYEE MEDICAL FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
6010 EMPLOYEE MEDICAL						
51 PERSONAL SERVICES						
6016010	511001	SAL/WAGES	$ -	$ 18,452	$ 49,584	$ 49,926
6016010	511051	EMPLOYEE MEDICAL	-	2,208	5,881	5,866
6016010	511052	GROUP LIFE	-	11	29	29
6016010	511053	RETIREMENT	-	1,491	4,010	4,038
6016010	511054	FICA	-	1,408	3,782	3,805
6016010	511055	WORK COMP	-	198	979	-
6016010	511060	EXPENSE ALLOWANCE	-	1,274	3,423	3,444
6016010	511070	UNEMPLOYMENT	-	16	43	42
TOTAL	PERSONAL SERVICES		-	25,056	67,731	67,150
53 OPERATING-PURCH/CONT						
6016010	533001	PROFESSIONAL FEES	688,010	775,564	776,253	650,000
6016010	533070	CASUALTY EXPENSE	4,210,895	4,656,739	5,356,414	5,388,301
TOTAL	OPERATING-PURCH/CONT		4,898,904	5,432,302	6,132,667	6,038,301
55 OPERATING-INTFND CHG						
6016010	555001	COUNTY SVS	58,579	64,781	-	-
TOTAL	**EMPLOYEE MEDICAL FUND**		**$ 4,957,483**	**$ 5,522,140**	**$ 6,200,399**	**$ 6,105,451**

RISK MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: **#611-6100**

MISSION STATEMENT

To protect the assets of Columbia County while still allowing the county departments to effectively provide services to our citizens and recognizing that our employees are our most valuable asset, to provide a safe working environment for all employees of Columbia County.

VISION STATEMENT

We will work to identify all significant exposures and develop and administer appropriate programs to reduce potential liability and losses to Columbia County, thereby protecting our employees and property as well as providing a safe environment for the community we serve.

DEPARTMENT DESCRIPTION

Risk Management is a department within the Emergency and Operations Division. Offices are located in the Emergency Operations Center at 650-B Ronald Reagan Drive, Evans, GA.

This department charged with responsibility for:

- Identification of risk exposures from, or to, county operations and employees
- Analysis and elimination or reduction of these risks through task modification, safety training, personal protective equipment and other appropriate measures
- Loss control through rapid, appropriate response to incidents and effective claim administration
- Coordination and management of an effective combination of risk financing options including cost retention and transfer through insurance or other appropriate means to provide for the best use and highest level of protection with limited resources
- To practice risk management in a manner that will provide for the highest level of customer service and expertise to county departments in matters relating to safety and loss control

ACCOMPLISHMENTS FOR FY 10/11

- Accomplished all requirements for Safety Incentive reduction of insurance premium
- Completed 5-yr claims analysis
- Risk Management Assistant completed Safety Coordinator training series through Local Government Risk Management Services.
- Review and update of Safety/Risk Management policy
- Utilized more web based training programs
- Requirements accomplished to maintain all certifications

RISK MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: **#611-6100**

GOALS FOR FY 11/12

- Completion and implementation of Risk Management module in Munis
- Development into Enterprise Risk Management
- Maintain requirements needed for certifications
- Accomplish all safety incentives required by ACCG for insurance premium reduction
- Update and expand claims analysis to 6 year comparison

WORKLOAD MEASUREMENTS

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Complaints	22	18	20
Accidents	69	65	66
Sewer Back ups	9	6	5
Property	35	31	30
Recovery	$424,053	$45,000	$50,000

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Defensive Driving	9	12	13
CPR	7	6	4

STAFFING

Position	Actual FY 09/10	Estimated FY 10/00	Forecast FY 11/12
Manager III	1	1	1
Administrative Assistant	1	1	1
Total	**2**	**2**	**2**

RISK MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: **#611-6100**

VEHICLE SCHEDULE

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

BUDGET HIGHLIGHTS

Enterprise Risk Management has been approved by the Commission and will be implemented throughout county operations in the coming year(s). We are in the beginning stages of this endeavor and have yet to determine the full scope and needs for implementation; however, we are requesting some minor funding increases to allow us to immediately address any previously unidentified issues which may arise without any unnecessary delay. The cost of these additional funds as well as any others increases approved in the future, will be more than offset by the benefit of Enterprise Risk Management which will not only improve the loss control program to reduce claims and expenses, but also assist in determining best use of funds so that we are better able to maximize project impact. Enterprise Risk Management is not only reactive to events, but more importantly, proactive to maximizing the possibilities.

EXPENDITURE DETAIL

INTERNAL SERVICE FUNDS

RISK MANAGEMENT FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
6100	**RISK MANAGEMENT**					
51	**PERSONAL SERVICES**					
6116100	511001	SAL/WAGES	$ 74,221	$ 70,661	$ 66,801	$ 83,209
6116100	511030	VACATION	7,485	7,428	7,754	-
6116100	511031	SICK LEAVE	-	3,451	640	-
6116100	511033	HOLIDAY	3,169	3,094	3,784	-
6116100	511051	EMPLOYEE MEDICAL	14,087	14,644	14,920	14,879
6116100	511052	GROUP LIFE	188	142	100	100
6116100	511053	RETIREMENT	7,150	7,123	6,979	7,144
6116100	511054	FICA	6,437	6,361	5,923	6,222
6116100	511055	WORK COMP	1,922	763	1,491	1,600
6116100	511060	EXPENSE ALLOWANCE	6,749	6,278	6,452	7,050
6116100	511070	UNEMPLOYMENT	70	70	71	71
TOTAL	PERSONAL SERVICES		121,478	120,013	114,915	120,275
52	**OPERATING-SUPPLIES**					
6116100	522040	POSTAGE	42	15	36	100
6116100	522070	OPERATING	8,086	4,863	5,664	8,000
6116100	522100	MINOR PROPERTY	7,326	8,674	9,393	9,500
6116100	522130	BOOKS & REPORTS	1,343	1,296	1,384	1,500
TOTAL	OPERATING-SUPPLIES		16,797	14,848	16,477	19,100
53	**OPERATING-PURCH/CONT**					
6116100	533070	CASUALTY EXPENSE	214,409	476,522	281,689	400,000
6116100	533115	TRAVEL/TRAINING	2,004	2,279	829	1,800
6116100	533120	DUES & SUBSCRIPTIONS	4,844	5,239	6,299	6,500
6116100	533130	INSURANCE	58,330	592,143	55,901	355,000
6116100	533135	COMMUNICATIONS	333	365	436	1,250
6116100	533140	PRINTING	90	-	869	1,000
6116100	533165	STAFF DEVELOPMENT	3,440	3,429	5,568	7,000
TOTAL OPERATING-PURCH/CONT			283,450	1,079,977	351,590	772,550
TOTAL	**RISK MANAGEMENT FUND**		**$ 421,725**	**$ 1,214,838**	**$ 482,983**	**$ 911,925**

3-1-1/CUSTOMER SERVICE AND INFORMATION CENTER

FUND/DEPARTMENT NUMBER: **#631-6300**

MISSION STATEMENT

To provide a premier integrated customer service system with information tracking capabilities for both internal and external customers, in addition to supplying quick, efficient, courteous, accessible, responsive and seamless assistance for all concerns, complaints, and needs.

VISION STATEMENT

To be the only telephone number that citizens need to call for assistance with any and all government services by consolidating customer service calls for all county departments within the 3-1-1 call center to truly become a "one-stop" customer service center.

DEPARTMENT DESCRIPTION

The **Customer Service Department** is directly managed by the Emergency & Operations Division Director. The Customer Service Representatives provide general information requests for internal and external customers, maintains a complaint database, contacts departments for specific responses to complaints, provides follow-up information to the complainants, and prepares a monthly summary report of complaints for dissemination to all departments and elected officials.

ACCOMPLISHMENTS FOR FY 10/11

- Successfully activated & executed 3-1-1 operations for winter weather event
- Continue education and staff training
- Continued to answer calls for additional departments within the county to alleviate workload for those departments.
- Began implementation of Tyler Citizen Connect Customer Service software

GOALS FOR FY 11/12

- Train C.E.R.T volunteers to staff 3-1-1 during EOC activation
- Complete implementation of Tyler Citizen Connect software application for 3-1-1
- Maintain training with existing staff on changes in government needs and services
- Improve written training program for new employees
- Continue improving efficiency so that more calls can be handled with existing staffing level
- Supervisor training with Rosetta Stone (Spanish) software for better communication w/ Spanish speaking callers

3-1-1/CUSTOMER SERVICE AND INFORMATION CENTER

FUND/DEPARTMENT NUMBER: **#631-6300**

WORKLOAD MEASUREMENTS

Category	Actual FY09/10	Estimated FY 10/11	Forecast FY 11/12
General Information & Service Requests	34,326	35,000	36,000

PERFORMANCE MEASURES

Category	Actual FY 09/10	Estimated FY 10/11	Forecast FY 11/12
Customer Service Actions- Walk Ins	400	500	550
Customer Service Surveys Sent	260 2,000	260 2,100	260 2,200
Conduct Community Outreach on customer Service Phone number (Number of Participant Targets**)	750 **105,000	800 **110,00	850 **115,00

STAFFING

Position	Actual FY FY 09/10	Estimated FY 10/11	Forecast FY 11/12
CSR Supervisor	1	1	1
Customer Service Specialist	1	1	1
Customer Service Representative	3	3	3
Total	**4**	**4**	**4**

3-1-1/CUSTOMER SERVICE AND INFORMATION CENTER

FUND/DEPARTMENT NUMBER: **#631-6300**

VEHICLE SCHEDULE

Category	Actual FY FY 08/09	Estimated FY 09/10	Forecast FY 10/11
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**0**	**0**	**0**

EXPENDITURE DETAIL

INTERNAL SERVICE FUNDS

CUSTOMER SERVICE AND INFORMATION CENTER

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
6300 CUSTOMER SERVICE & INFO CENTER						
51 PERSONAL SERVICES						
6316300	511001	SAL/WAGES	$ 93,961	$ 119,595	$ 119,179	$ 141,562
6316300	511004	OVERTIME	-	-	226	500
6316300	511030	VACATION	17,310	13,045	14,095	-
6316300	511031	SICK LEAVE	1,076	282	13	-
6316300	511033	HOLIDAY	3,930	5,461	6,036	-
6316300	511051	EMPLOYEE MEDICAL	16,838	24,681	19,929	18,242
6316300	511052	GROUP LIFE	211	190	135	133
6316300	511053	RETIREMENT	7,576	9,837	9,941	10,044
6316300	511054	FICA	8,450	9,870	10,018	10,197
6316300	511055	WORK COMP	176	1,279	2,364	200
6316300	511060	EXPENSE ALLOWANCE	722	722	722	720
6316300	511070	UNEMPLOYMENT	83	112	113	135
6316300	511080	PERSONNEL	-	-	-	-
TOTAL	PERSONAL SERVICES		150,333	185,075	182,770	181,733
52 OPERATING-SUPPLIES						
6316300	522001	UNIFORMS	297	300	-	-
6316300	522040	POSTAGE	155	170	152	200
6316300	522070	OPERATING	2,094	5,597	1,131	5,000
6316300	522100	MINOR PROPERTY	5,502	-	-	-
6316300	522130	BOOKS & REPORTS	-	-	-	-
TOTAL	OPERATING-SUPPLIES		8,047	6,067	1,283	5,200
53 OPERATING-PURCH/CONT						
6316300	533025	ADVER/MARKETING	-	-	-	-
6316300	533115	TRAVEL/TRAINING	149	538	-	-
6316300	533135	COMMUNICATIONS	1,692	1,187	1,007	2,000
TOTAL	OPERATING-PURCH/CONT		1,841	1,725	1,007	2,000
54 OPERATING-OTH COSTS						
6316300	544001	MISCELLANEOUS	500	313	-	-
TOTAL	**CUSTOMER SERVICE AND INFORMATION**		**$ 160,721**	**$ 193,180**	**$ 185,059**	**$ 188,933**

AUTHORIZED POSITIONS

	As of January 1				
General Fund	**2007**	**2008**	**2009**	**2010**	**2011**
Commission	8	8	8	7	7
Finance	10	10	10	10	10
Procurement	8	8	8	8	8
Info Tech	21	21	21	20	19
Co Admin	2	3	4	4	4
Bd of Elec	4	4	4	4	4
Comm Svcs	5	16	16	4	4
HR	7	7	7	6	6
GIS	4	5	6	6	6
Management	2	2	0	0	0
Tax Commission	25	25	26	26	26
Tax Assessor	20	22	23	23	23
Clerk of Court	20	22	22	25	25
Superior Court	1	1	0	0	0
Probate Court	11	11	11	11	11
Juvenile Ct	8	10	10	10	10
Magistrate Court	15	15	16	17	17
Sheriff's Office	191	195	199	200	204
Detention Center	124	125	130	130	130
Emergency Svcs	3	3	3	5	3
R&B	45	45	45	44	52
Fleet	12	12	13	13	13
Maint	12	14	14	14	20
Eng	13	14	10	10	0
Econ Dev Auth			1	1	1
Planning	5	6	5	4	4
Code Comp	6	6	6	4	0
Plan Review	1	1	1	1	9
Ext Svc	1	1	1	1	1
Soil Conserv	0	0	0	0	0
Public Trans	5	5	9	9	10
Public Lib	18	21	22	19	19
Recreation	26	30	30	29	12
Wildwood Park	1	2	2	2	2
Animal Cont	14	14	14	13	14
Coroner	4	4	4	4	4
Senior Center	8	8	5	5	4
Total	**660**	**696**	**706**	**689**	**682**
Special Revenue Funds					
Building Standards	20	20	20	21	19
911	23	24	24	24	28
Community Centers	3	3	3	3	6
Visitors Center	1	1	1	1	1
Traffic Engineering	3	3	3	3	5
Construction/Maintenance	2	2	2	2	2
Fire Svcs	2	2	2	2	2
Total	**54**	**55**	**55**	**56**	**63**
Special Purpose Local Option Sales Tax	**11**	**11**	**14**	**18**	**22**
Enterprise Funds					
Water and Sewerage	98	102	100	103	111
Storm Water	11	13	13	13	14
Landfill/Recycling	3	3	2	2	2
Broadband Utility	0	0	0	0	2
Total	**112**	**118**	**115**	**118**	**129**
Internal Service Funds					
Risk Management	2	2	2	2	2
Customer Service	3	3	3	4	4
Total	5	5	5	6	6
Total Authorized Positions	**842**	**885**	**895**	**887**	**902**

Columbia County, Georgia
Demographic and Economic Statistics
Last Ten Calendar Years

Calendar Year	Population	Personal Income (amounts in thousands)	Per Capita Personal Income	Median Age	School Enrollment	Retail Sales (amounts in thousands)	Unemployment Rate
2001	91,539	2,767,865	30,237	35.4	18,775	870,927	2.90%
2002	94,166	2,898,335	30,779	35.4	19,042	935,398	3.50%
2003	96,443	3,090,323	32,043	35.4	19,633	858,395	3.40%
2004	99,664	3,314,825	33,260	35.2	20,167	1,011,768	3.70%
2005	102,328	3,583,322	35,018	35.8	20,936	1,115,984	4.40%
2006	105,655	3,910,292	37,010	36.0	22,042	1,566,842	4.10%
2007	109,100	4,226,752	38,742	35.7	22,379	1,860,993	3.70%
2008	110,252	4,701,035	42,639	35.8	22,577	2,150,749	4.70%
2009	110,627	not available	not available	35.8	23,305	not available	6.80%
2010	112,958	not available	not available	35.8	23,685	not available	not available

Sources: Georgia County Guide, University of Georgia
Georgia Department of Labor
Columbia County Planning and Development Services Division
School enrollment provided by Columbia County Board of Education as of November 2, 2010.

Columbia County, Georgia
Principal Property Tax Payers
Current Year and Nine Years Ago

	2010			2001		
TAXPAYER	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Georgia Power	$ 33,752,320	1	0.83%	$ 21,346,916	1	0.98%
John Deere Commercial Products	33,750,705	2	0.83%	10,272,605	5	0.47%
World Color (USA) Inc	31,324,366	3	0.77%	20,266,754	2	0.93%
Wal-Mart Real Estate Business	21,445,660	4	0.52%	-		-
Club Car Inc	16,621,567	5	0.41%	9,575,494	6	0.44%
Pollard Land Company	16,099,780	6	0.39%	12,700,524	3	0.58%
Mullins Crossing Inc	13,172,256	7	0.32%	-		-
Bell South Telecommunications	10,337,275	8	0.25%	12,285,734	4	0.57%
Georgia Iron Works	9,628,450	9	0.24%	5,848,743	8	0.27%
The Haven at Reed Creek LLC	8,239,111	10	0.20%	-		-
Greenfield Industries	-	-	-	7,374,202	7	0.34%
Atlanta Gas Light Company	-	-	-	5,755,170	9	0.26%
Lowe's Home Center	-	-	-	5,547,374	10	0.26%
Total	$ 194,371,490		4.75%	$ 110,973,516		5.11%
Total taxable assessed value	$ 4,088,975,147			$ 2,171,900,863		

SOURCE: Tax Commissioner's Office

Columbia County, Georgia
Principal Employers
Current Year and Nine Years Ago

	2010			2001		
Employer	**Employees**	**Rank**	**Percentage of Total County Employment**	**Employees**	**Rank**	**Percentage of Total County Employment**
Columbia County Board of Education	3,070	1	11.86%	2,414	1	9.12%
Club Car, Inc.	900	2	3.48%	1,400	2	5.29%
Columbia County Board of Commission	862	3	3.33%	656	3	2.48%
Quebecor World Inc.	700	4	2.71%	480	5	1.81%
Walmart	620	5	2.40%			
John Deere Commercial Products	428	6	1.65%	400	8	1.51%
Georgia Iron Works	350	7	1.35%	410	7	1.55%
Greenfield Industries/Kennametal	225	8	0.87%	450	6	1.70%
Augusta Sportswear, Inc.	248	9	0.96%	575	4	2.17%
Serta Mattress-Augusta Bedding	130	10	0.50%	100	9	0.38%
Tracy-Lucky Company				60	10	0.23%
Total	7,533		29.11%	6,945		26.24%

Sources: Development Authority of Columbia County
Georgia Department of Labor

2004 General Obligation Bond Fund - A capital projects fund used to account for the property acquisition and construction of projects funded with proceeds received from the issuance of the 2004 General Obligation Bonds.

2006 Capital Improvements Projects Fund – This Capital Projects Fund accounts for the property acquisition and construction of projects to be funded with proceeds received from the issuance of the 2007B Various Purpose General Obligation Bonds.

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.

Annexation: The legal incorporation of portions of unincorporated Columbia County into one of Columbia'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.

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 Columbia 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.

GLOSSARY OF TERMS

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.

Building Standards Fund – A special revenue fund used to account for building permits and inspection fees.

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 in excess of one year. 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 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.

Clean and Beautiful Memorial Fund - A special revenue fund used to account for funds used for beautification projects on County property.

Community Center Operations Fund - A special revenue fund used to account for the activities of the Columbia County community centers.

Community Events Fund - A special revenue fund used to account for special events funded by sponsor fees and ticket sales.

Continuing Appropriations: An appropriation which once established, is automatically renewed without further legislative action, period after period, until altered, revoked or expended.

Customer Service/Information Center Fund – An internal service fund used to account for operations of the County's customer service/information center.

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.

Debt Service Fund – 2004 General Obligation Bond – A debt service fund used to account for special purpose local option sales tax funds designated

to be used for principal and interest payments on governmental fund debt, specifically the 2004 General Obligation Bonds.

Debt Service Fund - 2007 General Obligation Bond – A debt service fund used to account for property tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2007 General Obligation Bonds.

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.

Emergency Telephone System Fund: A special revenue fund to finance the operation and maintenance of the Emergency 911 system within the County.

Employee Medical Fund - to account for employer and employee contributions to the County's medical plan.

Encumbrance: Commitments for unperformed contracts for goods 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.

Federal Asset Sharing Fund - A special revenue fund used to account for assets seized or confiscated by federal courts.

Fines and Forfeitures: Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

Fire Services Fund - to account for taxes collected in special service districts within the unincorporated area for the purpose of providing fire services.

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. Columbia County's fiscal year begins on July 1 and ends on June 30.

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 Replacement Fund: An internal service fund to finance the acquisition of new and replacement vehicles and equipment for the General Fund and IPTF.

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 Columbia County.

Georgia Superior Court Clerks' Cooperative Authority Fund - A special revenue fund used to account for funds mandated to be used to administer a statewide index for real estate and personal property records, pursuant to OCGA 15-6-94.

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.

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.

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 Premium Fund: A fund to finance various departments with revenue from insurance premium taxes. Departments included in this fund are traffic engineering, construction and maintenance, and fleet fire services.

Intangible Property: A category of personal property that includes stocks, taxable bonds and cash.

Interfund Reimbursements: Payments from funds responsible for particular expenditures or expenses to the funds that initially paid for them. These are treated as an adjustment to expenses or expenditures.

Interfund Transfers: The flow of assets from one fund without the equivalent flow of assets in return from another fund and without a requirement for repayment. They are often the interfund equivalent of operating subsidies. As such, their purpose is to support the normal level of operations in the recipient fund. 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. These are treated as other financing sources and uses.

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 account for fines charged by Columbia County to be used for jail improvements.

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.

Library Board Fund - A special revenue fund used to account for the activity of the Columbia County Library Board.

Licenses & Permits: Fees collected for the issuance of licenses and permits such as business licenses, building and sign permits.

Lodging Tax Fund: A special revenue fund to finance tourism and marketing programs within the County.

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 is 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 for 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.

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.

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, expense allowances, worker's compensation, health/life insurance, retirement employee benefits, and other 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 Advisory Board Fund - A special revenue fund used to account for various projects sponsored by the Recreation Advisory Board to raise funds for recreation equipment.

Reserves: Appropriations of funds set aside to cover unanticipated or contingent expenses, shortfalls in revenues and special trusts.

Resolution: See "Budget Resolution or Ordinance"

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.

Risk Management Fund: An internal service fund to finance automobile, general liability and property liability risk from loss.

Sheriff's Gift/Donations Fund - A special revenue fund used to account for funds donated to the Sheriff's office from external persons or entities.

Solid Waste Management Fund - An enterprise fund used to account for the cost of operating and maintaining the landfill facility.

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.

Special Local Option Sales Tax Fund 1996–2000 – A capital projects fund used to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 1996 through 2000.

Special Local Option Sales Tax Fund 2001-2005 - A capital projects fund used to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2001 through 2005.

Special Local Option Sales Tax Fund 2006-2010 – This Capital Projects Fund accounts for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2006 through 2010.

State Condemnation Fund - A special revenue fund used to account for assets seized or confiscated by state courts.

Storm Water Utility Fund – An enterprise fund used to account for the cost of providing storm water management services and maintaining and improving the County's storm water infrastructure.

Street Lights Fund - A special revenue fund used to account for the street light assessments used for maintenance of street lights in certain subdivisions.

Supplemental Juvenile Services Fund - A special revenue fund used to account for fines charged to juvenile offenders to be used for juvenile services.

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.

Unencumbered Appropriation: That portion of an appropriation not yet expended or encumbered.

Water and Sewerage Fund – An enterprise fund used to account for water and sewer operations as well as construction and maintenance of water and sewerage projects.

EXPENDITURE DETAIL

INTERNAL SERVICE FUNDS

FLEET REPLACEMENT FUND

			Actual FY 2009	Actual FY 2010	Est. Actual FY 2011	Budget FY 2012
6400	**FLEET REPLACEMENT**					
56	**OPERATING-DEPREC**					
6416400	566100	DEPRECIATION	$ 491,690	$ 700,779	$ 723,110	$ -
60	**CAPITAL**					
6416400	601079	CIP VEHICLES	-	-	(72,039)	874,000
6416400	601080	VEH REPLACEMENT	-	-	-	345,000
6416400	601081	CIP EQUIPMENT	-	-	156,959	-
TOTAL	CAPITAL		-	-	84,921	1,219,000
TOTAL	**FLEET REPLACEMENT FUND**		**$ 491,690**	**$ 700,779**	**$ 808,031**	**$ 1,219,000**



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