COLUMBIA COUNTY
GEORGIA

Annual Budget Report



Columbia County, Georgia
Fiscal Year Ending
June 30, 2014

Columbia County, GA
Board of
Commissioners



Fiscal Year Ending June 30, 2014

Annual Budget

Fiscal Year 2014 Budget
Columbia County, Georgia
July 1 – June 30

Scott Johnson
County Administrator

Leanne C. Reece
Director of Financial Services

Columbia County Finance Department
630 Ronald Reagan Drive
Building C
Evans, GA 30809
www.columbiacountyga.gov

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INTRODUCTION

COLUMBIA COUNTY BOARD OF COMMISSIONERS



L to R: District 1 Commissioner Ron Thigpen, District 2 Commissioner Trey Allen, Countywide 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 p.m. 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 a.m.



Ron C. Cross
Chairman
Term: 2011-2014
Member:
Community and Emergency Services Committee
Development Services Committee
Management and Financial Services Committee
Public Works Services Committee

The Countywide 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). He served on the Governor's Energy Task Force and the Governor's Water Planning Task Force under Governor Purdue. He currently serves as Chairman of the Savannah-Upper Ogeechee Regional Water Planning Council, Chairman of the Public Defender Council under Governor Nathan Deal and serves as the District 7 representative of the Board of Managers for ACCG.



Ron Thigpen
Vice Chair
Term: 2011-2014
District 1

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

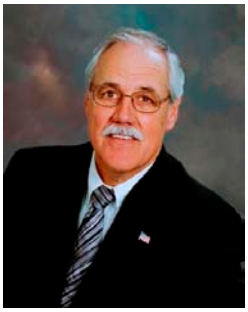
Chair: Public Works Services Committee
Vice Chair: Management and Financial Services Committee



Trey Allen
Term: 2013-2016
District 2

Trey has completed the County Commissioner Training Program by ACCG and UGA and is currently pursuing the Certified Commissioners Advance Program. He is appointed to the Georgia Department of Community Affairs Board.

Chair: Development Services Committee
Vice Chair: Community and Emergency Services Committee



J. Charles Allen, Jr
Term: 2013-2016
District 3

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

Chair: Community and Emergency Services Committee
Vice Chair: Development Services Committee



William D. (Bill) Morris
Term: 2011-2014
District 4

Bill has completed the County Commissioners Training Program by ACCG and UGA.

Chair: Management and Financial Committee
Vice Chair: Public Works 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.

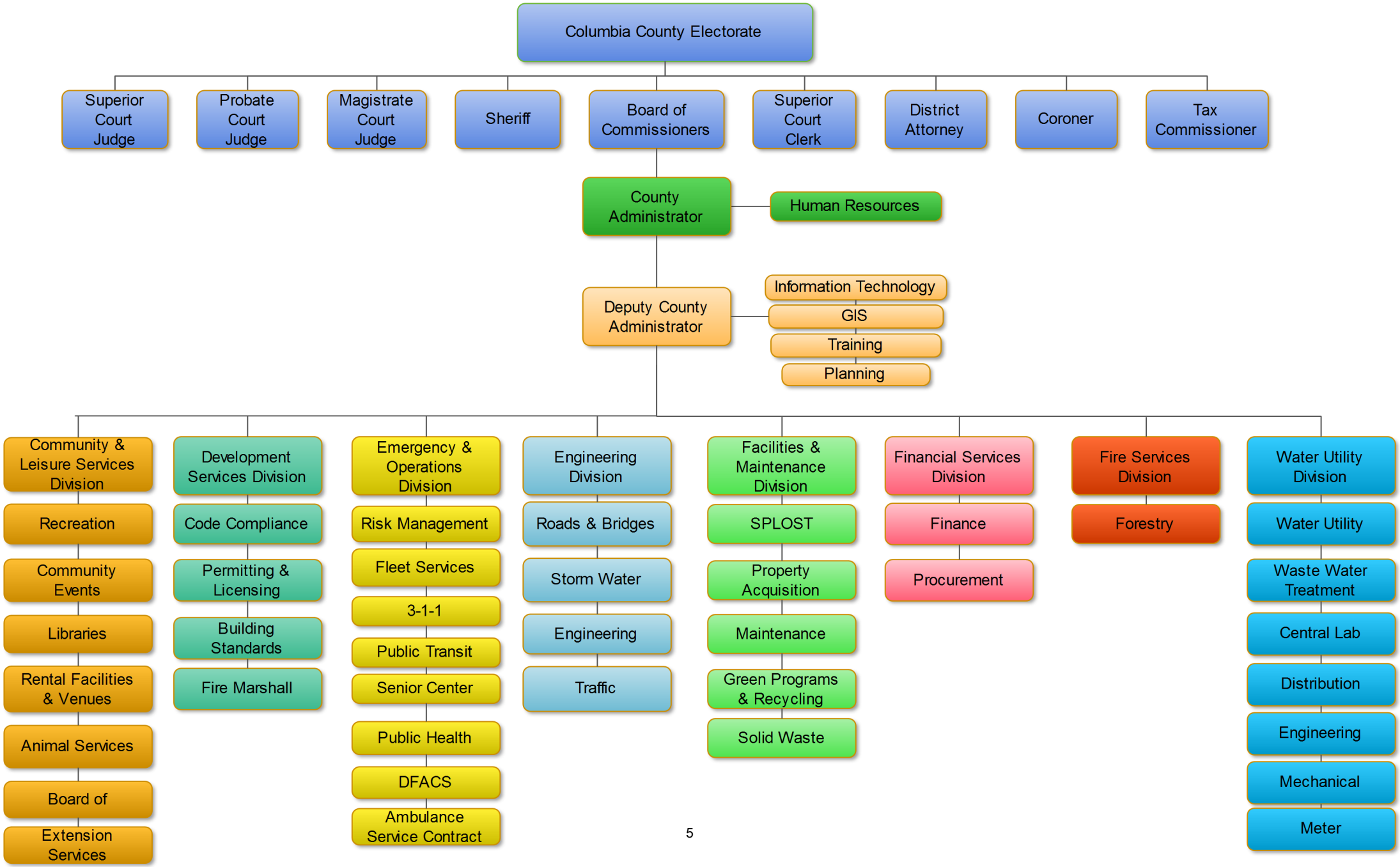
Values – To maintain the highest level of ethical and performance standards.

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

FY 2014 PRIORITIES, OBJECTIVES, AND INITIATIVES

1. Balance budget with no reduction in services and no tax increase.
2. Continue marketing of towers/fiber in Broadband Utility.
3. Begin construction of 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. Implement the regional T-SPLOST program which was approved in a referendum in July 2012 and became effective January 1, 2013.
6. Strive to complete all capital improvement projects funded by SPLOST and bonds on time and under budget.
7. Focus on development standards and infrastructure needs to support a growing population.
8. Begin the formation of the 17-22 SPLOST program by identifying specific projects and capital needs of the County.
9. Coordinate multiple major roadway projects funded by the TSPLOST.

Columbia County, Georgia



COLUMBIA COUNTY, GEORGIA
PRINCIPAL OFFICIALS
July 1, 2013

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	Jason Troiano
Probate Court Judge	Alice Padgett
Sheriff	Clay Whittle
Coroner	Vernon Collins

APPOINTED OFFICIALS

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

RESOLUTION NO. 13-1056

RESOLUTION OF THE BOARD OF COMMISSIONERS OF COLUMBIA COUNTY, GEORGIA ADOPTING AN ANNUAL BALANCED BUDGET FOR ALL FUNDS OF COLUMBIA COUNTY, GEORGIA FOR FISCAL YEAR 2013/2014

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 7, 2013, 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 2013/2014.** The annual balanced budget for Fiscal Year 2013/2014 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, 2013 through June 30, 2014.

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

Resolution adopted June 4, 2013.

BOARD OF COMMISSIONERS
COLUMBIA COUNTY, GEORGIA

Chairman

Vice-Chairman

Commissioner

Commissioner

Commissioner

ATTACHMENT A
BUDGET SUMMARY

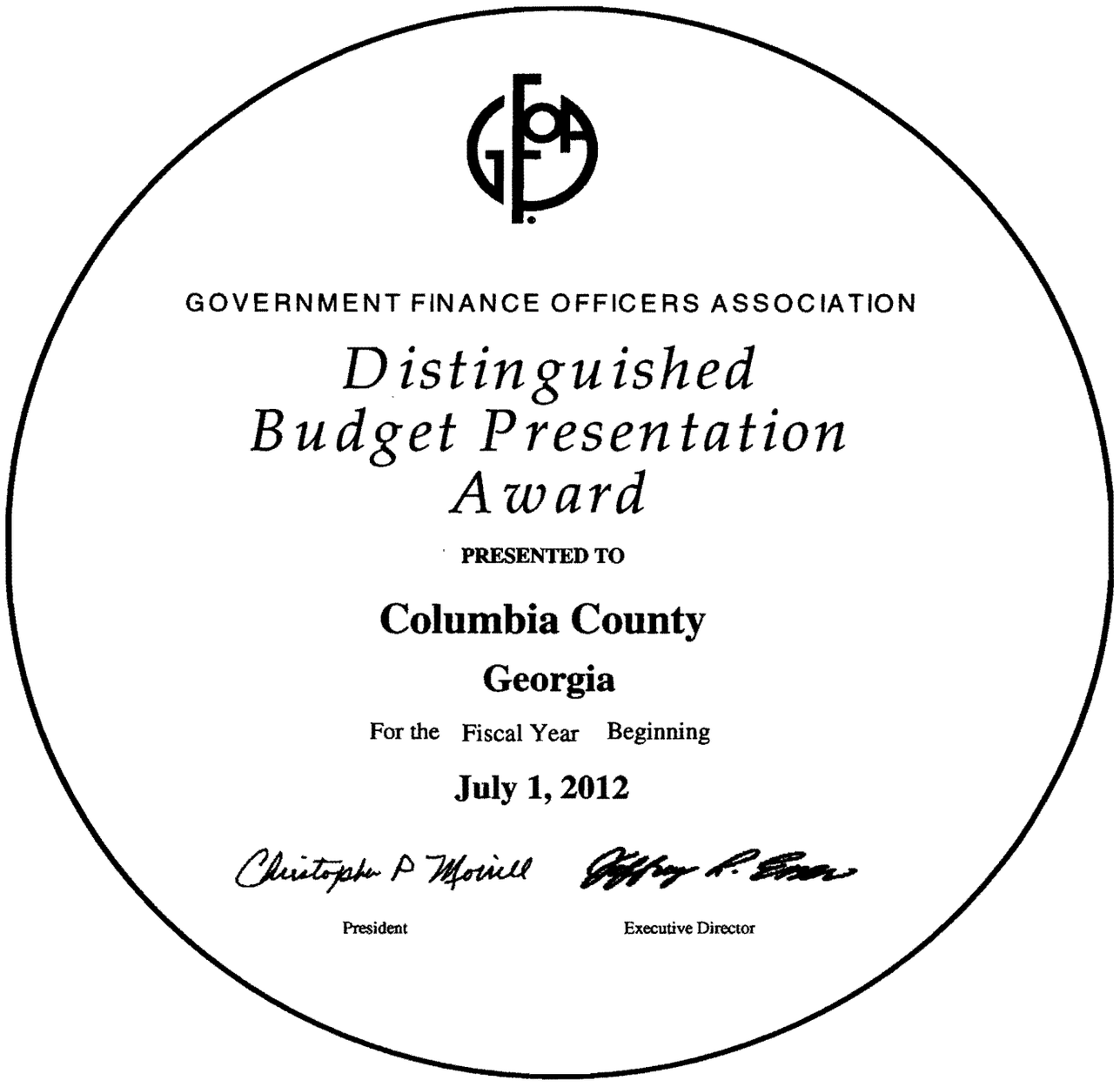
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	REVENUES				EXPENDITURES			
	2013 ORIGINAL	2013 REVISED	2014 PROPOSED	PCT CHANGE	2013 ORIGINAL	2013 REVISED	2014 PROPOSED	PCT CHANGE
GENERAL FUND - operations	$ 55,994,971.00	$ 55,994,971.00	$ 57,703,502.00	3.05%	$ 55,994,971.00	$ 55,994,971.00	$ 57,703,502.00	3.05%
General Fund with fund balance adjustment	$ 55,994,971.00	$ 55,994,971.00	$ 59,703,502.00	6.62%	$ 55,994,971.00	$ 55,994,971.00	$ 59,703,502.00	6.62%
BUILDING STANDARDS FUND	$ 1,415,145.00	$ 1,450,145.00	$ 1,234,762.00	-12.75%	$ 1,415,145.00	$ 1,450,145.00	$ 1,234,762.00	-12.75%
LIBRARY BOARD	$ 105,000.00	$ 105,000.00	$ 105,000.00	0.00%	$ 105,000.00	$ 105,000.00	$ 105,000.00	0.00%
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	$ 1,620,400.00	$ 1,620,400.00	$ 1,620,600.00	0.01%	$ 1,620,400.00	$ 1,620,400.00	$ 1,620,600.00	0.01%
SHERIFF'S 911 FUND	$ 2,181,056.00	$ 2,181,056.00	$ 2,259,149.00	3.58%	$ 2,181,056.00	$ 2,181,056.00	$ 2,259,149.00	3.58%
DRUG COURT	$ 25,000.00	$ 25,000.00	$ 25,000.00	0.00%	$ 25,000.00	$ 25,000.00	$ 25,000.00	0.00%
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	$ 40,000.00	$ 40,000.00	$ 46,000.00	15.00%	$ 40,000.00	$ 40,000.00	$ 46,000.00	15.00%
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	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.00%	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.00%
LODGING TAX FUND	$ 662,040.00	$ 662,040.00	$ 727,282.00	9.85%	$ 662,040.00	$ 662,040.00	$ 727,282.00	9.85%
MULTIPLE GRANT FUND	$ 5,000.00	$ 5,000.00	$ 5,000.00	0.00%	$ 5,000.00	$ 5,000.00	$ 5,000.00	0.00%
FIRE SERVICES FUND	$ 10,143,973.00	$ 10,143,973.00	$ 10,240,010.00	0.95%	$ 10,143,973.00	$ 10,143,973.00	$ 10,240,010.00	0.95%
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	$ 4,600,000.00	$ 4,600,000.00	$ 5,348,965.00	16.28%	$ 4,600,000.00	$ 4,600,000.00	$ 5,348,965.00	16.28%
COMMUNITY EVENTS FUND	$ 30,000.00	$ 40,000.00	$ 153,000.00	410.00%	$ 30,000.00	$ 40,000.00	$ 153,000.00	410.00%

ATTACHMENT A
BUDGET SUMMARY

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	REVENUES				EXPENDITURES			
	2013 ORIGINAL	2013 REVISED	2014 PROPOSED	PCT CHANGE	2013 ORIGINAL	2013 REVISED	2014 PROPOSED	PCT CHANGE
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	$ 30,000.00	0.00%	$ 30,000.00	$ 30,000.00	$ 30,000.00	0.00%
2001-2005 SPLOST	$ 134,514.00	$ 134,514.00	$ -	-100.00%	$ 134,514.00	$ 134,514.00	$ -	-100.00%
2006-2010 SPLOST	$ 24,219,390.00	$ 24,219,390.00	$ 8,391,623.00	-65.35%	$ 24,219,390.00	$ 24,219,390.00	$ 8,391,623.00	-65.35%
2007 GENERAL OBLIGATION BOND PROJECTS	$ 7,082,335.00	$ 7,082,335.00	$ 4,757,184.00	-32.83%	$ 7,082,335.00	$ 7,082,335.00	$ 4,757,184.00	-32.83%
2009 GO BOND/2011-2016 SPLOST	$ 19,200,000.00	$ 19,200,000.00	$ 23,681,896.00	23.34%	$ 19,200,000.00	$ 19,200,000.00	$ 23,681,896.00	23.34%
DEBT SERVICE FUND-2007 GO BOND	$ 6,750,525.00	$ 6,750,525.00	$ 7,007,324.00	3.80%	$ 6,750,525.00	$ 6,750,525.00	$ 7,007,324.00	3.80%
DEBTSVCFUND-2009GOBOND	$ 7,202,850.00	$ 7,202,850.00	$ 7,370,450.00	2.33%	$ 7,202,850.00	$ 7,202,850.00	$ 7,370,450.00	2.33%
WATER AND SEWER FUND	$ 27,445,400.00	$ 27,445,400.00	$ 28,562,603.00	4.07%	$ 27,445,400.00	$ 27,445,400.00	$ 28,562,603.00	4.07%
STORM WATER UTILITY FUND	$ 2,630,000.00	$ 2,630,000.00	$ 2,730,000.00	3.80%	$ 2,630,000.00	$ 2,630,000.00	$ 2,730,000.00	3.80%
SOLID WASTE MANAGEMENT	$ 608,545.00	$ 608,545.00	$ 619,975.00	1.88%	$ 608,545.00	$ 608,545.00	$ 619,975.00	1.88%
COLUMBIA COUNTY BROADBAND UTILITY	$ 1,691,935.00	$ 1,691,935.00	$ 896,000.00	-47.04%	$ 1,691,935.00	$ 1,691,935.00	$ 896,000.00	-47.04%
RENTAL FACILITIES	$ 559,500.00	$ 559,500.00	$ 667,500.00	19.30%	$ 559,500.00	$ 559,500.00	$ 667,500.00	19.30%
EMPLOYEE MEDICAL FUND	$ 6,105,451.00	$ 6,105,451.00	$ 7,200,000.00	17.93%	$ 6,105,451.00	$ 6,105,451.00	$ 7,200,000.00	17.93%
RISK MANAGEMENT FUND	$ 914,819.00	$ 914,819.00	$ 1,073,334.00	17.33%	$ 914,819.00	$ 914,819.00	$ 1,073,334.00	17.33%
CUSTOMER SERVICE AND INFORMATION	$ 197,764.00	$ 197,764.00	$ 201,969.00	2.13%	$ 197,764.00	$ 197,764.00	$ 201,969.00	2.13%
FLEET REPLACEMENT FUND	$ 2,085,000.00	$ 2,085,000.00	$ 2,557,000.00	22.64%	$ 2,085,000.00	$ 2,085,000.00	$ 2,557,000.00	22.64%
TOTAL (w/o GF fund balance adjustment)	$ 183,982,558.00	$ 184,027,558.00	$ 175,517,073.00	-4.60%	$ 183,982,558.00	$ 184,027,558.00	$ 175,517,073.00	-4.60%
Total with GF fund balance adjustment	$ 183,982,558.00	$ 184,027,558.00	$ 177,517,073.00	-3.51%	$ 183,982,558.00	$ 184,027,558.00	$ 177,517,073.00	-3.51%



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Columbia County, Georgia, for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

EXECUTIVE SUMMARY

Chairman and Members of the Board of Commissioners:

I am pleased to present to you the adopted budget for fiscal year 2014, which will begin July 1, 2013. 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 2014.

This budget provides funding to maintain current levels of service, with no change in the millage rate, while reducing operating costs and capital outlay where possible. The annual budget for all funds totals $191,226,645, reflecting a net increase from the fiscal year 2013 adopted budget of $7,244,087, or 3.94%. This net increase is primarily due to (1) the use of reserves in the General Fund in the amount of $2 million to expense a portion of property that has been held for resale that will be used for County operations, (2) the use of reserves in the Storm Water Utility Fund in the amount of $1.4 million to complete capital projects, and (3) an increase in health care costs in the Employee Medical Plan of $1.1 million.

The General Fund budget, excluding the use of reserves, increased $1.7 million from the fiscal year 2013 adopted budget, or 3.05%, primarily due to an increase in personnel costs of $847,437, or 2.38%, and an increase in operating costs of $416,731, or 2.30%. Other than the items mentioned above, no other significant changes occurred in the budget.

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 7, 2013, to allow the public an opportunity to address their concerns and priorities. The budget was adopted by the BOC on June 4, 2013, at its regularly scheduled meeting.

Highlights

- Total General Fund expenditures, excluding the use of fund balance, increased by 3.05% from the FY 2012/2013 adopted budget, including a contingency of $1,290,158, or 2.29% of proposed expenditures.

- The increase in General Fund expenditures consists of an increase in personnel costs of 2.38%, an increase in new positions and promotions of 34.53%, an increase in operating expenditures of 2.30%, an increase in contingency of 19.97%, and an increase in capital requests of 14.13%.

- No interfund transfers were included for FY 2013/2014.

- New personnel requests within the General Fund consist of 11 new positions in the amount of $311,046, reclassifications and promotions in the amount of $67,773, a 35 day delay in replacement of vacancies for an anticipated savings of ($200,000), no merit increase, funding for recommendations included within the 2013 salary study in the amount of $15,000, and a 2.5% increase in medical rates in the amount of $50,000. New hires are budgeted at a rate of “entry only” and are effective July 1, 2013, except for 4 positions which are effective January 1, 2014. The combined cost of these additional personnel and benefit requests is $243,819.

- New personnel requests within other funds include 15 new positions in the amount of $599,972 and reclassifications and promotions in the amount of $19,185. The combined cost of these additional personnel requests is $619,157.

- 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 1.5%. Therefore, the budget was prepared and balanced using a 1.5% increase in property tax revenues. Any additional growth in the property tax revenues will be added to the contingency fund.

- The County has experienced an annualized decrease in local option sales tax revenues of 0.22% as of March 2013. However, the County has begun collecting the new Title Ad Valorem Tax and the new Excise Tax on Energy, beginning in April 2013 and May 2013, respectively. The average monthly collection for the LOST, currently $1.4 million, was used in preparing and balancing the budget.

Expenditure/Revenue Adjustments

Georgia House Bill 386 became effective on January 1, 2013. This legislation removed the sales and use tax on the purchase of motor vehicles and the annual ad valorem tax on the same motor vehicles and replaced these taxes with a one-time title ad valorem tax paid every time the ownership of a vehicle is transferred beginning March 1, 2013.

This legislation also enacted a sales and use tax exemption for energy used in the manufacturing process which phases out the state and local sales tax on energy. HB 386 authorizes counties to levy, by county ordinance, a new local excise tax on energy designed to recoup the local revenues lost as a result of the exemption. The County adopted Ordinance 13-02 effective April 2, 2013, to impose such an excise tax on the sale, use, storage, or consumption of energy. Both of these revenues are accounted for within the General Fund with no restrictions, unlike some sales taxes. The County may choose to transfer a portion of these revenues to its SPLOST account, but is not required to do so.

The County began collecting the new Title Ad Valorem Tax and the new Excise Tax on Energy, beginning in April 2013 and May 2013, respectively. Because of the uncertainty of the collection amounts of these new taxes, no funds were included in the FY 2014 budget. The budget will be amended during the year as necessary.

Fund Balance

Fund Balance within the General Fund as of June 30, 2012, totaled $32.5 million. Of this total, $6 million was assigned for risk management ($1 million), interfund transfers ($$3.5 million) and economic development incentives ($1.5 million).

Also included within the total fund balance was a minimum fund balance requirement of $15.3 million, or 100 days of operations, and nonspendable fund balance of $6.5 million. Total fund balance as of June 30, 2012, including the above mentioned items, equated to 214.73 days of operations.

During FY 2013, the County advanced an additional $2 million to the Broadband Utility, for a total advance of $3 million, to cover the current deficit expected to be repaid with user fees once the utility is fully operational. This advance is included as nonspendable fund balance and reduced the assignment for interfund transfers to $1.5 million. The County projects to add approximately $1.5 million to fund balance as of June 30, 2013. Due to an increase in the FY 2014 budget, the minimum fund balance requirement will be increased to $15.5 million to maintain 100 days of operations. With these changes, total fund balance within the General Fund as of June 30, 2013, is expected to be $34 million, or 220.5 days of operations.

During FY 2011, the County purchased property known as the "Marshall Square Property" for $6.25 million from fund balance. This property is being held for resale or development and was included as nonspendable fund balance as of June 30, 2013. Funds from the sale or development of this property will be used to replenish fund balance. During FY 2014, the County plans to expense a portion of the property in the amount of $2 million that will be maintained and used for County 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. Budgeted savings for fiscal year 2013 were $232,000. Actual savings as of June 30, 2013, were $405,101. 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 2013 are $200,000.

- 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 2013 digest with a millage rate for debt service of only 0.154 mills, approximately $6.3 million will be needed from other sources to make FY 2014 bond payments. The other sources available for debt service are the General Fund Fund Balance (GFFB), excess proceeds from the 2007 General Obligation Bond, and 2011/2016 SPLOST proceeds.

  For FY 2014, the County plans to use approximately $500,000 in excess 2007 GO Bond funds and $5.8 million from 11/16 SPLOST collections to make FY 2014 bond payments.

  Staff currently proposes the following strategy for future bond payments:
  1. Use available SPLOST funds, excess 2007 GO Bond funds, and available GFFB for FY 2014 – 2017.
  2. Include the remaining payoff of the 2007 GO Bond within the next SPLOST program.

- TSPLOST – On July 31, 2012, the Transportation Improvement Act of 2010 was approved in the Central Savannah River Region, which includes Columbia County. The Act, as originated by the Georgia General Assembly, allows the various state regions to compile a list of transportation projects to be funded by a 1% sales tax. Two categories of projects are included: Constrained Projects and Discretionary Projects. The "constrained projects" must be completed with the monies collected, which are projected to be $210 million for Columbia County and $650 million for the entire region. These projects will be funded on a reimbursement basis. The County will receive approximately $1.5 million per year for county "discretionary projects". These funds will be received in advance on a monthly basis. This tax became effective January 1, 2013.

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.

Respectfully submitted,

Leanne C. Reece

Leanne C. Reece, CPA
Director of Financial Services

BUDGET PROCESS AND PRESENTATION

The budget document is divided into three sections:

- Introduction/Executive Summary - contains the budget message, budget calendar, financial policies and procedures, and financial summaries of revenues and expenditures/expenses for all funds.
- Operating Funds - provides revenue and expenditure/expense detail for operating funds.
- Capital Funds – provides revenue and expenditure detail for capital funds
- Departmental Information – includes department descriptions, missions, goals, and performance measures.

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.

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.

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 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.

2007 General Obligation Bond Fund – to account 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.

TSPLOST Fund - to account for the property acquisition and construction of transportation projects to be funded by sales tax revenue received from the Transportation Improvement Act of 2010.

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 fund:

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

The County reports the following nonmajor enterprise funds:

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.

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

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

Rental Facilities Fund - to account for the operations and maintenance of all County rental facilities and revenues and expenses associated with promoting and executing events within the County.

Additionally, the County reports the following Internal Service Funds to account for operations that provide services to other departments or agencies of the government on a cost-reimbursement basis:

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.

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.

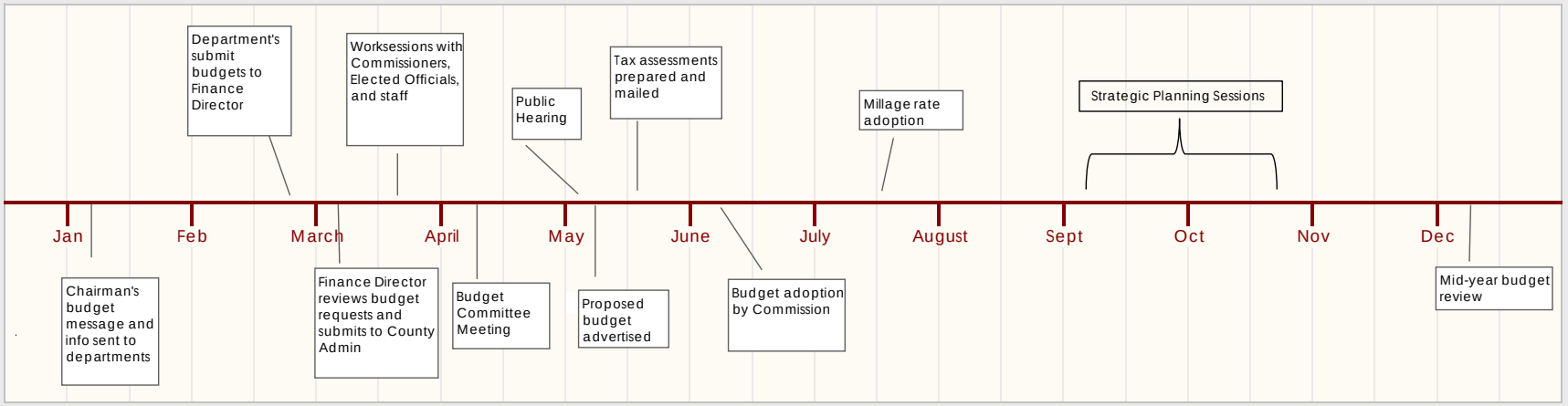
Proprietary funds (enterprise funds and internal service funds) are maintained using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time goods or services have been received. The focus of accounting for these funds is on determination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

FY 2013/2014 Proposed Budget Calendar

Tuesday	2/12/2013	MFS Committee Meeting – 8:30 AM Auditorium *Chairman's/BOC's Budget Message to be presented*
Friday	3/1/2013	Personnel requests submitted to Human Resources and all other operational/capital requests input into computer
Thursday	3/08/2013	Budget package due from Finance Director to County Administrator
Wednesday	3/13/2013	BOC Staff work-session – 9:00 AM BOC conference room
Thursday	3/14/2013	Elected Officials work-session – 9:00 AM BOC conference room
Tuesday	4/2/2013	Joint *Budget* Committee Meeting – 4:30 PM Auditorium
Friday	4/12/2013	Newspaper advertisement of Budget Public Hearing
Tuesday	5/07/2013	Budget Public Hearing at 5:30 PM prior to BOC meeting
Friday	5/11/2013	Newspaper advertisement of proposed budget
Tuesday	5/21/2013	Joint *Budget* Committee Meeting – 4:30 PM Auditorium
Tuesday	6/04/2013	Budget Adoption - BOC Meeting - 6:00 PM

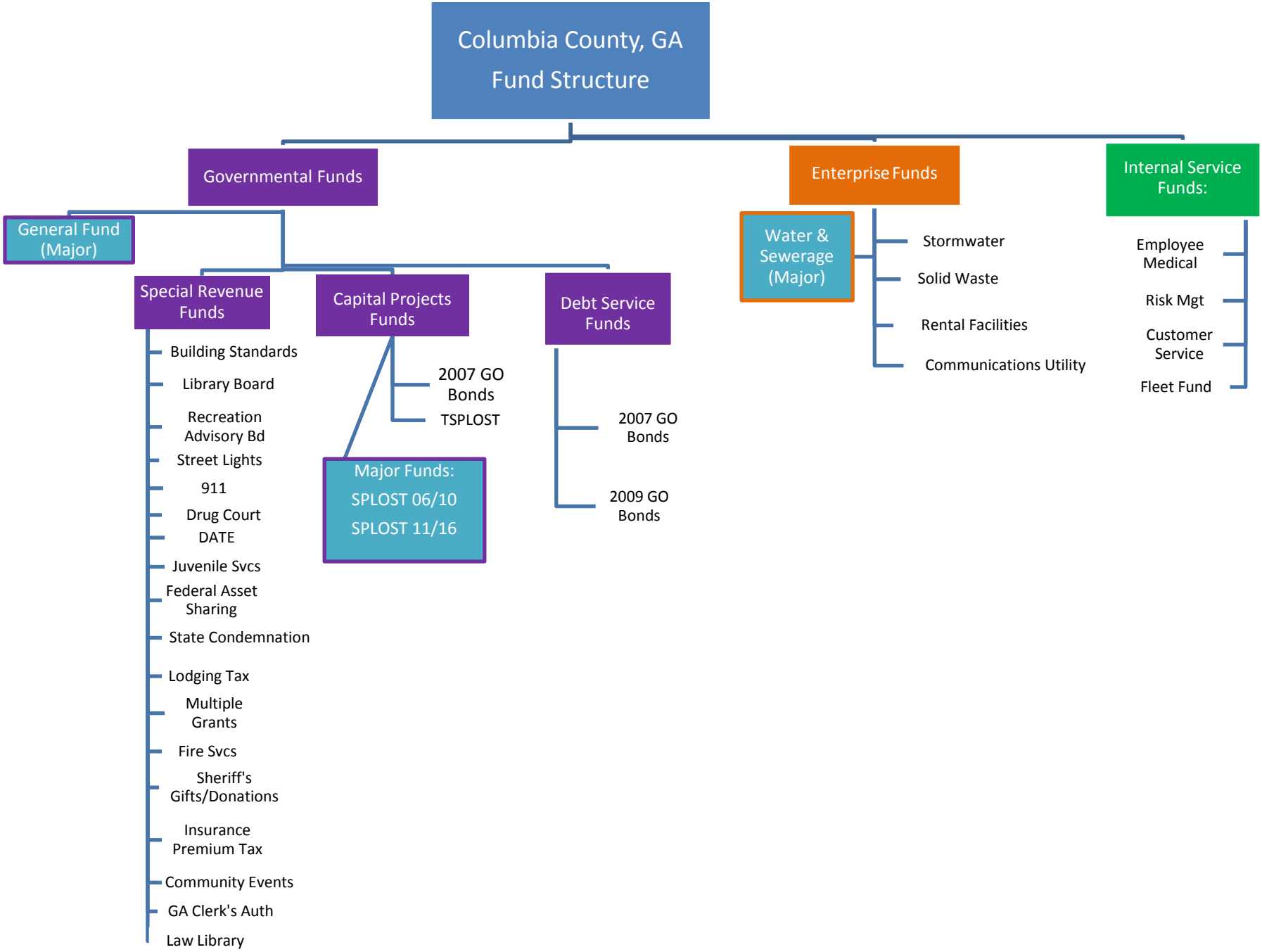
Note: Dates and times subject to change.

Budget Process



FUNCTIONAL UNIT/FUND RELATIONSHIP

Department	General Fund (Major)	SPLOST 06/10 (Major)	SPLOST 11/16 (Major)	Water & Sewerage (Major)	Nonmajor Governmental Funds	Nonmajor Enterprise Funds	Internal Service Funds
BOARD OF COMMISSIONERS	√						
FINANCE	√						
PROCUREMENT	√						
CONTINGENCY	√						
INFORMATION TECHNOLOGY	√						
ADMINISTRATION	√		√	√		√	
BOARD OF ELECTIONS	√						
GENERAL OVERHEAD	√						
NEW APPROPRIATIONs	√						
HUMAN RESOURCES	√						
TAX COMMISSIONER	√						
TAX ASSESSOR	√						
ENGINEERING	√				√		
CLERK OF SUPERIOR COUR	√						
OFFICE OF SUPERIOR COU	√						
PROBATE COURT	√						
JUVENILE COURT	√				√		
MAGISTRATE COURT	√						
DISTRICT ATTORNEY	√						
SHERIFF'S OFFICE	√						
DETENTION CENTER	√				√		
EMERGENCY SERVICES	√						
EMERGENCY MEDICAL SERV	√						
ANIMAL SHELTER	√						
CORONER	√						
ROADS & BRIDGES	√						
FLEET SERVICES	√				√		√
MAINTENANCE	√				√	√	
PUBLIC TRANSIT	√						
HEALTH DEPARTMENT	√						
FAMILY & CHILDREN SERV	√						
SENIOR CENTER	√						
COMMUNITY SERVICES	√						
LIBRARIES	√				√		
REED CREEK PARK	√						
RECREATION	√	√	√		√		
WILDWOOD PARK	√						
GEOGRAPHIC INFORMATION	√						
ECONOMIC DEVELOPMENT	√						
PLANNING & DEVELOPMENT	√						
CODE COMPLIANCE	√						
PLAN REVIEW & ENVIRONMENTAL DEV	√						
EXTENSION SERVICE	√						
FORESTRY	√						
COUNTY FACILITIES		√	√				
WATER PROJECTS			√		√		
TRANSPORTATION PROJECT		√	√		√		
INTERGOVERNMENTAL		√	√				
PUBLIC SAFETY PROJECTS		√	√		√		
MUNICIPAL PROJECTS			√				
COUNTY WIDE PROJECTS			√				
CUSTOMER SERVICES				√			√
WATER TREATMENT				√			
CENTRAL LABORATORY				√			
WASTE WATER				√			
METER				√			
WATER DISTRIBUTION				√			
WASTEWATER CONVEYANCE				√			
MECHANICAL				√			
ENGINEERING & MAPPING				√			
DAMAGE PREVENTION				√			
RENEWAL & EXTENSION				√			
SOLID WASTE						√	
RECYCLING						√	
RENTAL FACILITIES						√	
BROADBAND						√	
EMPLOYEE MEDICAL							√
RISK MANAGEMENT							√
BUILDING&COMMERCIAL SERVICES					√		
STREET LIGHTS					√		
DRUG COURT					√		
DRUG ABUSE TREATMENT					√		
HOTEL/MOTEL TAX					√		
VISITORS CENTER					√		
FEDERAL ASSET SHARING					√		
STATE CONDEMNATION					√		
SHERIFF'S 911					√		
SHERIFF'S GIFTS/DONATION					√		
FIRE SERVICES					√		
COMMUNITY EVENTS					√		
GEORGIA SUP COURT COOP AUTH					√		


Columbia County, GA
Fund Structure
Governmental Funds
General Fund (Major)
Special Revenue Funds
Building Standards
Library Board
Recreation Advisory Bd
Street Lights
911
Drug Court
DATE
Juvenile Svcs
Federal Asset Sharing
State Condemnation
Lodging Tax
Multiple Grants
Fire Svcs
Sheriff's Gifts/Donations
Insurance Premium Tax
Community Events
GA Clerk's Auth
Law Library
Capital Projects Funds
2007 GO Bonds
TSPLOST
Major Funds:
SPLOST 06/10
SPLOST 11/16
Debt Service Funds
2007 GO Bonds
2009 GO Bonds
Enterprise Funds
Water & Sewerage (Major)
Stormwater
Solid Waste
Rental Facilities
Communications Utility
Internal Service Funds:
Employee Medical
Risk Mgt
Customer Service
Fleet Fund

POLICIES AND PROCEDURES

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. The County implemented GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, as of fiscal year ended June 30, 2011. This new standard changed the overall definitions and classifications of governmental fund balances.

Fund equity in the governmental fund financial statements is classified as fund balance. Generally, fund balance represents the difference between current assets and current liabilities. In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the County is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Classifications are as follows:

1. Nonspendable – Fund balances are reported as nonspendable when amounts cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted – Fund balances are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the County or through external restrictions imposed by creditors, grantors, contributors, or laws or regulations of other governments or imposed by law through state statute.
3. Committed – Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by formal action of the Board through the adoption of a formal policy. Only the Board may modify or rescind the commitment.
4. Assigned – Fund balances are reported as assigned when amounts are constrained by the Board's intent to be used for specific purposes, but are neither restricted nor committed. Through policy, authorization to assign fund balance remains with the Board.
5. Unassigned – Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criterion. The County reports positive unassigned fund balance in the general fund only. Negative unassigned fund balances may be reported in all governmental funds.

FLOW ASSUMPTIONS

When both restricted and unrestricted amounts of fund balance are available for use for expenditures incurred, the County shall use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, the County shall use fund balance in the following order:

- Committed
- Assigned
- Unassigned

MINIMUM FUND BALANCE

The County shall maintain a General Fund unassigned fund balance of 100 days of operations. This minimum fund balance, which may only be used as required by authority of the Board, is to provide for operating contingencies in either revenues or expenditures, and to provide adequate funds to operate without short-term borrowing. To determine the current funding level divide the current unassigned fund balance by the result obtained from dividing the annual fund budget by 365 days. In the event the unassigned fund balance falls below the minimum level of 100 days of

operations, the County Administrator will present a plan to the Board as part of the subsequent fiscal year's annual budget to replenish the fund balance to the established minimum level in a reasonable time frame, generally 1 to 3 years. Budget surpluses will first be used towards replenishment, followed by the use of non-recurring revenues.

CONTINGENCY

A contingency amount shall be appropriated annually as part of the budget within the General Fund, and other funds as deemed necessary, and shall be used for paying unexpected or unanticipated expenditures of an operational nature during the fiscal year. Within the General Fund, this amount should approximate one to two percent of the General Fund budget.

CRITERIA

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	Description
Minimum Fund Balance	100	Use funds for unforeseen contingencies
BOC Assignments	101-180	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	181+	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;
3. 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.

4. 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

The procurement function is decentralized with County departments having responsibility for:

1. Initiation of purchase requisitions.
2. Ensuring funds are appropriated.
3. Requesting additional funds if needed.
4. Monitoring operating requirements of contracts.
5. Preparing specifications/scope of work for solicitations.

The Procurement Department is responsible for:

1. Reviewing all requests to ensure that County policies are followed.
2. Maintaining and distributing purchasing rules and regulations to be used internally and rules and regulations written specifically for vendors.
3. Monitoring administrative requirements of contracts.
4. Facilitating the solicitation process.

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.

5. Reference is made to the *Procurement Department Standard Operating Guidelines* manual for methods of solicitation and solicitation guidelines.

Negotiated Contracts

1. Although Procurement strongly recommends obtaining at least three quotes to ensure competitive pricing, 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 following:

- State of Georgia Department of Administrative Services;
- U.S. General Services Administration, limited to the Disaster Recovery Purchasing Program, the Cooperative Purchasing Program (schedules 70 & 84), and the 1122 Counter Drug Program
- The Cooperative Purchasing Network, as approved by the Board with Resolution No. 13-1029;
- The National Joint Powers Alliance, as approved by the Board with Resolution No. 13-1030.
- Other entities as approved by the Board.

2. The competitive solicitation 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 above mentioned agencies ***upon review by the Procurement Manager and recommendation of the applicable Oversight Committee***.

3. Contract bids of the above mentioned agencies shall be subject to their respective bidding practices and requirements and shall comply with all requirements set forth in OCGA 36-69A-4.

Emergency Purchases

1. 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.

2. In the event of an emergency that threatens the public health, safety, or welfare of the County or the loss of an essential governmental service, 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.

3. 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

4. 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.

5. The Procurement Manager will have the authority to suspend formal competitive bidding procedures upon verification of a "sole source" purchase.

6. 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.

7. 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.

Purchases from Employees or Elected Officials - Purchases of goods or services from Employees or Elected Officials in excess of $100 must be approved by the Board, and must meet the same criteria as any other purchase.

Professional Services - 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 in accordance with the County's RFP procedures.

Suspension of Vendor

1. After consultation with Procurement, and the vendor who is to be suspended where practicable, and upon written determination by the Financial Services Director and Procurement Manager that probable cause exists for debarment as hereinafter set forth, a recommendation for suspension shall be made to the Board, upon which a final decision as to the proposed suspension shall be made by the Board.
2. If the suspension is approved a notice of suspension including a copy of such determination shall be sent to the suspended vendor. Such notice shall state that:
    - The suspension is for the period it takes to complete an investigation into possible debarment including any appeal of a debarment decision but not for a period in excess of one hundred-twenty (120) days.
    - Bids or proposals will not be solicited from the suspended person, and, if they are received, they will not be considered during the period of suspension; and
    - A suspension may be appealed in accordance with the protest guidelines set forth in the *Procurement Department Standard Operating Guidelines* manual.
3. A vendor is suspended upon issuance of the notice of suspension. The suspension shall remain in effect during any protest. The suspension may be ended at any time by the Board but otherwise shall only be ended when the suspension has been in effect for one hundred-twenty (120) days or a debarment decision has taken effect.

Debarment of Vendor

1. Written notice of the proposed debarment action shall be sent by certified mail, return receipt requested, to the vendor. This notice shall:
    - State that debarment is being considered;
    - Set forth the reasons for the action;
    - State that, if the vendor so requests, a hearing will be held, provided such request is received by the Procurement Manager within ten (10) days after the vendor receives notice of the proposed action;
    - State that the vendor may be represented by counsel;

2. Final decision for debarment will be made by the Board.
3. The debarment may be removed by the Board upon petition by the vendor.

Contracts

1. The Board must approve any lease-purchase agreement, long-term lease, or contract and contract renewals. 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. 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 and Procedures.
3. Contract change orders for Public Works projects less than $20,000 may be approved by the Department Manager and/or Division Director.
4. The Board 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.
5. All contracts and agreements shall be reviewed by Procurement for compliance with administrative requirements.

Surplus Property - The Board, 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.

GSIC - 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.

Ethics

1. The Procurement Department shall maintain multiple sources of supply for all procurements, and shall maintain the best possible source relationships.
2. No affiliate or employee of the County shall submit offers for, enter into, or be in any manner interested in entering into a contract for the County purchases or contract for services in which they would be financially interested, directly or indirectly. Nor shall any affiliate or employee of the 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 the County any silent partnership, proprietorship, employment, other involvement or relationship in a prospective contract or procurement.

3. 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 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.

4. 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 the 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.

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

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

7. Procurement Department personnel shall 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 Manager to notify management of conflicts or potential conflicts, and/or that legal counsel is needed.

8. 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.

SUMMARY DATA

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
(Dollars in Thousands)

	Governmental Funds												Enterprise Funds						INTERNAL SERVICE FUNDS			TOTAL ALL FUNDS		
	GENERAL FUND			SPLOST 2006-2010			2009 GO BOND/2011-2016 SPLOST			NON MAJOR FUNDS			WATER AND SEWERAGE			NON MAJOR FUNDS								
	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget	FY 2012 Actual	FY 2013 Est	FY 2014 Budget
Financial Sources																								
Taxes - property	$ 28,637	$ 29,417	$ 29,155	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,264	$ 9,215	$ 8,927	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 39,901	$ 38,632	$ 38,082
Taxes - sales	17,166	15,239	17,000	-	-	-	19,556	17,396	19,300	(0)	783	1,800	-	-	-	-	-	-	-	-	-	36,722	33,418	38,100
Taxes - other	2,121	2,215	2,120	-	-	-	-	-	-	5,269	5,539	5,727	-	-	-	-	-	-	-	-	-	7,390	7,753	7,847
Licenses and permits	382	391	395	-	-	-	-	-	-	1,252	1,267	793	-	-	-	-	-	-	-	-	-	1,635	1,659	1,188
Intergovernmental	2,195	2,321	2,186	-	946	-	-	-	-	345	126	5	-	-	-	5,445	1,883	-	2,129	1,069	2,068	10,115	6,344	4,258
Charges for services	4,465	4,051	4,276	-	-	-	-	-	-	4,112	3,906	4,121	-	-	241	3,011	3,287	3,988	6,521	7,669	7,200	18,108	18,913	19,826
Fines and forfeitures	1,701	1,549	1,651	-	-	-	-	-	-	424	375	310	-	-	-	-	-	-	-	-	-	2,124	1,923	1,961
Investment income	185	(4)	150	171	34	-	97	(108)	-	69	36	0	30,284	29,427	28,030	52	26	30	16	15	-	30,875	29,426	28,210
Contributions	1	1	1	-	1,445	-	8	-	-	100	82	118	519	(212)	200	1,131	4	-	-	-	-	1,758	1,321	319
Miscellaneous sources	331	400	595	-	-	-	-	-	-	1,232	111	27	9,057	53	-	229	60	87	105	-	-	10,954	624	708
Other financing sources	219	311	175	-	2,000	-	152	4,404	-	13,648	17,550	15,691	107	111	92	21	161	-	6	28	-	14,154	24,565	15,958
Total revenues	$ 57,403	$ 55,890	$ 57,704	$ 171	$ 4,425	$ -	$ 19,813	$ 21,692	$ 19,300	$ 37,716	$ 38,990	$ 37,519	$ 39,968	$ 29,379	$ 28,563	$ 9,889	$ 5,421	$ 4,105	$ 8,777	$ 8,781	$ 9,268	$ 173,736	$ 164,578	$ 156,457
Financial Uses																								
Personal services	$ 35,404	$ 35,987	$ 36,775	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,725	$ 7,502	$ 12,413	$ 5,787	$ 4,802	$ 6,377	$ 1,403	$ 1,037	$ 1,613	$ 376	$ 373	$ 401	45,695	49,702	57,578
Operating services	18,684	17,521	19,865	-	-	-	-	-	-	15,200	10,425	7,087	14,603	7,158	7,499	3,416	2,448	2,164	8,212	9,457	8,450	60,116	47,009	45,065
Intergovernmental	-	-	-	171	4,281	1,200	1,872	1,519	1,900	-	-	-	-	-	-	-	-	-	-	-	-	2,042	5,800	3,100
Capital projects	116	809	3,064	11,971	14,612	7,658	4,590	10,867	19,143	8,823	2,398	6,018	(14)	11,137	6,724	-	-	-	-	1,710	2,182	25,487	41,533	44,788
Debt service	-	-	-	-	-	-	-	-	-	13,537	13,951	14,376	1,237	1,575	7,963	-	1,827	-	-	-	-	14,774	17,353	22,339
Other financing uses	4,011	-	-	268	3,913	-	7,941	11,320	13,217	1,775	4,497	2,649	-	2,826	-	(0)	3,220	2,491	-	-	-	13,995	25,775	18,357
Total expenditures	$ 58,216	$ 54,317	$ 59,704	$ 12,409	$ 22,805	$ 8,858	$ 14,403	$ 23,706	$ 34,260	$ 42,060	$ 38,773	$ 42,542	$ 21,614	$ 27,498	$ 28,563	$ 4,819	$ 8,533	$ 6,268	$ 8,588	$ 11,541	$ 11,032	$ 162,109	$ 187,172	$ 191,227
Surplus (Deficit)	($814)	$1,573	($2,000)	($12,238)	($18,380)	($8,858)	$5,410	($2,015)	($14,960)	($4,345)	$217	($5,024)	$18,354	$1,881	$0	$5,070	($3,112)	($2,164)	$189	($2,759)	($1,764)	$11,626	($22,594)	($34,769)
Fund Balances/Net Assets																								
Beginning Balances	33,386	32,572	34,146	41,630	29,392	11,012	15,422	20,832	18,817	29,256	24,911	25,129	165,612	183,966	185,847	39,774	44,844	41,732	6,143	6,332	3,573	331,223	342,849	320,255
Ending Balances	32,572	34,146	32,146	29,392	11,012	2,154	20,832	18,817	3,858	24,911	25,129	20,105	183,966	185,847	185,847	44,844	41,732	39,569	6,332	3,573	1,808	342,849	320,255	285,486
% Change	-2.4%	4.8%	-5.9%	-29.4%	-62.5%	-80.4%	35.1%	-9.7%	-79.5%	-14.9%	0.9%	-20.0%	11.1%	1.0%	0.0%	12.7%	-6.9%	-5.2%	3.1%	-43.6%	-49.4%	3.5%	-6.6%	-10.9%

COMBINED STATEMENT OF BUDGETED REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN RESERVES
FISCAL YEAR 2013/2014

	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	DEBT SERVICE	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL
REVENUES:							
Property Taxes	$ 29,154,792	$ 8,264,521	$ -	$ 662,372	$ -	$ -	$ 38,081,685
Sales Taxes	17,000,000	-	21,100,000	-	-	-	38,100,000
Other Taxes	2,120,000	5,727,282	-	-	-	-	7,847,282
Charges for Services	4,276,300	4,120,744	-	-	32,018,000	7,200,000	47,615,044
Fines/Forfeitures	1,651,200	310,000	-	-	-	-	1,961,200
Intergovernmental	2,185,619	5,000	-	-	240,603	2,067,831	4,499,053
Miscellaneous	1,140,591	937,950	-	-	408,500	-	2,487,041
Total Anticipated Revenues	$ 57,528,502	$ 19,365,497	$ 21,100,000	$ 662,372	$ 32,667,103	$ 9,267,831	$ 140,591,305
EXPENDITURES:							
Personal Services	$ 36,774,577	$ 12,412,672	$ -	$ -	$ 7,990,019	$ 400,626	$ 57,577,894
Operating	19,864,974	7,085,372	-	2,000	9,663,114	8,449,677	45,065,137
Capital Projects	3,063,951	448,180	32,370,142	-	9,214,777	2,182,000	47,279,050
Intergovernmental	-	-	3,100,000	-	-		3,100,000
Debt Service:							-
Principal	-	-	-	10,970,000	4,200,000	-	15,170,000
Interest	-	-	-	3,405,774	3,762,899	-	7,168,673
Total Anticipated Expenditures	$ 59,703,502	$ 19,946,224	$ 35,470,142	$ 14,377,774	$ 34,830,809	$ 11,032,303	$ 175,360,754
Excess(Deficit) of Revenues over Expenses	$ (2,175,000)	$ (580,727)	$ (14,370,142)	$ (13,715,402)	$ (2,163,706)	$ (1,764,472)	$ (34,769,449)
Sale of Property	-	-	-	-	-	-	-
Transfers In	175,000	1,975,489	-	13,715,402	-	-	15,865,891
Transfers Out	-	(2,150,489)	(13,715,402)	-	-	-	(15,865,891)
Increase (Decrease) in Reserves	$ (2,000,000)	$ (755,727)	$ (28,085,544)	$ -	$ (2,163,706)	$ (1,764,472)	$ (34,769,449)

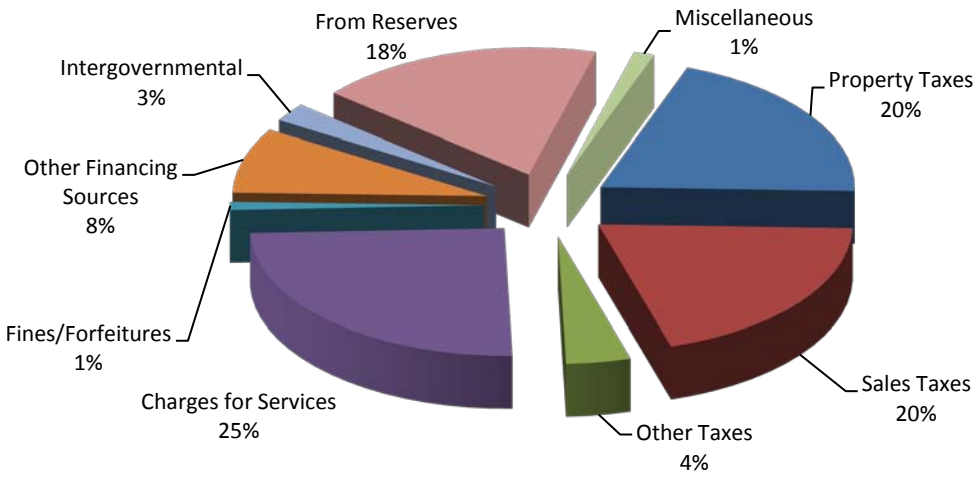
STATEMENT OF PROJECTED CHANGES IN FUND BALANCE/NET ASSETS

Fund	Anticipated Expenses	Anticipated Revenues	Estimated Beginning FY 2014 Fund Balance/Net Assets	Estimated Change	Estimated Ending FY 2014 Fund Balance/Net Assets	Nonspendable Fund Balance	Fund Balance Available for Appropriation
General	$ 59,703,502	$ 57,703,502	$ 36,247,047	$ (2,000,000)	$ 34,247,047	$ 7,532,792	$ 26,714,255
Special Revenue Funds:							
Building Standards Fund	1,234,762	828,000	730,807	(406,762)	324,045	1,125	322,920
Library Board Fund	105,000	105,000	418,657	-	418,657	-	418,657
Recreation Advisory Board Fund	26,945	26,945	26,585	-	26,585	-	26,585
Street Lights Fund	1,620,600	1,620,600	810,466	-	810,466	-	810,466
911 Fund	2,259,149	2,259,149	1,120,697	-	1,120,697	3,394	1,117,303
Drug Court Fund	25,000	25,000	107,411	-	107,411	-	107,411
Drug Abuse Treatment Fund	25,000	25,000	84,908	-	84,908	-	84,908
Juvenile Services Fund	46,000	46,000	111,079	-	111,079	-	111,079
Jail Fund	150,000	150,000	407,978	-	407,978	-	407,978
Federal Asset Sharing Fund	20,000	20,000	103,545	-	103,545	-	103,545
State Condemnation Fund	50,000	50,000	25,801	-	25,801	-	25,801
Lodging Tax Fund	727,282	727,282	913,536	-	913,536	105	913,431
Multiple Grant Fund	5,000	5,000	3,614	-	3,614	-	3,614
Fire Services Fund	10,240,010	10,240,010	736,351	-	736,351	-	736,351
Sheriff's Gifts/Donations Fund	20,000	20,000	77,973	-	77,973	-	77,973
Insurance Premium Tax Fund	5,348,965	5,000,000	1,957,845	(348,965)	1,608,880	771	1,608,109
Community Events Fund	153,000	153,000	53,140	-	53,140	-	53,140
Georgia Superior Court Clerks' Cooperative Authority Fund	10,000	$ 10,000	$ 5,615	$ -	$ 5,615	$ -	$ 5,615
Law Library Fund	30,000	30,000	320,175	-	320,175	-	320,175
Capital Projects Funds							
2006-2010 SPLOST	8,858,050	-	16,619,177	(8,858,050)	7,761,127	898	7,760,229
2007 General Obligation Bonds	4,267,966	-	8,083,453	(4,267,966)	3,815,487	643	3,814,844
2009 GO Bonds/2011-2016 SPLOST	34,259,528	19,300,000	21,013,291	(14,959,528)	6,053,763	805	6,052,958
Transportation SPLOST	1,800,000	1,800,000	726,426				
Debt Service Funds:							
2007 General Obligation Bond	7,007,324	7,007,324	1,496,110	-	1,496,110	-	1,496,110
2009 General Obligation Bond	7,370,450	7,370,450	7,366,219	-	7,366,219	-	7,366,219
Enterprise Funds:							
Water and Sewerage Fund	28,562,603	28,562,603	188,477,816	-	188,477,816	N/A	N/A
Storm Water Utility Fund	4,084,731	2,730,000	27,931,792	(1,354,731)	26,577,061	N/A	N/A
Solid Waste Management Fund	619,975	11,000	700,000	(608,975)	91,025	N/A	N/A
Communications Utility	896,000	696,000	9,624,391	(200,000)	9,424,391	N/A	N/A
Rental Facilities Fund	667,500	667,500	3,653,821	-	3,653,821	N/A	N/A
Internal Service Funds:							
Employee Medical Fund	7,200,000	7,200,000	2,084,224	-	2,084,224	N/A	N/A
Risk Management Fund	1,073,334	1,073,334	-	-	-	N/A	N/A
Customer Service and Information Center	201,969	201,969	-	-	-	N/A	N/A
Fleet Replacement Fund	2,557,000	792,528	4,980,866	(1,764,472)	3,216,394	N/A	N/A
ALL FUNDS	**$ 191,226,645**	**$ 156,457,196**	**$ 337,020,816**	**$ (34,769,449)**	**$ 301,524,941**	**$ 7,540,533**	**$ 60,459,676**

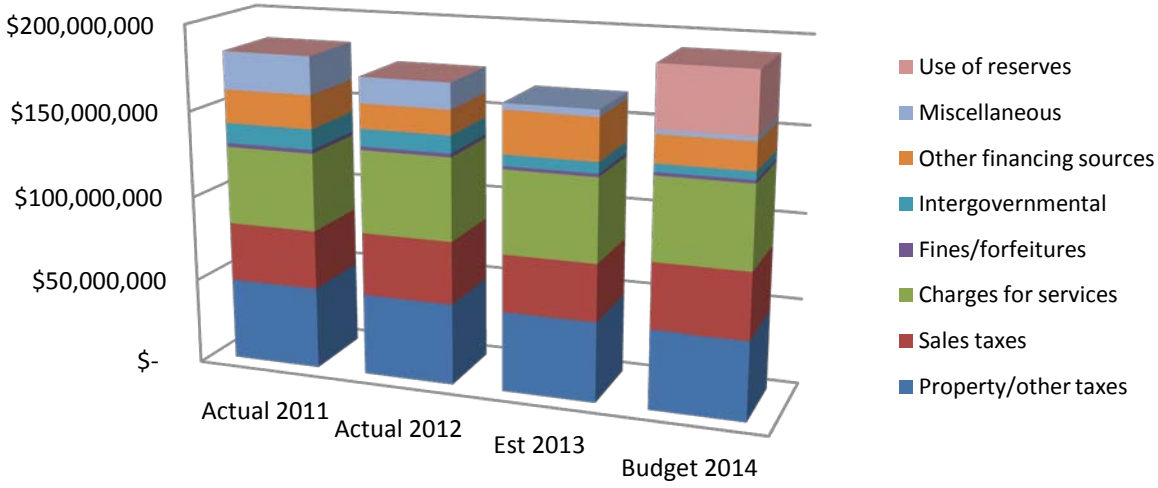
REVENUE SUMMARY

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 2014 Sources of Funds: Government-Wide



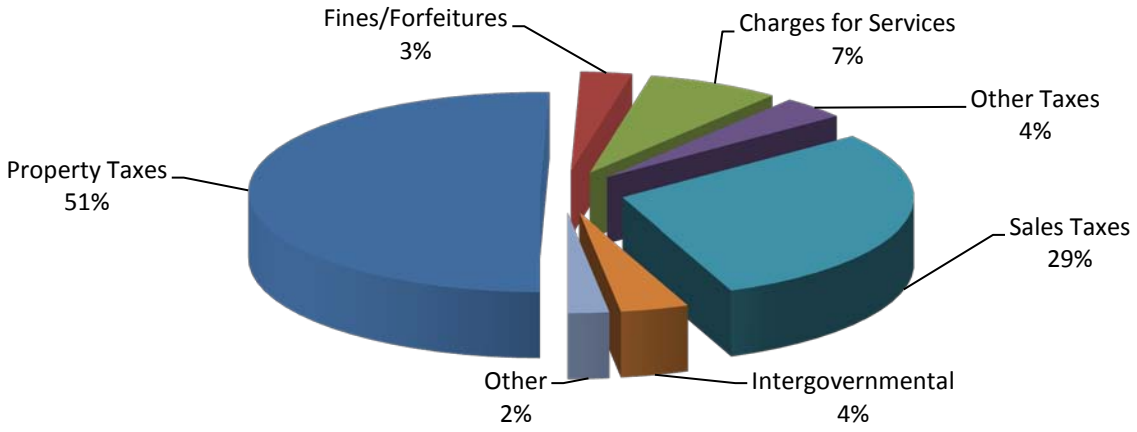
GOVERNMENT-WIDE REVENUES 2011 - 2014



GENERAL FUND

The General Fund revenues are derived primarily from taxes: property and other taxes account for 55% and local option sales taxes account for 29%, 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, excluding the use of reserves, for FY 2014 total $57,703,502.

FY 2014 Budgeted Revenues – General Fund



SPLOST 2006-2010

This SPLOST program ended in December 2010 but was renewed for another 6 years beginning in January 2011. The primary source of revenue for this fund was the 1% tax on sales generated within the County. Remaining funds are being used to complete capital projects in the areas of transportation, recreation, county facilities, and intergovernmental projects. Other than investment income and interfund transfers, this fund generates no new revenues.

2009 GENERAL OBLIGATION BOND/2011-2016 SPLOST FUND

The primary source of revenue for this fund is the 1% tax on sales generated within the County. 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. The bonds will be repaid from SPLOST collections. 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 $28.6 million, $17.0 million, or 59.5%, is derived from water sales and $9.5 million, or 33.3%, is derived from sewer sales. Other revenues include water and sewer taps, investment income, and rental income.

REVENUE ANALYSIS

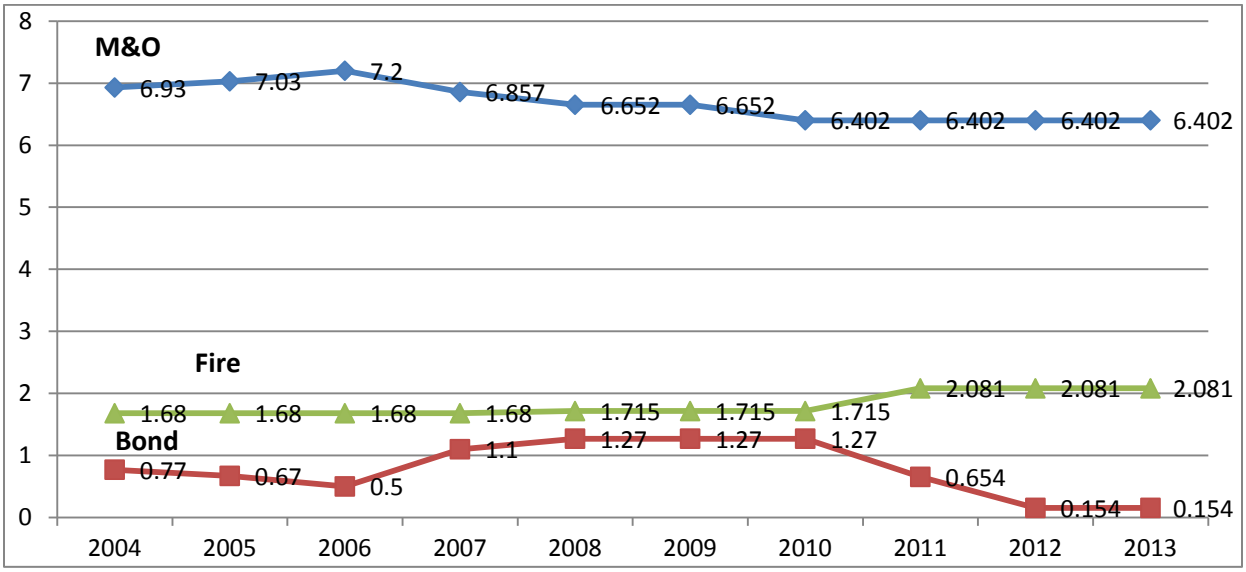
PROPERTY AND OTHER TAXES

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 2013, 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 accounted for within the Fire Services Fund; and the debt service millage rate, which is used to repay the 2007 general obligation bonds, were 6.402 mills, 2.081 mills, and 0.154 mills, respectively, for a total millage rate for the County of 8.637 mills, the same as the previous year. 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. In the past five years, the County has incrementally rolled back the millage rate by a total 1 mill.

These amounts exclude the school millage rate, which the Board of Education (BOE) sets independently. In 2012, the school millage rate was 17.59 mills. In addition, the State of Georgia assessed .20 mills for real and personal property and .25 mills for all other property. Therefore, the total millage rate on property taxes for 2012 was 26.427 mills for real and personal property and 26.477 mills for all other property. For calendar year 2013, the BOE increased the school millage rate to 18.59 due to student population growth and continued reductions in state funding. The State of Georgia changed its assessment to .15 mills for real and personal property and .20 mills for all other property. Therefore, the overall millage rate for 2013 is 27.377 for real and personal property and 27.427 for all other property.

Due to the economy and changes in state legislation, the County anticipated little growth in the 2013 digest during budget preparations. Therefore, the budget was prepared and balanced using a 1.5% increase in property tax revenues in order to maintain conservative revenue projections.



Georgia House Bill 386 became effective on January 1, 2013. This legislation removed the sales and use tax on the purchase of motor vehicles and the annual ad valorem tax on the same motor vehicles and replaced these taxes with a one-time title ad valorem tax paid every time the ownership of a vehicle is transferred beginning March 1, 2013.

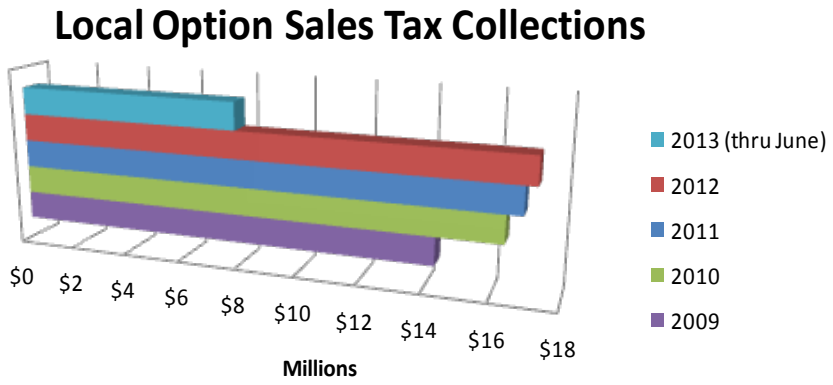
This legislation also enacted a sales and use tax exemption for energy used in the manufacturing process. HB 386 authorizes counties to levy, by county ordinance, a new local excise tax on energy designed to recoup the local revenues lost as a result of the exemption. The County adopted Ordinance 13-02 effective April 2, 2013, to impose such an excise tax on the sale, use, storage, or consumption of energy. Both of these revenues are accounted for within the General Fund with no restrictions, unlike some sales taxes. The County may choose to transfer a portion of these revenues to its SPLOST account, but is not required to do so.

The County began collecting the new Title Ad Valorem Tax and the new Excise Tax on Energy, beginning in April 2013 and May 2013, respectively. Because of the uncertainty of the collection amounts of these new taxes, no funds were included in the FY 2014 budget.

SALES TAXES

Sales tax revenues include 1% on sales that is accounted for within the General Fund (local option sales tax – LOST), 1% on sales for capital purposes (special purpose local option sales tax – SPLOST), and 1% on sales for transportation projects (TSPLOST). The LOST is established by state legislation but the SPLOST and the TSPLOST require voter approval. In November 2008, the citizens of Columbia County approved to extend the SPLOST through 2016. In July 2012, the TSPLOST, a regional sales tax created with the Transportation Improvement Act of 2010, was approved in the Central Savannah River Region, which includes Columbia County.

Collections in calendar year 2012 exhibited a moderate growth rate of 2.12% and collections during the first half of 2013 have declined at a rate of 3.49%. The County believes that the decline is due to enactment of HB 386 as explained above. The average monthly LOST collection, currently $1.4 million, was used in preparing the FY 2014 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, a conservative projection of new collections, 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 $1.9 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 $13.2 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

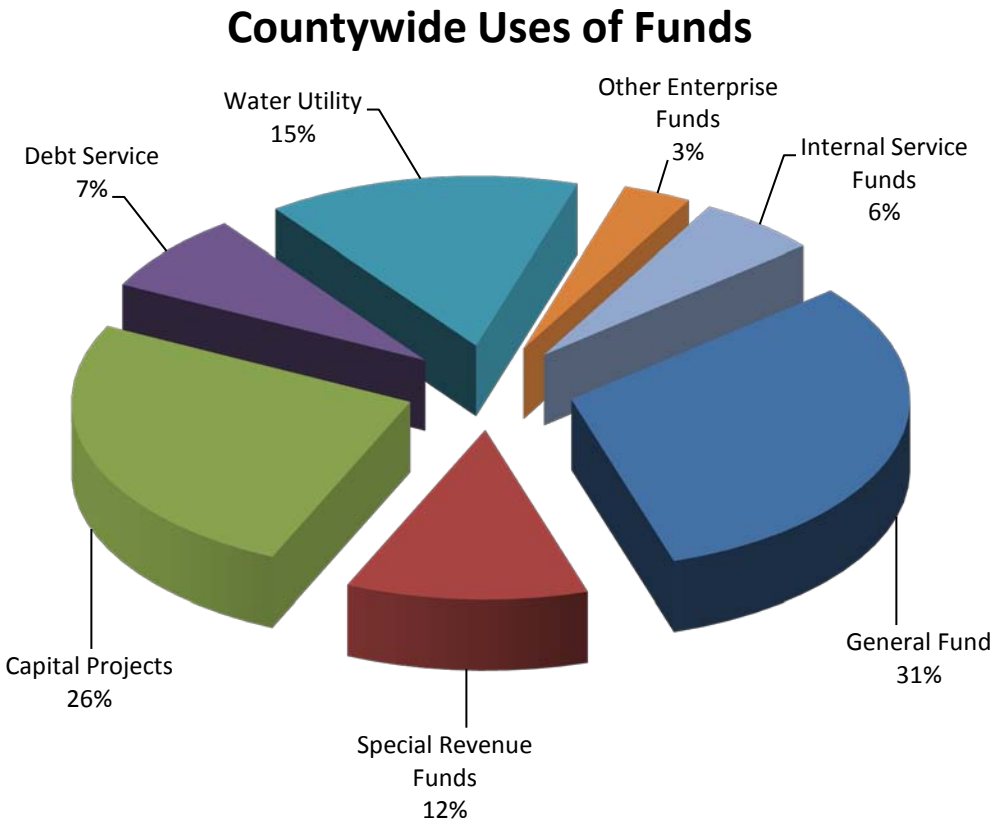
This category accounts for the use of reserves that have been accumulated in prior years. The majority of the $34.8 million budgeted is used in the Capital Projects Funds as follows: the 06-10 SPLOST Fund, $8.8 million; the 2007 GO Bond Fund, $4.3 million; the 2009 GO Bond Fund, $15 million. The Storm Water Utility Fund also budgeted $1.4 million for capital projects. The Fleet Replacement Fund budgeted $1.8 million to purchase new vehicles/equipment. The General Fund budgeted $2 million to expense a portion of property that has been held for resale that will be used for County operations.

MISCELLANEOUS

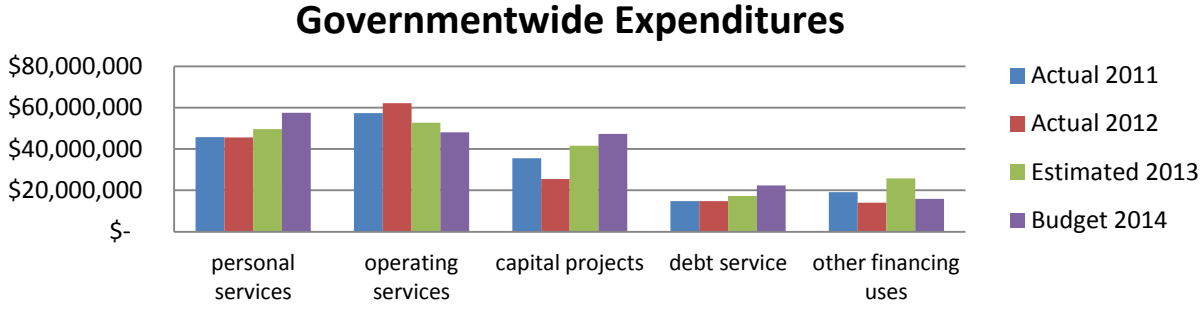
This category includes revenues not included in any other category, such as licenses and permits, investment income, and contributions and donations.

EXPENDITURE SUMMARY

The annual budget for Columbia County, GA, for FY 2014 provides funding to maintain current levels of service, with no change in the millage rate, while reducing operating costs and capital outlay where possible. The annual budget for all funds totals $191,226,645, reflecting a net increase from the fiscal year 2013 adopted budget of $7,244,087, or 3.94%. This net increase is primarily due to (1) the use of reserves in the General Fund in the amount of $2 million to expense a portion of property that has been held for resale that will be used for County operations, (2) the use of reserves in the Storm Water Utility Fund in the amount of $1.4 million to complete capital projects, and (3) an increase in health care costs in the Employee Medical Plan of $1.1 million.



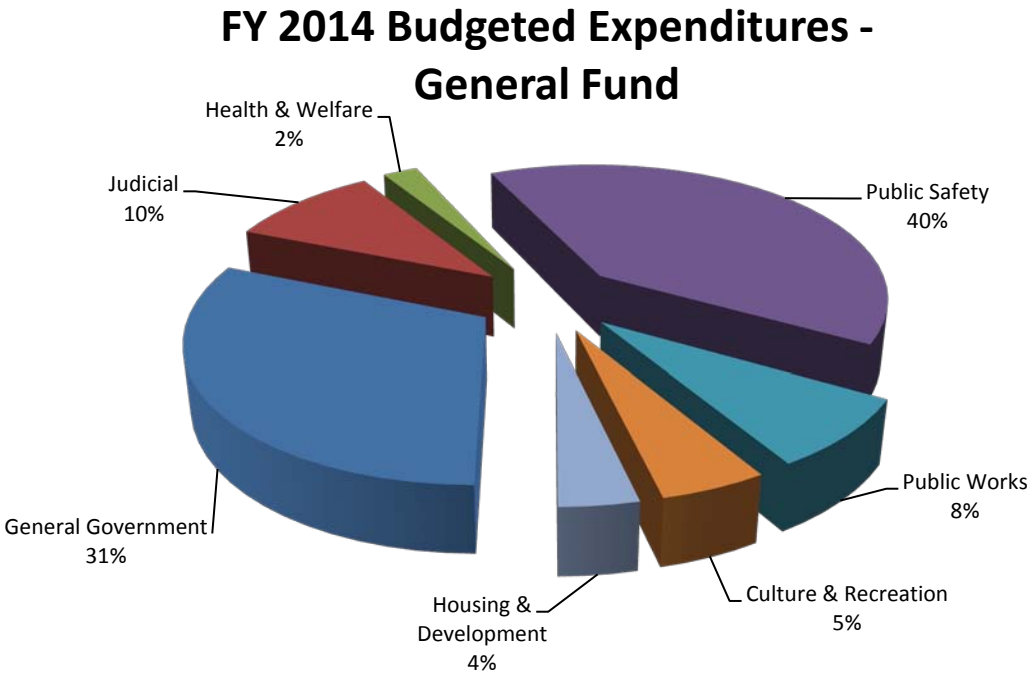
The following table reflects the five categories of expenditures: personal services, operating services, debt service, capital projects, and other financing uses.



GENERAL FUND

The General Fund budget, excluding the use of reserves, increased $1.7 million from the fiscal year 2013 adopted budget, or 3.05%.

- Total General Fund expenditures includes contingency funds of $1,290,158, or 2.29% of proposed expenditures.
- The increase in General Fund expenditures consists of an increase in personnel costs of 2.38%, an increase in new positions and promotions of 34.53%, an increase in operating expenditures of 2.30%, an increase in contingency of 19.97%, and an increase in capital requests of 14.13%.
- No interfund transfers were included for FY 2013/2014.
- New personnel requests within the General Fund consist of 11 new positions in the amount of $311,046, reclassifications and promotions in the amount of $67,773, a 35 day delay in replacement of vacancies for an anticipated savings of ($200,000), no merit increase, funding for recommendations included within the 2013 salary study in the amount of $15,000, and a 2.5% increase in medical rates in the amount of $50,000. New hires are budgeted at a rate of "entry only" and are effective July 1, 2013, except for 4 positions which are effective January 1, 2014. The combined cost of these additional personnel and benefit requests is $243,819.
- Due to restructuring, several functions within the General Fund were separated into individual departments: Planning, Engineering, Plan Review, and Code Compliance.



DEBT ADMINISTRATION

General Obligation Bonds:

General Obligation Bonds, which require voter approval and are backed by the full faith, credit, and taxing power of the County, are issued to raise funds for major capital projects. The County has two outstanding issues: 2007 GO Bonds, to be repaid with property taxes; 2009 GO Bonds, to be repaid with special purpose local option sales taxes. A Debt Service Fund for each of these issues is used to account for the bond principal and interest payments. The following table reflects the County's total outstanding amounts of principal and interest for General Obligation Debt as of June 30, 2013:

Year	Principal	Interest	Total
2014	$ 10,970,000	$ 3,405,775	$ 14,375,775
2015	11,900,000	2,935,024	14,835,024
2016	12,865,000	2,383,275	15,248,275
2017	13,880,000	1,790,463	15,670,463
2018-2022	20,690,000	3,040,231	23,730,231
2023-2024	4,600,000	295,800	4,895,800
Total	$ 74,905,000	$ 13,850,568	$ 88,755,568

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 2012 tax digest was $423,116,021. Because growth in the 2013 tax digest was 2.3%, the legal debt limit for 2013 is estimated to be $432,827,534. Based on this figure, the estimated legal debt margin for the County as of June 30, 2013, is $357,922,534, showing that the County only utilized 17.31% of its legal debt limit for 2013. Based on another 1% growth rate in 2014, the County will utilize only 14.63% of its 2014 legal debt limit.

Summary of Legal Debt Margin

	2011 Actual	2012 Actual	2013 Estimated	2014 Projected
GO Bonds	$ 94,380,000	$ 85,045,000	$ 74,905,000	$ 63,935,000
Legal Debt Limit	$ 413,947,173	$ 423,116,021	$ 432,827,534	$ 437,155,809
Legal Debt Margin	$ 319,567,173	$ 338,071,021	$ 357,922,534	$ 373,220,809
% of Debt Limit	22.80%	20.10%	17.31%	14.63%

Revenue Bonds:

Revenue Bonds, which are also issued to raise funds for major capital projects, do not require voter approval because they are backed with specific revenues generated from the project financed. Each bond is secured by a first lien on and pledge of the net revenues of the Water and Sewerage System. The following table reflects the County's total outstanding amounts of principal and interest for Water and Sewerage Revenue Debt as of June 30, 2013:

Year	Principal	Interest	Total
2014	$ 4,200,000	$ 3,653,338	$ 7,853,338
2015	3,005,000	623,763	3,628,763
2016	3,120,000	3,367,137	6,487,137
2017	3,105,000	3,250,306	6,355,306
2018-2022	19,330,000	13,903,006	33,233,006
2023-2027	20,155,000	8,666,375	28,821,375
2028-2032	16,920,000	4,743,825	21,663,825
2033-2035	12,005,000	992,775	12,997,775
Total	$ 81,840,000	$ 39,200,525	$ 121,040,525

The County is required, pursuant to the Bond Resolution, to produce net revenues in each bond year that is not less than 110% (1.1x) of the annual debt service requirements. The following table shows the historical debt service coverage of the Water and Sewerage System:

	2008	2009	2010	2011	2012
Debt Svc Coverage	1.82x	2.00x	2.03x	2.10x	2.01x

Bond Ratings:

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. In July 2013, Fitch conducted a surveillance review of the County's outstanding water and sewerage debt and upgraded its rating from AA+ to AAA. 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.

OPERATING FUNDS

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.

REVENUE DETAIL

GOVERNMENTAL FUNDS

GENERAL FUND

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
Property Taxes	$ 28,623,098	$ 28,636,851	$ 29,417,109	$ 29,154,792
Sales Taxes	16,135,031	17,166,000	15,238,663	17,000,000
Other Taxes	2,061,391	2,120,922	2,214,816	2,120,000
Licenses & Permits	341,437	382,476	391,309	395,000
Intergovernmental	1,893,507	2,195,360	2,320,520	2,185,619
Charges for Services	4,329,408	4,465,078	4,050,840	4,276,300
Fines & Forfeitures	1,869,059	1,700,536	1,548,587	1,651,200
Investment Income	225,706	185,019	(3,701)	150,000
Contributions & Donations	967	697	1,171	500
Miscellaneous	395,505	330,685	400,150	595,091
Use of Reserves	-	-	-	2,000,000
Other Financing Sources	204,755	219,257	310,954	175,000
Total General Fund	**$ 56,079,864**	**$ 57,402,881**	**$ 55,890,418**	**$ 59,703,502**

EXPENDITURE SUMMARY

GOVERNMENTAL FUNDS

GENERAL FUND

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
GENERAL GOVERNMENT				
BOARD OF COMMISSIONERS	$ 2,529,083	$ 6,903,478	$ 2,038,867	$ 4,670,426
FINANCE	728,730	747,778	698,219	704,946
PROCUREMENT	464,953	475,473	459,074	493,462
CONTINGENCY	-	-	9,418	1,293,923
INFORMATION TECHNOLOGY	2,843,293	2,660,286	2,658,755	3,085,029
COUNTY ADMNISTRATOR	550,862	629,081	543,296	606,620
BOARD OF ELECTIONS	570,838	379,360	515,630	377,396
GENERAL OVERHEAD	-	-	3,550,552	3,270,095
NEW APPROPRIATIONs	-	-	-	115,000
HUMAN RESOURCES	513,193	592,492	583,301	655,521
TAX COMMISSIONER	1,640,713	1,739,900	1,634,111	1,795,126
TAX ASSESSOR	1,233,043	1,246,991	1,248,140	1,328,775
ENGINEERING	-	-	433	164,108
TOTAL	**11,074,709**	**15,374,839**	**13,939,797**	**18,560,427**
JUDICIAL				
CLERK OF SUPERIOR COUR	1,526,632	1,585,263	1,470,532	1,548,432
OFFICE OF SUPERIOR COU	656,344	699,080	695,824	796,609
PROBATE COURT	895,839	873,645	790,113	829,492
JUVENILE COURT	716,177	752,365	911,455	955,275
MAGISTRATE COURT	888,885	918,098	877,069	936,547
DISTRICT ATTORNEY	541,802	603,882	771,585	858,050
TOTAL	**5,225,678**	**5,432,331**	**5,516,578**	**5,924,405**
PUBLIC SAFETY				
SHERIFF'S OFFICE	14,578,472	15,164,725	13,885,411	14,146,587
DETENTION CENTER	8,155,357	8,683,416	8,065,935	8,070,182
EMERGENCY SERVICES	361,505	337,412	307,351	393,377
EMERGENCY MEDICAL SERV	500,000	500,000	500,118	500,000
ANIMAL SHELTER	516,292	685,725	591,497	628,436
CORONER	142,621	132,894	131,296	145,652
TOTAL	**24,254,246**	**25,504,172**	**23,481,607**	**23,884,234**
PUBLIC WORKS				
ROADS & BRIDGES	2,904,372	3,631,667	3,099,284	2,621,453
FLEET SERVICES	738,639	795,849	714,956	790,022
FACILITY MAINTENANCE	751,745	1,091,171	1,072,748	1,410,581
TOTAL	**4,394,756**	**5,518,687**	**4,886,988**	**4,822,056**

EXPENDITURE SUMMARY

GOVERNMENTAL FUNDS

GENERAL FUND

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
HEALTH & WELFARE				
PUBLIC TRANSIT	448,756	518,127	488,034	508,028
HEALTH DEPARTMENT	434,614	434,614	434,614	434,614
FAMILY & CHILDREN SERV	72,884	72,884	72,884	72,884
SENIOR CENTER	327,401	336,433	334,014	331,827
TOTAL	**1,283,656**	**1,362,057**	**1,329,546**	**1,347,353**
CULTURE/RECREATION				
COMMUNITY SERVICES	324,801	295,449	300,703	472,115
LIBRARIES	1,311,722	1,309,148	1,353,666	1,294,690
REED CREEK PARK	-	-	29,819	57,300
RECREATION	2,031,258	1,212,727	1,119,109	1,039,360
WILDWOOD PARK	155,511	97,028	98,728	99,382
TOTAL	**3,823,292**	**2,914,353**	**2,902,024**	**2,962,847**
HOUSING & DEVELOPMENT				
GEOGRAPHIC INFORMATION	767,230	731,832	794,948	715,775
ECONOMIC DEVELOPMENT	262,516	259,787	279,153	263,882
PLANNING & DEVELOPMENT	306,180	375,203	489,815	471,634
CODE COMPLIANCE	159,845	-	502	252,268
PLAN REVIEW & ENVIRONMENTAL DEV	582,889	594,738	560,708	318,214
EXTENSION SERVICE	103,553	129,299	116,218	157,756
FORESTRY	19,263	19,123	19,241	22,651
TOTAL	**2,201,477**	**2,109,981**	**2,260,584**	**2,202,180**
TOTAL GENERAL FUND	**$ 52,257,813**	**$ 58,216,420**	**$ 54,317,125**	**$ 59,703,502**

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.

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

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	GENERAL GOVERNMENT				
1001	**BOARD OF COMMISSIONERS**				
	PERSONAL SERVICES	$ 202,744	$ 198,384	$ 238,159	$ 200,592
	OPERATING-SUPPLIES	25,203	25,775	6,555	23,000
	OPERATING-PURCHASING/CONTRACTS	1,452,749	1,894,822	1,606,056	1,986,829
	OPERATING-OTH COSTS	1,026	655	49	-
	OPERATING-INTFND CHG	777,692	772,609	188,048	460,005
	OTHER FINANCING USES	69,670	4,011,234	-	-
	CAPITAL	-	-	-	2,000,000
TOTAL	**BOARD OF COMMISSIONERS**	**2,529,083**	**6,903,478**	**2,038,867**	**4,670,426**
1002	**FINANCE**				
	PERSONAL SERVICES	509,907	528,525	534,647	545,346
	OPERATING-SUPPLIES	43,512	49,412	13,224	15,000
	OPERATING-PURCH/CONT	175,311	169,841	150,349	144,600
TOTAL	**FINANCE**	**728,730**	**747,778**	**698,219**	**704,946**
1003	**PROCUREMENT/DISTRIBUTION**				
	PERSONAL SERVICES	403,579	415,955	423,635	432,512
	OPERATING-SUPPLIES	30,586	31,051	8,633	10,450
	OPERATING-PURCH/CONT	30,787	28,467	14,556	46,500
	CAPITAL	-	-	12,250	4,000
TOTAL	**PROCUREMENT**	**464,953**	**475,473**	**459,074**	**493,462**
1004	**CONTINGENCY**				
	OPERATING-OTH COSTS	-	-	9,418	1,293,923
TOTAL	**CONTINGENCY**	**-**	**-**	**9,418**	**1,293,923**
1005	**INFORMATION TECHNOLOGY**				
	PERSONAL SERVICES	1,311,270	1,319,615	1,325,689	1,427,704
	OPERATING-SUPPLIES	134,826	138,874	29,499	25,650
	OPERATING-PURCH/CONT	1,289,719	1,191,560	948,532	1,014,675
	CAPITAL	107,479	10,236	355,035	617,000
TOTAL	**INFORMATION TECHNOLOGY**	**2,843,293**	**2,660,286**	**2,658,755**	**3,085,029**
1006	**COUNTY ADMINISTRATOR**				
	PERSONAL SERVICES	397,585	449,787	402,525	410,620
	OPERATING-SUPPLIES	30,054	28,880	2,914	13,000
	OPERATING-PURCH/CONT	123,222	150,414	137,858	183,000
TOTAL	**COUNTY ADMINISTRATOR**	**550,862**	**629,081**	**543,296**	**606,620**
1007	**BOARD OF ELECTIONS**				
	PERSONAL SERVICES	243,056	224,803	208,422	196,796
	OPERATING-SUPPLIES	24,461	21,763	15,073	15,000
	OPERATING-PURCH/CONT	303,321	113,100	255,160	165,600
	CAPITAL	-	19,694	36,975	-
TOTAL	**BOARD OF ELECTIONS**	**570,838**	**379,360**	**515,630**	**377,396**

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
1008	**GENERAL OVERHEAD**				
	OPERATING-SUPPLIES	-	-	2,114,544	2,010,000
	OPERATING-PURCH/CONT	-	-	1,436,009	1,260,095
TOTAL	**GENERAL OVERHEAD**	**-**	**-**	**3,550,552**	**3,270,095**
1009	**NEW APPROPRIATION REQUESTS**				
	PERSONAL SERVICES	-	-	-	115,000
TOTAL	**NEW APPROPRIATION REQUESTS**	**-**	**-**	**-**	**115,000**
1011	**HUMAN RESOURCES**				
	PERSONAL SERVICES	292,774	312,609	312,482	352,771
	OPERATING-SUPPLIES	22,976	26,185	9,100	10,550
	OPERATING-PURCH/CONT	197,444	253,698	261,719	292,200
TOTAL	**HUMAN RESOURCES**	**513,193**	**592,492**	**583,301**	**655,521**
1111	**TAX COMMISSIONER**				
	PERSONAL SERVICES	1,314,081	1,391,764	1,436,250	1,525,165
	OPERATING-SUPPLIES	167,722	187,722	82,886	105,975
	OPERATING-PURCH/CONT	158,910	160,414	114,975	163,986
TOTAL	**TAX COMMISSIONER**	**1,640,713**	**1,739,900**	**1,634,111**	**1,795,126**
1112	**TAX ASSESSOR**				
	PERSONAL SERVICES	1,018,108	1,028,166	1,123,518	1,193,830
	OPERATING-SUPPLIES	113,300	112,403	50,321	60,417
	OPERATING-PURCH/CONT	101,635	106,422	74,301	74,528
TOTAL	**TAX ASSESSOR**	**1,233,043**	**1,246,991**	**1,248,140**	**1,328,775**
1500	**ENGINEERING**				
	PERSONAL SERVICES	-	-	433	159,608
	OPERATING-SUPPLIES	-	-	-	500
	OPERATING-PURCH/CONT	-	-	-	4,000
TOTAL	**ENGINEERING**	**-**	**-**	**433**	**164,108**
TOTAL	**GENERAL GOVERNMENT**	**$ 11,074,709**	**$ 15,374,839**	**$ 13,939,797**	**$ 18,560,427**

JUDICIAL

The Judicial function accounts for activities of the court system. Below is a list of the courts included within the County.

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

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	JUDICIAL				
1211	**CLERK OF SUPERIOR COURT**				
	PERSONAL SERVICES	$ 1,131,132	$ 1,157,951	$ 1,142,353	$ 1,206,432
	OPERATING-SUPPLIES	162,006	183,603	103,379	115,000
	OPERATING-PURCH/CONT	232,685	242,883	200,083	225,500
	OPERATING-OTH COSTS	809	826	83	1,500
	CAPITAL	-	-	24,633	-
TOTAL	**CLERK OF SUPERIOR COURT**	**1,526,632**	**1,585,263**	**1,470,532**	**1,548,432**
1212	**OFFICE OF SUPERIOR COURT**				
	OPERATING-SUPPLIES	945	864	891	-
	OPERATING-PURCH/CONT	655,399	698,216	694,933	796,609
TOTAL	**OFFICE OF SUPERIOR COURT**	**656,344**	**699,080**	**695,824**	**796,609**
1213	**PROBATE COURT**				
	PERSONAL SERVICES	722,106	688,641	691,294	718,292
	OPERATING-SUPPLIES	65,730	83,670	21,693	31,500
	OPERATING-PURCH/CONT	103,048	96,382	57,369	74,700
	OPERATING-OTH COSTS	4,955	4,951	4,228	5,000
	CAPITAL	-	-	15,530	-
TOTAL	**PROBATE COURT**	**895,839**	**873,645**	**790,113**	**829,492**
1214	**JUVENILE COURT**				
	PERSONAL SERVICES	483,215	512,287	514,657	862,275
	OPERATING-SUPPLIES	29,708	44,867	8,418	11,800
	OPERATING-PURCH/CONT	67,912	79,802	62,932	81,200
	OPERATING-OTH COSTS	135,342	115,409	325,449	-
TOTAL	**JUVENILE COURT**	**716,177**	**752,365**	**911,455**	**955,275**
1215	**MAGISTRATE COURT**				
	PERSONAL SERVICES	762,332	785,755	825,834	858,733
	OPERATING-SUPPLIES	74,807	79,506	27,592	27,600
	OPERATING-PURCH/CONT	51,746	52,837	23,643	27,450
	CAPITAL	-	-	-	22,764
TOTAL	**MAGISTRATE COURT**	**888,885**	**918,098**	**877,069**	**936,547**
1314	**DISTRICT ATTORNEY**				
	OPERATING-SUPPLIES	32	25	33	50
	OPERATING-PURCH/CONT	541,770	603,856	771,552	858,000
TOTAL	**DISTRICT ATTORNEY**	**541,802**	**603,882**	**771,585**	**858,050**
TOTAL	**JUDICIAL**	**$ 5,225,678**	**$ 5,432,331**	**$ 5,516,578**	**$ 5,924,405**

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.

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

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	PUBLIC SAFETY				
1311	**SHERIFF'S OFFICE**				
	PERSONAL SERVICES	$ 11,446,071	$ 11,822,032	$ 11,918,890	$ 11,838,510
	OPERATING-SUPPLIES	1,903,419	2,018,058	975,811	1,105,910
	OPERATING-PURCH/CONT	1,228,982	1,224,917	636,457	942,967
	OPERATING-OTH COSTS	-	14,216	23,896	-
	CAPITAL	-	85,502	330,358	259,200
TOTAL	**SHERIFF'S OFFICE**	**14,578,472**	**15,164,725**	**13,885,411**	**14,146,587**
1312	**DETENTION CENTER**				
	PERSONAL SERVICES	5,966,250	6,102,735	6,162,481	6,084,089
	OPERATING-SUPPLIES	1,351,042	1,455,003	1,107,868	1,134,418
	OPERATING-PURCH/CONT	838,066	1,125,679	783,912	851,675
	CAPITAL	-	-	11,674	-
TOTAL	**DETENTION CENTER**	**8,155,357**	**8,683,416**	**8,065,935**	**8,070,182**
1313	**EMERGENCY SERVICES**				
	PERSONAL SERVICES	295,638	272,088	274,884	276,162
	OPERATING-SUPPLIES	24,819	28,778	8,313	11,600
	OPERATING-PURCH/CONT	39,901	35,396	24,153	37,915
	OPERATING-OTH COSTS	1,147	1,150	-	11,700
	CAPITAL	-	-	-	56,000
TOTAL	**EMERGENCY SERVICES**	**361,505**	**337,412**	**307,351**	**393,377**
1315	**EMERGENCY MEDICAL SERVICES**				
	OPERATING-PURCH/CONT	500,000	500,000	500,118	500,000
TOTAL	**EMERGENCY MEDICAL SERV**	**500,000**	**500,000**	**500,118**	**500,000**
1713	**ANIMAL SERVICES**				
	PERSONAL SERVICES	407,184	543,528	503,442	513,983
	OPERATING-SUPPLIES	74,517	85,955	50,925	53,400
	OPERATING-PURCH/CONT	34,591	56,242	37,129	40,900
	CAPITAL	-	-	-	20,153
TOTAL	**ANIMAL SERVICES**	**516,292**	**685,725**	**591,497**	**628,436**
1714	**CORONER**				
	PERSONAL SERVICES	83,744	82,521	84,654	96,843
	OPERATING-SUPPLIES	12,305	9,102	5,474	3,500
	OPERATING-PURCH/CONT	46,272	41,271	41,167	36,675
	OPERATING-OTH COSTS	300	-	-	8,634
TOTAL	**CORONER**	**142,621**	**132,894**	**131,296**	**145,652**
TOTAL	**PUBLIC SAFETY**	**$ 24,254,246**	**$ 25,504,172**	**$ 23,481,607**	**$ 23,884,234**

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.

Roads & Bridges
Fleet Services
Facility Maintenance

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	PUBLIC WORKS				
1411	**ROADS & BRIDGES**				
	PERSONAL SERVICES	$ 2,013,587	$ 2,466,561	$ 2,424,416	$ 2,015,128
	OPERATING-SUPPLIES	487,957	661,362	435,900	321,525
	OPERATING-PURCH/CONT	402,829	503,744	238,968	284,800
TOTAL	**ROADS & BRIDGES**	**2,904,372**	**3,631,667**	**3,099,284**	**2,621,453**
1414	**FLEET SERVICES**				
	PERSONAL SERVICES	622,438	636,776	657,222	708,737
	OPERATING-SUPPLIES	77,345	118,473	49,591	64,785
	OPERATING-PURCH/CONT	38,856	40,601	4,289	12,500
	CAPITAL	-	-	3,854	4,000
TOTAL	**FLEET SERVICES**	**738,639**	**795,849**	**714,956**	**790,022**
1415	**FACILITY MAINTENANCE**				
	PERSONAL SERVICES	645,847	864,239	904,144	1,216,941
	OPERATING-SUPPLIES	75,435	108,244	84,300	142,800
	OPERATING-PURCH/CONT	30,463	117,688	84,304	50,840
		-	1,000	-	-
TOTAL	**FACILITY MAINTENANCE**	**751,745**	**1,091,171**	**1,072,748**	**1,410,581**
TOTAL	**PUBLIC WORKS**	**$ 4,394,756**	**$ 5,518,687**	**$ 4,886,988**	**$ 4,822,056**

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.

Public Transit
Health Department
Family & Children Services
Senior Center

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	HEALTH & WELFARE				
1516	**PUBLIC TRANSIT**				
	PERSONAL SERVICES	$ 319,993	$ 360,025	$ 376,765	$ 371,028
	OPERATING-SUPPLIES	109,044	134,171	107,102	76,625
	OPERATING-PURCH/CONT	19,720	23,931	4,166	7,375
	CAPITAL	-	-	-	53,000
TOTAL	**PUBLIC TRANSIT**	**448,756**	**518,127**	**488,034**	**508,028**
1711	**HEALTH DEPARTMENT**				
	OPERATING-PURCH/CONT	434,614	434,614	434,614	434,614
TOTAL	**HEALTH DEPARTMENT**	**434,614**	**434,614**	**434,614**	**434,614**
1712	**FAMILY & CHILDREN SERVICES (DFACS)**				
	OPERATING-SUPPLIES	2,000	7,821	7,889	6,919
	OPERATING-PURCH/CONT	13,158	18,800	16,800	16,800
	OPERATING-OTH COSTS	57,726	46,263	48,195	49,165
TOTAL	**FAMILY & CHILDREN SERVICES**	**72,884**	**72,884**	**72,884**	**72,884**
1716	**SENIOR CENTER**				
	PERSONAL SERVICES	152,882	156,370	159,920	160,788
	OPERATING-SUPPLIES	35,999	40,043	18,916	18,682
	OPERATING-PURCH/CONT	138,521	140,019	149,391	152,357
	CAPITAL	-	-	5,788	-
TOTAL	**SENIOR CENTER**	**327,401**	**336,433**	**334,014**	**331,827**
TOTAL	**HEALTH & WELFARE**	**$ 1,283,656**	**$ 1,362,057**	**$ 1,329,546**	**$ 1,347,353**

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.

Community Services
Libraries
Reed Creek Park
Recreation
Wildwood Park

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	CULTURE/RECREATION				
1010	**COMMUNITY SERVICES**				
	PERSONAL SERVICES	$ 282,274	$ 241,063	$ 265,889	$ 425,915
	OPERATING-SUPPLIES	22,860	24,625	17,114	15,400
	OPERATING-PURCH/CONT	19,667	29,762	17,700	30,800
TOTAL	**COMMUNITY SERVICES**	**324,801**	**295,449**	**300,703**	**472,115**
1601	**LIBRARIES**				
	PERSONAL SERVICES	771,897	756,766	801,456	804,400
	OPERATING-SUPPLIES	126,471	139,596	132,679	130,900
	OPERATING-PURCH/CONT	413,355	412,786	419,530	359,390
TOTAL	**LIBRARIES**	**1,311,722**	**1,309,148**	**1,353,666**	**1,294,690**
1610	**REED CREEK PARK**				
	OPERATING-SUPPLIES	-	-	2,453	5,000
	OPERATING-PURCH/CONT	-	-	27,366	52,300
TOTAL	**REED CREEK PARK**	**-**	**-**	**29,819**	**57,300**
1611	**RECREATION**				
	PERSONAL SERVICES	1,284,084	683,196	679,577	595,960
	OPERATING-SUPPLIES	403,506	244,592	219,721	204,500
	OPERATING-PURCH/CONT	333,703	284,940	219,811	238,900
	CAPITAL	9,965	-	-	-
TOTAL	**RECREATION**	**2,031,258**	**1,212,727**	**1,119,109**	**1,039,360**
1612	**WILDWOOD PARK**				
	PERSONAL SERVICES	82,333	44,156	45,071	44,732
	OPERATING-SUPPLIES	22,936	9,198	10,108	11,650
	OPERATING-PURCH/CONT	50,241	43,675	43,549	43,000
TOTAL	**WILDWOOD PARK**	**155,511**	**97,028**	**98,728**	**99,382**
TOTAL	**CULTURE/RECREATION**	**$ 3,823,292**	**$ 2,914,353**	**$ 2,902,024**	**$ 2,962,847**

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.

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

EXPENDITURE DETAIL

GENERAL FUND		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
	HOUSING & DEVELOPMENT				
1013	**GEOGRAPHIC INFORMATION SYSTEMS**				
	PERSONAL SERVICES	$ 388,112	$ 402,240	$ 427,625	$ 348,375
	OPERATING-SUPPLIES	29,458	32,685	6,967	12,000
	OPERATING-PURCH/CONT	349,660	296,907	350,421	344,000
	CAPITAL	-	-	9,936	11,400
TOTAL	**GEOGRAPHIC INFORMATION**	**767,230**	**731,832**	**794,948**	**715,775**
1510	**ECONOMIC DEVELOPMENT**				
	PERSONAL SERVICES	128,740	130,486	149,870	125,017
	OPERATING-OTH COSTS	133,776	129,301	129,282	138,865
TOTAL	**ECONOMIC DEVELOPMENT**	**262,516**	**259,787**	**279,153**	**263,882**
1511	**PLANNING**				
	PERSONAL SERVICES	239,555	288,028	426,024	393,934
	OPERATING-SUPPLIES	22,484	27,807	10,580	18,300
	OPERATING-PURCH/CONT	44,141	59,368	50,133	51,600
	CAPITAL	-	-	3,077	7,800
TOTAL	**PLANNING**	**306,180**	**375,203**	**489,815**	**471,634**
1512	**CODE COMPLIANCE**				
	PERSONAL SERVICES	151,735	-	502	223,968
	OPERATING-SUPPLIES	5,955	-	-	11,000
	OPERATING-PURCH/CONT	2,155	-	-	17,300
TOTAL	**CODE COMPLIANCE**	**159,845**	**-**	**502**	**252,268**
1513	**PLAN REVIEW**				
	PERSONAL SERVICES	509,757	497,160	503,137	281,814
	OPERATING-SUPPLIES	49,681	60,566	34,562	23,500
	OPERATING-PURCH/CONT	23,344	36,904	23,008	12,400
	OPERATING-OTHER COSTS	107	107	-	500
TOTAL	**PLAN REVIEW**	**582,889**	**594,738**	**560,708**	**318,214**
1514	**EXTENSION SERVICE**				
	PERSONAL SERVICES	17,894	40,138	41,319	42,577
	OPERATING-SUPPLIES	2,352	4,091	1,200	5,375
	OPERATING-PURCH/CONT	83,307	85,071	73,699	109,804
TOTAL	**EXTENSION SERVICE**	**103,553**	**129,299**	**116,218**	**157,756**
1613	**FORESTRY**				
	OPERATING-SUPPLIES	684	737	1,553	1,660
	OPERATING-PURCH/CONT	18,580	18,387	17,688	20,991
TOTAL	**FORESTRY**	**19,263**	**19,123**	**19,241**	**22,651**
TOTAL	**HOUSING & DEVELOPMENT**	**$ 2,201,477**	**$ 2,109,981**	**$ 2,260,584**	**$ 2,202,180**
TOTAL	**GENERAL FUND**	**$ 52,257,813**	**$ 58,216,420**	**$ 54,317,125**	**$ 59,703,502**

SPECIAL REVENUE FUNDS

These funds account for the proceeds of specific revenue sources (other than for major capital projects) that are restricted legally to or committed by formal action of the Board for expenditure for specified purposes.

REVENUE DETAIL

GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
BUILDING STANDARDS FUND				
Licenses & permits	$ 1,227,540	$ 1,252,133	$ 1,267,255	$ 793,000
Charges for services	18,991	26,646	32,203	32,000
Investment income	5,613	5,108	-	-
Miscellaneous	2,879	6,402	10,176	3,000
Use of reserves	-	-	-	406,762
Total	**$ 1,255,024**	**$ 1,290,289**	**$ 1,309,634**	**$ 1,234,762**
LIBRARY BOARD				
Fines & forfeitures	$ 65,506	$ 65,368	$ 76,708	$ 65,000
Investment income	5,287	5,219	3,296	-
Contributions & donations	9,000	-	500	20,000
Miscellaneous	10,162	10,202	73,876	20,000
Total	**$ 89,955**	**$ 80,789**	**$ 154,380**	**$ 105,000**
RECREATION ADVISORY BOARD				
Charges for services	$ 25,205	$ 24,488	$ 24,355	$ 22,995
Investment income	231	204	243	109
Miscellaneous	3,834	5,194	2,108	3,841
Total	**$ 29,270**	**$ 29,887**	**$ 26,706**	**$ 26,945**
STREET LIGHTS FUND				
Charges for services	$ 1,633,532	$ 1,708,980	$ 1,765,415	$ 1,620,600
Contributions & donations	16,131	19,440	25,500	-
Miscellaneous	-	1,208,940	-	-
Total	**$ 1,649,663**	**$ 2,937,361**	**$ 1,790,915**	**$ 1,620,600**
SHERIFF'S 911 FUND				
Charges for services	$ 2,247,183	$ 2,232,843	$ 1,909,899	$ 2,259,149
Investment income	28,045	25,130	10,324	-
Total	**$ 2,275,228**	**$ 2,257,972**	**$ 1,920,223**	**$ 2,259,149**
DRUG COURT				
Charges for services	**$ 37,668**	**$ 40,313**	**$ 43,617**	**$ 25,000**
DRUG ABUSE & TREATMENT				
Fines & forfeitures	$ 30,201	$ 22,188	$ 28,592	$ 25,000
Investment income	615	633	612	-
Total	**$ 30,816**	**$ 22,822**	**$ 29,204**	**$ 25,000**
SUPPLEMENTAL JUVENILE SERVICES				
Charges for services	$ 30,760	$ 30,434	$ 40,833	$ 46,000
Investment income	1,095	956	852	-
Total	**$ 31,855**	**$ 31,390**	**$ 41,685**	**$ 46,000**
JAIL FUND				
Fines & forfeitures	$ 180,224	$ 159,797	$ 149,610	$ 150,000
Investment income	2,957	3,075	3,098	-
Total	**$ 183,181**	**$ 162,872**	**$ 152,708**	**$ 150,000**
FEDERAL ASSET SHARING				
Fines & forfeitures	$ 20,694	$ 17,787	$ 20,000	$ 20,000
Investment income	280	252	-	-
Total	**$ 20,974**	**$ 18,039**	**$ 20,000**	**$ 20,000**

REVENUE DETAIL

GOVERNMENTAL FUNDS
SPECIAL REVENUE FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
STATE CONDEMNATION FUND				
Fines & forfeitures	$ 133,341	$ 158,496	$ 100,000	$ 50,000
Investment income	193	135	-	-
Total	**$ 133,534**	**$ 158,631**	**$ 100,000**	**$ 50,000**
LODGING TAX FUND				
Taxes	$ 631,962	$ 661,372	$ 615,691	$ 727,282
Investment income	5,261	5,054	-	-
Miscellaneous	201	1,073	733	-
Total	**$ 637,424**	**$ 667,499**	**$ 616,424**	**$ 727,282**
MULTIPLE GRANT FUND				
Intergovernmental	**$ 248,941**	**$ 288,320**	**$ 124,649**	**$ 5,000**
FIRE SERVICES FUND				
Property taxes	$ 6,962,653	$ 8,235,781	$ 8,295,440	$ 8,264,521
Miscellaneous	-	-	10	-
Other financing sources	2,000,021	1,579,480	1,919,452	1,975,489
Total	**$ 8,962,674**	**$ 9,815,261**	**$ 10,214,902**	**$ 10,240,010**
SHERIFF'S GIFTS/DONATIONS				
Investment income	$ 118	$ 149	$ -	$ -
Contributions & donations	20,058	54,657	20,000	20,000
Total	**$ 20,176**	**$ 54,806**	**$ 20,000**	**$ 20,000**
INSURANCE PREMIUM TAX FUND				
Taxes	$ 3,879,230	$ 4,608,082	$ 4,922,889	$ 5,000,000
Miscellaneous	-	-	14,400	-
Use of reserves	-	-	-	348,965
Other financing sources	-	235,510	-	-
Total	**$ 3,879,230**	**$ 4,843,592**	**$ 4,937,289**	**$ 5,348,965**
COMMUNITY EVENTS FUND				
Charges for services	$ 12,259	$ 15,569	$ 50,136	$ 75,000
Investment income	596	633	309	-
Contributions & donations	72,318	26,302	36,072	78,000
Miscellaneous	-	-	247	-
Total	**$ 85,173**	**$ 42,504**	**$ 86,763**	**$ 153,000**
GA SUP CT CK'S COOP AUTHORITY				
Charges for services	$ -	$ -	$ 10,000	$ 10,000
Investment income	20	14	-	-
Total	**$ 20**	**$ 14**	**$ 10,000**	**$ 10,000**
LAW LIBRARY FUND				
Charges for services	$ 36,557	$ 32,422	$ 30,000	$ 30,000
Investment income	3,596	2,300	-	-
Total	**$ 40,153**	**$ 34,722**	**$ 30,000**	**$ 30,000**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
BUILDING STANDARDS FUND					
	PERSONAL SERVICES	$ 1,002,897	$ 1,012,906	$ 1,114,550	$ 1,083,684
	OPERATING-SUPPLIES	44,272	52,936	92,327	65,200
	OPERATING-PURCH/CONT	81,551	89,390	93,279	85,878
	OPERATING-OTH COSTS	-	37	-	-
	OPERATING-INTFND CHG	49,038	52,983	57,565	-
	CAPITAL	-	-	122,100	-
TOTAL	**BUILDING STANDARDS FUND**	**$ 1,177,758**	**$ 1,208,252**	**$ 1,479,822**	**$ 1,234,762**
LIBRARY BOARD FUND					
	OPERATING-SUPPLIES	$ 86,755	$ 107,391	$ 96,298	$ 105,000
	OPERATING-PURCH/CONT	-	-	425	-
	OTHER FINANCING USES	-	16,000	-	-
TOTAL	**LIBRARY BOARD**	**$ 86,755**	**$ 123,391**	**$ 96,723**	**$ 105,000**
RECREATION ADVISORY BOARD FUND					
	OPERATING-SUPPLIES	$ 17,137	$ 14,077	$ 15,492	$ 15,992
	OPERATING-PURCH/CONT	8,000	8,000	8,000	8,000
	OPERATING-OTH COSTS	5,013	2,258	2,953	2,953
TOTAL	**RECREATION ADVISORY BOARD**	**$ 30,150**	**$ 24,335**	**$ 26,445**	**$ 26,945**
STREET LIGHTS FUND					
	OPERATING-SUPPLIES	$ 1,671,484	$ 1,747,845	$ 1,546,164	$ 1,620,600
TOTAL	**STREET LIGHTS FUND**	**$ 1,671,484**	**$ 1,747,845**	**$ 1,546,164**	**$ 1,620,600**
911 FUND					
	PERSONAL SERVICES	$ 1,235,479	$ 1,210,185	$ 1,245,460	$ 1,303,264
	OPERATING-SUPPLIES	23,493	47,971	24,514	31,850
	OPERATING-PURCH/CONT	307,948	363,894	714,132	888,855
	OTHER FINANCING USES	-	-	161,000	-
	CAPITAL	-	3,500,000	29,980	35,180
TOTAL	**SHERIFF'S 911 FUND**	**$ 1,566,920**	**$ 5,122,050**	**$ 2,175,085**	**$ 2,259,149**
DRUG COURT FUND					
	OPERATING-PURCH/CONT	$ 33,036	$ -	$ -	$ 25,000
	OPERATING-OTH COSTS	-	2,185	-	-
TOTAL	**DRUG COURT**	**$ 33,036**	**$ 2,185**	**$ -**	**$ 25,000**
DRUG ABUSE TREATMENT EDUCATION FUND					
	OTHER FINANCING USES	$ 25,000	$ 25,000	$ 25,000	$ 25,000
TOTAL	**DRUG ABUSE TREATMENT**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
SUPPLEMENTAL JUVENILE SERVICES FUND					
	OPERATING-SUPPLIES	$ 755	$ 2,371	$ -	$ -
	OPERATING-PURCH/CONT	29,641	29,723	23,273	26,000
	OPERATING-OTH COSTS	18,765	17,858	14,942	15,000
	CAPITAL	-	-	2,939	5,000
TOTAL	**SUPPLEMENTAL JUVENILE**	**$ 49,161**	**$ 49,952**	**$ 41,155**	**$ 46,000**
DETENTION CENTER FUND					
	OTHER FINANCING USES	$ 150,000	$ 150,000	$ 150,000	$ 150,000
TOTAL	**JAIL FUND**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**
FEDERAL ASSET SHARING FUND					
	OPERATING-PURCH/CONT	$ 45,074	$ 13,631	$ 15,000	$ 20,000
TOTAL	**FEDERAL ASSET SHARING**	**$ 45,074**	**$ 13,631**	**$ 15,000**	**$ 20,000**
STATE CONDEMNATION FUND					
	OPERATING-OTH COSTS	$ 181,262	$ 136,372	$ 100,000	$ 50,000
TOTAL	**STATE CONDEMNATION FUND**	**$ 181,262**	**$ 136,372**	**$ 100,000**	**$ 50,000**
LODGING TAX FUND					
	PERSONAL SERVICES	$ 42,371	$ 122,733	$ 166,743	$ 104,488
	OPERATING-SUPPLIES	12,157	5,588	15,057	31,500
	OPERATING-PURCH/CONT	470,564	460,230	431,921	591,294
TOTAL	**LODGING TAX FUND**	**$ 525,092**	**$ 588,550**	**$ 613,721**	**$ 727,282**
MULTIPLE GRANT FUND					
	OPERATING-OTH COSTS	$ 324,667	$ 249,873	$ 90,460	$ 5,000
TOTAL	**MULTIPLE GRANT FUND**	**$ 324,667**	**$ 249,873**	**$ 90,460**	**$ 5,000**
SHERIFF'S GIFTS/DONATION FUND					
	OPERATING-PURCH/CONT	$ 12,274	$ 26,270	$ 15,000	$ 20,000
TOTAL	**SHERIFF'S GIFTS/DONATIONS**	**$ 12,274**	**$ 26,270**	**$ 15,000**	**$ 20,000**
FIRE SERVICES FUND					
2510	**MARTINEZ/EVANS FIRE DISTRICT**				
	PERSONAL SERVICES	**$ -**	$ -	$ 4,578,465	$ 9,480,848
	OPERATING-SUPPLIES	91,242	102,615	218,968	448,800
	OPERATING-PURCH/CONT	9,126,259	9,696,487	5,008,716	231,862
	OPERATING-OTH COSTS	-	-	53	23,000
	CAPITAL	-	5,215	-	-
TOTAL	**MARTINEZ/EVANS FIRE DISTRICT**	9,217,501	9,804,316	9,806,202	10,184,510
2530	**GROVETOWN FIRE DISTRICT**				
	OPERATING-PURCH/CONT	49,500	57,000	46,500	55,500
TOTAL	**GROVETOWN FIRE DISTRICT**	49,500	57,000	46,500	55,500
TOTAL	**FIRE SERVICES FUND**	**$ 9,267,001**	**$ 9,861,316**	**$ 9,852,702**	**$ 10,240,010**

EXPENDITURE DETAIL

SPECIAL REVENUE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
INSURANCE PREMIUM TAX FUND					
2710	**TRAFFIC ENGINEERING**				
	PERSONAL SERVICES	$ 143,051	$ 208,639	$ 228,961	$ 209,951
	OPERATING-SUPPLIES	11,865	12,117	47,909	52,600
	OPERATING-PURCH/CONT	12,131	15,368	16,720	44,939
	CAPITAL	-	-	56,981	18,000
TOTAL	**TRAFFIC ENGINEERING**	**167,047**	**236,125**	**350,571**	**325,490**
2720	**CONSTRUCTION/MAINTENANCE**				
	PERSONAL SERVICES	84,029	57,717	51,477	69,645
	OPERATING-SUPPLIES	44,357	58,740	54,975	85,000
	OPERATING-PURCH/CONT	1,164,995	1,257,784	1,301,660	983,797
	OPERATING-OTH COSTS	-	-	-	-
	OPERATING-INTFND CHG	299,225	409,742	143,432	661,741
	CAPITAL	-	19,398	-	15,000
TOTAL	**CONSTRUCTION/MAINTENANCE**	**1,592,606**	**1,803,381**	**1,551,544**	**1,815,183**
2730	**FIRE MAINTENANCE**				
	PERSONAL SERVICES	110,963	112,357	116,459	160,792
	OPERATING-SUPPLIES	27,825	26,408	21,476	30,250
	OPERATING-PURCH/CONT	69,204	72,894	81,637	122,761
	OTHER FINANCING USES	1,930,351	1,579,480	1,919,452	1,975,489
	CAPITAL	18,155	-	-	51,000
TOTAL	**FIRE MAINTENANCE**	**2,156,499**	**1,791,140**	**2,139,024**	**2,340,292**
2740	**FACILITIES MAINTENANCE**				
	OPERATING-PURCH/CONT	-	-	24,823	544,000
	CAPITAL	-	-	-	324,000
TOTAL	**FIRE MAINTENANCE**	**-**	**-**	**24,823**	**868,000**
TOTAL	**INSURANCE PREMIUM TAX**	**$ 3,916,152**	**$ 3,830,645**	**$ 4,065,962**	**$ 5,348,965**
COMMUNITY EVENTS FUND					
	OPERATING-PURCH/CONT	$ 29,322	$ 31,552	$ 54,384	$ 153,000
	OTHER FINANCING USES	-	4,739	92,184	-
TOTAL	**COMMUNITY EVENTS FUND**	**$ 29,322**	**$ 36,291**	**$ 146,568**	**$ 153,000**
GEORGIA SUP COURT COOP AUTHORITY FUND					
	OPERATING-PURCH/CONT	**$ -**	**$ -**	$ 10,000	$ 10,000
TOTAL	**GA SUP CT CK'S COOP AUTH**	**$ -**	**$ -**	**$ 10,000**	**$ 10,000**
LAW LIBRARY FUND					
	OPERATING-SUPPLIES	$ 23,995	$ 26,562	$ 25,000	$ 30,000
	OPERATING-PURCH/CONT	8,407	-	-	-
TOTAL	**LAW LIBRARY FUND**	**$ 32,402**	**$ 26,562**	**$ 25,000**	**$ 30,000**
TOTAL	**SPECIAL REVENUE FUNDS**	**$ 19,123,511**	**$ 23,222,521**	**$ 20,474,806**	**$ 22,096,713**

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.

REVENUE DETAIL

GOVERNMENTAL FUNDS
DEBT SERVICE FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
2007 GENERAL OBLIGATION BONDS				
Taxes, property	$ 5,472,861	$ 3,027,871	$ 919,246	$ 662,372
Investment income	6,143	5,142	8,464	-
Other financing sources	-	4,515,278	6,099,296	6,344,952
Total	**$ 5,479,004**	**$ 7,548,291**	**$ 7,027,006**	**$ 7,007,324**
2004 GENERAL OBLIGATION BONDS				
Investment income	$ 361	$ -	$ -	$ -
Other financing sources	493	-	-	-
Total	**$ 854**	**$ -**	**$ -**	**$ -**
2009 GENERAL OBLIGATION BONDS				
Investment income	$ 52	$ 363	$ 378	$ -
Other financing sources	7,039,250	7,201,850	7,369,450	7,370,450
Total	**$ 7,039,302**	**$ 7,202,213**	**$ 7,369,828**	**$ 7,370,450**

EXPENDITURE DETAIL

DEBT SERVICE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
2007 GENERAL OBLIGATION BONDS					
	PROFESSIONAL FEES	$ 1,000	$ 1,000	$ 1,000	$ 1,000
	INTEREST	2,615,238	2,472,638	2,294,525	2,116,324
	DEBT RETIREMENT	3,635,000	4,025,000	4,455,000	4,890,000
TOTAL	**DEBT SERVICE FUND-2007 GO BOND**	**$ 6,251,238**	**$ 6,498,638**	**$ 6,750,525**	**$ 7,007,324**
2004 GENERAL OBLIGATION BONDS					
	PROFESSIONAL FEES	$ 500	$ -	$ -	$ -
	MISCELLANEOUS	1,354	-	-	-
	INTEREST	240,250	-	-	-
	DEBT RETIREMENT	4,805,000	-	-	-
TOTAL	**DEBT SERVICE FUND-2004 GO BONDS**	**$ 5,047,104**	**$ -**	**$ -**	**$ -**
2009 GENERAL OBLIGATION BONDS					
	PROFESSIONAL FEES	$ 1,000	$ 1,000	$ 1,000	$ 1,000
	INTEREST	1,729,250	1,729,250	1,516,850	1,289,450
	DEBT RETIREMENT	-	5,310,000	5,685,000	6,080,000
TOTAL	**DEBT SERVICE FUND-2009 GO BONDS**	**$ 1,730,250**	**$ 7,040,250**	**$ 7,202,850**	**$ 7,370,450**
TOTAL DEBT SERVICE FUNDS		**$ 13,028,592**	**$ 13,538,888**	**$ 13,953,375**	**$ 14,377,774**

ENTERPRISE FUNDS

These funds account for activities for which fees are charged to external users for services provided.

Water and Sewerage
Storm Water
Solid Waste Management
Columbia County Communications Utility
Rental Facilities

REVENUE DETAIL

PROPRIETARY FUNDS
ENTERPRISE FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
WATER AND SEWER FUND				
Intergovernmental	$ -	$ -	$ -	$ 240,603
Charges for services	28,236,015	30,284,111	29,426,871	28,030,000
Investment income	551,895	518,911	(211,824)	200,000
Contributions	12,295,581	9,057,134	52,688	-
Miscellaneous	96,825	107,361	111,300	92,000
Other financing sources	12,828	8,457	-	-
Total	**$ 41,193,144**	**$ 39,975,974**	**$ 29,379,035**	**$ 28,562,603**
STORM WATER UTILITY FUND				
Charges for services	$ 2,636,555	$ 2,589,624	$ 2,727,494	$ 2,700,000
Investment income	29,894	28,003	25,185	30,000
Contributions	2,423,775	1,130,545	-	-
Miscellaneous	-	11,292	-	-
Use of reserves	-	-	-	1,354,731
Total	**$ 5,090,224**	**$ 3,759,464**	**$ 2,752,679**	**$ 4,084,731**
SOLID WASTE MANAGEMENT FUND				
Investment income	$ 32,921	$ 18,366	$ (4,614)	$ -
Miscellaneous	8,680	10,356	17,867	11,000
Use of reserves	-	-	-	608,975
Total	**$ 41,601**	**$ 28,722**	**$ 13,253**	**$ 619,975**
COMMUNICATIONS UTILITY				
Intergovernmental	$ 5,992,512	$ 5,445,418	$ 1,882,719	$ -
Charges for services	-	-	250,833	696,000
Investment income	3,497	5,909	5,061	-
Miscellaneous	-	143,098	-	-
Use of reserves	-	-	-	200,000
Other financing sources	-	16,000	161,000	-
Total	**$ 5,996,009**	**$ 5,610,425**	**$ 2,299,613**	**$ 896,000**
RENTAL FACILITIES FUND				
Charges for services	$ 367,736	$ 421,067	$ 308,890	$ 592,000
Contributions	3,872,173	-	4,250	-
Miscellaneous	65,751	64,575	42,400	75,500
Other financing sources	-	4,739	-	-
Total	**$ 4,305,660**	**$ 490,380**	**$ 355,540**	**$ 667,500**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
WATER AND SEWER FUND					
5000	**ADMINISTRATION**				
	PERSONAL SERVICES	$ 441,796	$ 454,811	$ 166,768	$ 503,352
	OPERATING-SUPPLIES	102,553	112,740	14,193	97,250
	OPERATING-PURCH/CONT	572,396	657,268	568,341	551,558
	OPERATING-OTH COSTS	10,971	9,632	8,753	275,000
	OPERATING-INTFND CHG	491,246	626,396	666,250	606,486
	OPERATING-DEPREC	1,310,247	1,275,068	-	-
	DEBT SERVICE	1,580,867	1,237,369	1,574,945	7,962,899
	CAPITAL	-	-	29,974	44,000
TOTAL	**ADMINISTRATION**	**4,510,076**	**4,373,282**	**3,029,223**	**10,040,545**
5100	**CUSTOMER SERVICES**				
	PERSONAL SERVICES	721,677	636,560	623,688	700,092
	OPERATING-SUPPLIES	34,497	19,778	101,436	65,575
	OPERATING-PURCH/CONT	327,462	334,199	367,366	311,865
	OPERATING-OTH COSTS		-	233	-
	OPERATING-DEPREC	5,562,535	5,482,113	-	-
	CAPITAL	-	-	11,671	40,750
TOTAL	**CUSTOMER SERVICES**	**6,646,171**	**6,472,649**	**1,104,394**	**1,118,282**
5105	**WATER TREATMENT**				
	PERSONAL SERVICES	745,732	802,531	566,514	717,578
	OPERATING-SUPPLIES	2,044,152	2,074,771	2,005,758	1,752,000
	OPERATING-PURCH/CONT	650,509	712,042	351,672	768,700
	CAPITAL	-	-	28,008	17,000
TOTAL	**WATER TREATMENT**	**3,440,394**	**3,589,343**	**2,951,951**	**3,255,278**
5110	**CENTRAL LABORATORY**				
	PERSONAL SERVICES	229,688	248,589	217,988	251,385
	OPERATING-SUPPLIES	120,003	129,205	96,037	101,800
	OPERATING-PURCH/CONT	64,039	56,707	59,053	77,600
	CAPITAL	-	(2,504)	53,971	44,800
TOTAL	**CENTRAL LABORATORY**	**413,730**	**431,997**	**427,050**	**475,585**
5115	**WASTE WATER**				
	PERSONAL SERVICES	520,946	508,383	459,117	556,213
	OPERATING-SUPPLIES	853,505	796,721	734,627	769,400
	OPERATING-PURCH/CONT	477,030	474,953	541,092	459,400
	CAPITAL	-	-	72,211	178,000
TOTAL	**WASTE WATER**	**1,851,480**	**1,780,057**	**1,807,047**	**1,963,013**
5120	**METER**				
	PERSONAL SERVICES	428,883	447,268	405,215	446,599
	OPERATING-SUPPLIES	368,344	522,887	337,942	289,000
	OPERATING-PURCH/CONT	16,032	20,845	14,618	10,000
	CAPITAL	-	-	376,978	708,500
TOTAL	**METER**	**813,259**	**991,000**	**1,134,752**	**1,454,099**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
WATER AND SEWER FUND (cont.)					
5125	**WATER DISTRIBUTION**				
	PERSONAL SERVICES	950,947	1,109,209	913,094	1,077,355
	OPERATING-SUPPLIES	405,255	455,715	356,655	398,000
	OPERATING-PURCH/CONT	124,918	132,458	139,128	198,100
	CAPITAL	-	(11,281)	382,012	173,000
TOTAL	**WATER DISTRIBUTION**	**1,481,119**	**1,686,101**	**1,790,889**	**1,846,455**
5130	**WASTEWATER CONVEYANCE**				
	PERSONAL SERVICES	611,435	628,354	493,608	752,042
	OPERATING-SUPPLIES	157,712	180,267	174,396	149,000
	OPERATING-PURCH/CONT	326,285	364,897	432,405	440,200
	CAPITAL	-	-	607,749	355,000
TOTAL	**WASTEWATER CONVEYANCE**	**1,095,432**	**1,173,518**	**1,708,159**	**1,696,242**
5135	**MECHANICAL**				
	PERSONAL SERVICES	409,968	474,431	329,060	440,643
	OPERATING-SUPPLIES	89,144	87,992	73,681	62,900
	OPERATING-PURCH/CONT	13,111	10,558	15,560	11,800
	CAPITAL	-	-	175,339	259,000
TOTAL	**MECHANICAL**	**512,223**	**572,981**	**593,640**	**774,343**
5140	**ENGINEERING & MAPPING**				
	PERSONAL SERVICES	451,708	476,691	434,285	614,887
	OPERATING-SUPPLIES	41,184	39,824	37,983	27,100
	OPERATING-PURCH/CONT	19,433	26,211	27,470	40,050
	CAPITAL	-	-	129,750	68,000
TOTAL	**ENGINEERING & MAPPING**	**512,325**	**542,726**	**629,487**	**750,037**
5145	**DAMAGE PREVENTION**				
	PERSONAL SERVICES	-	-	140,327	265,158
	OPERATING-SUPPLIES	-	-	30,210	29,000
	OPERATING-PURCH/CONT	-	-	3,175	7,000
	CAPITAL	-	-	113,700	69,000
TOTAL	**DAMAGE PREVENTION**	**-**	**-**	**287,412**	**370,158**
5700	**RENEWAL & EXTENSION**	(10,566)	-	7,888,570	4,766,777
5800	**BOND PROJECTS**	-	-	4,145,242	51,789
TOTAL	**WATER AND SEWER FUND**	**$ 21,265,642**	**$ 21,613,655**	**$ 27,497,816**	**$ 28,562,603**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
STORM WATER UTILITY FUND					
5200	**STORM WATER**				
	PERSONAL SERVICES	$ 650,344	$ 744,865	$ 673,369	$ 993,225
	OPERATING-SUPPLIES	64,395	128,378	75,659	89,000
	OPERATING-PURCH/CONT	79,369	145,398	161,101	103,637
	OPERATING-OTHER COSTS	-	1,603	1,932	2,000
	OPERATING-INTFND CHG	406,391	413,891	542,571	491,919
	OPERATING-DEPREC	1,560,912	1,619,578	-	-
	OTHER FINANCING USES	-	-	1,827,056	-
	CAPITAL	-	(170)	733,305	2,404,950
TOTAL	**STORM WATER UTILITY FUND**	**$ 2,761,411**	**$ 3,053,543**	**$ 4,014,993**	**$ 4,084,731**
SOLID WASTE MANAGEMENT FUND					
5310	**RECYCLING CENTER**				
	PERSONAL SERVICES	$ 61,296	$ 60,924	$ 60,904	$ 69,435
	OPERATING-SUPPLIES	2,241	31,281	59,017	58,300
	OPERATING-PURCH/CONT	73,200	53,628	88,924	116,352
	CAPITAL	-	-	182,116	-
TOTAL	**RECYCLING CENTER**	**136,737**	**145,833**	**390,961**	**244,087**
5300	**SOLID WASTE MANAGEMENT**				
	PERSONAL SERVICES	73,690	76,181	17,958	75,888
	OPERATING-SUPPLIES	15,525	15,821	14,368	17,100
	OPERATING-PURCH/CONT	18,113	10,284	6,326	4,000
	OPERATING-OTH COSTS	194,752	349,806	296,307	278,900
	OPERATING-DEPRECIATION	11,238	11,238	-	-
TOTAL	**SOLID WASTE MANAGEMENT**	**313,317**	**463,330**	**334,959**	**375,888**
TOTAL	**SOLID WASTE MANAGEMENT FUND**	**$ 450,054**	**$ 609,163**	**$ 725,920**	**$ 619,975**
COMMUNICATIONS UTILITY					
5510	**BROADBAND GRANT LOCAL MATCH**				
	PERSONAL SERVICES	$ 124,970	$ 188,176	$ 45,173	$ -
	OPERATING-PURCH/CONT	-	441	-	-
TOTAL	**BROADBAND GRANT LOCAL MATCH**	**124,970**	**188,617**	**45,173**	**-**
5520	**BROADBAND GRANT FED FUNDING**				
	CAPITAL	-	-	2,218,932	-
TOTAL	**BROADBAND GRANT FED FUNDING**	**-**	**-**	**2,218,932**	**-**
5530	**COMM UTILITY OTHER NONGRANT**				
	PERSONAL SERVICES	164,083	109,337	79,306	275,373
	OPERATING-SUPPLIES	15,560	23,210	58,092	67,700
	OPERATING-PURCH/CONT	117,202	142,448	287,470	423,550
	OPERATING - INTERFUND CHARGES	-	18,755	-	43,377
	CAPITAL	-	-	498,930	86,000
TOTAL	**COMM UTILITY OTHER NONGRANT**	**296,846**	**293,750**	**923,798**	**896,000**
TOTAL	**COMMUNICATIONS UTILITY**	**$ 421,816**	**$ 482,367**	**$ 3,187,904**	**$ 896,000**

EXPENDITURE DETAIL

ENTERPRISE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
RENTAL FACILITIES/VENUES					
5600	**RENTAL FACILITIES**				
	PERSONAL SERVICES	$ 201,029	$ 223,830	$ 160,679	$ 199,005
	OPERATING-SUPPLIES	119,237	104,244	111,313	20,750
	OPERATING-PURCH/CONT	93,871	117,031	120,290	43,000
	OPERATING-OTH COSTS	-	-	-	293,245
	OPERATING-DEPRECIATION	-	224,925	-	-
TOTAL	**RENTAL FACILITIES/VENUES**	**641,783**	**670,030**	**392,282**	**556,000**
5620	**EXHIBITION CENTER**				
	OPERATING-SUPPLIES	-	-	10,112	94,500
	OPERATING-PURCH/CONT	-	-	-	13,500
TOTAL	**GATEKEEPERS COTTAGE**	**-**	**-**	**10,112**	**108,000**
5621	**GATEKEEPERS COTTAGE**				
	OPERATING-SUPPLIES	-	-	-	-
	OPERATING-PURCH/CONT	373	-	-	-
TOTAL	**GATEKEEPERS COTTAGE**	**373**	**-**	**-**	**-**
5622	**CANAL HEADGATES BUILDING**				
	OPERATING-SUPPLIES	-	4,725	4,280	1,000
	OPERATING-PURCH/CONT	1,228	(960)	430	-
TOTAL	**CANAL HEADGATES BUILDING**	**1,228**	**3,765**	**4,710**	**1,000**
5623	**PERFORMING ARTS CENTER**				
	OPERATING-SUPPLIES	-	-	-	2,500
	OPERATING-PURCH/CONT	136	218	-	-
TOTAL	**PERFORMING ARTS CENTER**	**136**	**218**	**-**	**2,500**
TOTAL	**RENTAL FACILITIES/VENUES**	**$ 643,520**	**$ 674,013**	**$ 407,105**	**$ 667,500**
TOTAL ENTERPRISE FUNDS		**$ 25,542,443**	**$ 26,432,741**	**$ 35,833,738**	**$ 34,830,809**

INTERNAL SERVICE FUNDS

These funds account for services provided by one department of the County to other departments of the County.

Employee Medical
Risk Management
Customer Service and Information Center
Fleet Replacement

REVENUE DETAIL

PROPRIETARY FUNDS
INTERNAL SERVICE FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
EMPLOYEE MEDICAL FUND				
Charges for services	$ 6,160,589	$ 6,520,532	$ 7,668,958	$ 7,200,000
Investment income	16,973	15,968	15,175	-
Miscellaneous	93,490	104,867	-	-
Total	**$ 6,271,052**	**$ 6,641,366**	**$ 7,684,133**	**$ 7,200,000**
RISK MANAGEMENT FUND				
Intergovernmental	$ 396,187	$ 1,125,922	$ 873,037	$ 1,073,334
Total	**$ 396,187**	**$ 1,125,922**	**$ 873,037**	**$ 1,073,334**
CUSTOMER SERVICE AND INFORMATION				
Intergovernmental	$ 185,059	$ 187,931	$ 196,150	$ 201,969
Total	**$ 185,059**	**$ 187,931**	**$ 196,150**	**$ 201,969**
FLEET REPLACEMENT FUND				
Intergovernmental	$ 767,061	$ 815,292	$ -	$ 792,528
Use of reserves	-	-	-	1,764,472
Other financing sources	37,329	6,475	28,000	-
Total	**$ 804,390**	**$ 821,767**	**$ 28,000**	**$ 2,557,000**

EXPENDITURE DETAIL

INTERNAL SERVICE FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
EMPLOYEE MEDICAL FUND					
	PERSONAL SERVICES	$ 67,731	$ 69,166	$ 70,767	$ 71,148
	OPERATING-PURCH/CONT	6,193,880	6,546,451	8,286,572	7,015,942
	OPERATING-OTHER COSTS	-	(25)	-	112,910
TOTAL	**EMPLOYEE MEDICAL FUND**	**$ 6,261,612**	**$ 6,615,592**	**$ 8,357,339**	**$ 7,200,000**
RISK MANAGEMENT FUND					
	PERSONAL SERVICES	$ 114,915	$ 123,978	$ 121,988	$ 134,309
	OPERATING-SUPPLIES	16,477	12,315	16,734	19,100
	OPERATING-PURCH/CONT	264,795	989,629	797,249	919,925
TOTAL	**RISK MANAGEMENT FUND**	**$ 396,187**	**$ 1,125,922**	**$ 935,971**	**$ 1,073,334**
CUSTOMER SERVICE AND INFORMATION CENTER					
	PERSONAL SERVICES	$ 182,770	$ 182,946	$ 180,564	$ 195,169
	OPERATING-SUPPLIES	1,283	3,995	4,351	5,200
	OPERATING-PURCH/CONT	1,007	990	948	1,600
TOTAL	**CUSTOMER SERVICE AND INFORMATION**	**$ 185,060**	**$ 187,931**	**$ 185,863**	**$ 201,969**
FLEET REPLACEMENT FUND					
	OPERATING-PURCHASES/CONTRACTS	$ -	$ -	$ 351,185	$ 375,000
	OPERATING-DEPRECIATION	723,110	658,481	-	-
	CAPITAL	-	-	1,710,362	2,182,000
TOTAL	**FLEET REPLACEMENT FUND**	**$ 723,110**	**$ 658,481**	**$ 2,061,547**	**$ 2,557,000**
TOTAL INTERNAL SERVICE FUNDS		**$ 7,565,969**	**$ 8,587,927**	**$ 11,540,720**	**$ 11,032,303**

CAPITAL EXPENDITURES

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2014 CAPITAL EXPENDITURES BUDGET
OPERATING FUNDS

LAND	Description	Budget
Board of Commissioners	Marshall Property land for parking	$ 2,000,000
BUILDINGS		
Sheriff's Office	LAN connections for computer room	$ 1,000
Facility Maintenance	Justice Center boiler	26,000
Facility Maintenance	Lighting upgrades at Library	12,000
Facility Maintenance	Euchee Creek Library boiler	15,000
Facility Maintenance	Recoat floors Patriots Park gym	6,000
Facility Maintenance	Terrazzo floors at Library	20,000
Facility Maintenance	Terrazzo floors in Justice Center	200,000
		$ 280,000
VEHICLES		
Sheriff's Office	Emergency equipment for vehicles	$ 44,000
Public Transit	Van (90% reimbursed with grant funds)	47,500
Water Utility	13 Trucks	449,000
Stormwater Utility	Dump truck	75,000
Stormwater Utility	2 Trucks	48,000
Communications Utility	F150 Truck	35,000
Fleet Replacement Fund:		
Sheriff	23 vehicles	635,000
Public Transit	2 vehicles	46,000
Animal Services	2 Trucks	46,000
Emergency Services	Boat for dive team	26,000
Evans Motor Pool	SUV	40,000
Traffic Engineering	Bucket Truck	95,000
Traffic Engineering	Extended Cab 1/2 ton pickup	25,000
Roads & Bridges	F350 Crew Cab Truck	50,000
Roads & Bridges	(2) Flatbed Dump Truck	170,000
Roads & Bridges	(3) F150 Extended Cab Truck	76,500
Roads & Bridges	F250 Crew Cab Truck	35,000
Maintenance	(2) Trucks	42,000
Maintenance	(2) Service body trucks	52,000
		$ 2,037,000
MACHINERY/EQUIPMENT		
Information Technology	Equipment replacement	$ 150,000
Information Technology	Cisco Prime Transition	50,000
Information Technology	Cisco Ironport redundancy	12,000
Information Technology	Upgrade Vision web content management	50,000
Information Technology	Upgrade Munis content manager	50,000
Information Technology	Netflow monitoring	30,000
Information Technology	Virtual server	150,000

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2014 CAPITAL EXPENDITURES BUDGET
OPERATING FUNDS

MACHINERY/EQUIPMENT (cont.)

Information Technology	DMZ redundancy	25,000
Information Technology	Microsoft Exchange 2010 upgrade	70,000
Information Technology	Fax Server	30,000
GIS	Replace computer workstations (3)	11,400
Magistrate Court	800 MHZ portable radios	22,764
Sheriff's Office	Intoxilyzer 9000	10,000
Sheriff's Office	Water heater	5,000
Sheriff's Office	Contingency	25,000
Emergency Services	800 MHZ portable radios	56,000
Fleet Services	Wire welder replacement	1,500
Planning	Computer equipment	7,800
Public Transit	Office furnishings	2,000
Public Transit	800 MHZ portable radio	3,500
Animal Services	800 MHZ portable radios	20,153
Juvenile Court	Computer equipment	5,000
Traffic Engineering	800 MHZ portable radios	18,000
Engineering Construction	800 MHZ portable radios	15,000
Fire Fleet Maintenance	Fork lift	15,000
Fire Maintenance	800 MHZ portable radios	36,000
Facilities Maintenance	Floor machine and scrubbers	20,000
Facilities Maintenance	(2) Golf Cart	25,000
Water Utility	Computer equipment	30,000
Water Utility	800 MHZ portable radios	14,000
Water Utility	Water treatment equipment	17,000
Water Utility	Laboratory equipment	28,300
Water Utility	Waste water treatment equipment	130,000
Water Utility	Meter equipment	3,500
Water Utility	Water distribution equipment	67,000
Water Utility	Chipper	23,000
Water Utility	Excavator	95,000
Water Utility	Tractor	55,000
Water Utility	Mechanical equipment	195,000
Water Utility	Mapping equipment	68,000
Water Utility	Polaris	15,000
Storm Water Utility	Specialty equipment	8,000
Storm Water Utility	Wheel loader	250,000
Communications Utility	Spare node cabinet	10,000
Communications Utility	Spare power inverter	5,000
Communications Utility	Network devices	30,000
Communications Utility	Other specialty equipment	6,000

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2014 CAPITAL EXPENDITURES BUDGET
OPERATING FUNDS

MACHINERY/EQUIPMENT (cont.)		
Fleet Replacement Fund:		
Roads & Bridges	Vacuum sweeper	270,000
Roads & Bridges	Chipper	75,000
Roads & Bridges	Mini excavator	45,000
Roads & Bridges	Excavator	214,000
Roads & Bridges	30 ton trailer	25,000
Roads & Bridges	(3) zero turn mowers	40,500
Roads & Bridges	Skid steer track loader	55,000
Roads & Bridges	Backhoe	60,000
Roads & Bridges	(2) Polaris ranger with dump bed	25,000
Roads & Bridges	Trailer mounted tack distributer	14,000
Roads & Bridges	Tractor with loader	20,000
		$ 2,809,417
OTHER		
Procurement	Redesign reception area	$ 4,000
Sheriff's Office	Computer equipment	174,200
Fleet Services	Door closer	2,500
Coroner	800 MHZ portable radios	8,634
E911	Computer equipment	35,180
Water Utility	Software for locators	21,000
Water Utility	Electric gate	20,000
Water Utility	Shoring braces	10,000
Water Utility	Damage prevention equipment	30,000
Water Utility	Residential meters	633,000
Water Utility	Miscellaneous	53,250
Storm Water Utility	Miscellaneous	23,950
		$ 1,015,714
INFRASTRUCTURE		
Water Utility		$ 4,766,777
Storm Water Utility		645,269
		$ 5,412,046
TOTAL		$ 13,554,177

CAPITAL PROJECTS FUNDS

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).

REVENUE DETAIL

GOVERNMENTAL FUNDS
CAPITAL PROJECTS FUNDS

	Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
SPLOST 2001-2005				
Intergovernmental	$ 2,157,516	$ 57,014	$ 10,476	$ -
Investment income	21,775	2,415	101	-
Contributions & donations	-	-	-	-
Use of reserves	-	-	-	-
Other financing sources	-	-	-	-
Total	**$ 2,179,291**	**$ 59,429**	**$ 10,577**	**$ -**
2004 GENERAL OBLIGATION BONDS				
Intergovernmental	$ -	$ -	$ -	$ -
Investment income	-	-	-	-
Contributions & donations	-	-	-	-
Use of reserves	-	-	-	-
Other financing sources	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**
SPLOST 2006-2010				
Taxes, sales	$ 9,101,465	$ -	$ -	$ -
Intergovernmental	111,432	-	945,929	-
Investment income	221,952	170,845	34,158	-
Contributions & donations	-	-	1,444,933	-
Use of reserves	-	-	-	8,858,050
Other financing sources	5,659,056	-	2,000,000	-
Total	**$ 15,093,905**	**$ 170,845**	**$ 4,425,020**	**$ 8,858,050**
2007 GENERAL OBLIGATION BONDS				
Investment income	$ 3,703	$ 12,578	$ 8,620	$ -
Use of reserves	-	-	-	4,267,966
Other financing sources	4,294,110	116,000	2,161,777	-
Total	**$ 4,297,813**	**$ 128,578**	**$ 2,170,397**	**$ 4,267,966**
2009 GENERAL OBLIGATION BONDS				
Taxes, sales	$ 9,285,582	$ 19,556,297	$ 17,395,927	$ 19,300,000
Investment income	91,055	97,375	(108,122)	-
Contributions & donations	-	7,500	-	-
Use of reserves	-	-	-	14,959,528
Other financing sources	-	151,616	4,403,704	-
Total	**$ 9,376,637**	**$ 19,812,788**	**$ 21,691,509**	**$ 34,259,528**
TRANSPORTATION SPLOST				
Taxes, sales	$ -	$ -	$ 783,028	$ 1,800,000
Investment income	-	-	165	-
Total	**$ -**	**$ -**	**$ 783,193**	**$ 1,800,000**

EXPENDITURE DETAIL

CAPITAL PROJECTS FUNDS

		Actual FY 2011	Actual FY 2012	Est. Actual FY 2013	Budget FY 2014
SPLOST 2001-2005					
	ADMINISTRATION	$ 816,959	$ -	$ -	$ -
	RECREATION PROJECTS	827	1,611	763	-
	PUBLIC BUILDINGS	50	-	-	-
	TRANSPORTATION PROJECT	5,509,847	1,062,738	26,838	-
	INTERGOVERNMENTAL PROJECTS	325,091	2,730	-	-
TOTAL	**SPLOST 2001-2005**	**$ 6,652,774**	**$ 1,067,079**	**$ 27,601**	**$ -**
2004 GENERAL OBLIGATION BONDS					
	ADMINISTRATION	$ 4,842,097	$ -	$ -	$ -
	RECREATION PROJECTS	-	-	-	-
	COUNTY FACILITIES	-	-	-	-
	PUBLIC SAFETY PROJECTS	-	-	-	-
TOTAL	**2004 GENERAL OBLIGATION BONDS**	**$ 4,842,097**	**$ -**	**$ -**	**$ -**
SPLOST 2006-2010					
	PROJECT MANAGEMENT	$ 169,877	$ -	$ -	$ -
	RECREATION PROJECTS	2,767,205	915,698	4,064,120	754,000
	COUNTY FACILITIES	1,038,778	1,036,206	4,456,488	385,000
	TRANSPORTATION PROJECT	5,271,851	9,203,100	9,817,931	6,519,050
	INTERGOVERNMENTAL	772,270	170,777	4,280,680	1,200,000
	PUBLIC SAFETY PROJECTS	197,709	1,083,312	185,946	-
TOTAL	**SPLOST 2006-2010**	**$ 10,217,690**	**$ 12,409,093**	**$ 22,805,165**	**$ 8,858,050**
2007 GENERAL OBLIGATION BONDS					
	RECREATION PROJECTS	$ 3,764,140	$ 1,697,121	$ 220,538	$ 2,000,000
	TRANSPORTATION	3,172,143	345,388	943,919	-
	PUBLIC SAFETY PROJECTS	16,512	21,366	22,506	197,000
	WATER PROJECTS	756,384	2,167,925	888,397	1,572,452
	OTHER FINANCING USES	-	-	2,148,974	498,514
TOTAL	**2007 GEN OBLIGATION BONDS**	**$ 7,709,178**	**$ 4,231,801**	**$ 4,224,334**	**$ 4,267,966**
2009 GENERAL OBLIGATION BONDS/2011-2016 SPLOST					
	BOND ADMINISTRATION	$ 7,039,250	$ 7,201,850	$ 7,369,450	$ 7,370,450
	RECREATION PROJECTS	2,970,944	79,579	226,760	1,329,016
	PUBLIC BLDGS	2,464,422	953,370	9,150,481	1,716,475
	TRANSPORTATION PROJECTS	-	77,833	534,086	15,120,860
	MUNICIPAL PROJECTS	340,319	1,871,699	1,519,011	1,900,000
	PUBLIC SAFETY	2,998,266	215,199	43,589	51,289
	WATER PROJECTS	3,998,580	2,302,185	798,097	-
	COUNTY WIDE PROJECTS	5,873,394	1,701,224	114,475	925,000
	OTHER FINANCING USES	-	-	3,950,322	5,846,438
TOTAL	**2009 GO BONDS/11-16 SPLOST**	**$ 25,685,175**	**$ 14,402,939**	**$ 23,706,271**	**$ 34,259,528**
TRANSPORTATION SPLOST		**$ -**	**$ -**	**$ 92,586**	**$ 1,800,000**
TOTAL CAPITAL PROJECTS FUNDS		**$ 55,106,915**	**$ 32,110,911**	**$ 50,855,957**	**$ 49,185,544**

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2014 CAPITAL EXPENDITURES BUDGET
CAPITAL FUNDS

2006 - 2010 SPLOST	**Budget**
Transportation Projects:	
Hereford Farm, Gibbs Inter. Imp.	$ 4,256,246.84
Oakley Pirkle Rd Sidewalk	382,153
Camp Blackstone Trl & Rosemont Ln	135,650
Sand Pit Rd	320,000
Jacqueline & Kelli Drives	500,000
Lewiston Rd @ Wm Few Impr.	600,000
Reynolds Farm Rd (1000')	75,000
Misc. Projects	250,000
	6,519,050
County Facilities:	
Renovate SRP/Old GA Extension Office	150,000
Renovate Old Euchee Creek Health Dept	80,000
Renovate Other Existing County Buildings	155,000
	385,000
Recreation:	
Greenspace Land Acquisition	250,000
New Park Improvements	204,000
Discretionary projects	200,000
Other Passive Recreation Projects	100,000
	754,000
Water and Sewer:	
Euchee Creek Relief Sewer	1,200,000
Total 2006-2010 SPLOST Projects	$ 8,858,050

2007 General Obligation Bond	
Transfers Out:	
2007 GO Debt Retirement	$ 498,514
Recreation Projects:	
Lakeside Park	600,000
Wildwood Park	500,000
BMX Park	900,000
	2,000,000
Public Safety:	
Court Software	197,000
Water and Sewer:	
Water Line - Old Louisville Road	272,452
Water Storage Tank	1,300,000
	1,572,452
Total 2007 General Obligation Bond Projects	$ 4,267,966

COLUMBIA COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2014 CAPITAL EXPENDITURES BUDGET
CAPITAL FUNDS

2009 General Obligation Bond/2011-2016 SPLOST	Budget
Transfers Out:	
2007 GO Debt Retirement	$ 5,846,438
2009 GO Bond Debt Service Payments	7,370,450
	13,216,888
Project Management	496,780
Public Buildings:	
Gateway Exhibition Hall	900,000
Renovate Building B	500,000
Building Upgrades	200,000
	1,600,000
Transportation:	
Washington Road Improvements	14,000,000
Project Management	1,120,860
	15,120,860
Countywide Projects:	
Justice Center Renovations	125,000
Old Animal Services Building - Regional Training Facility	800,000
	925,000
Recreation Projects:	
Park Upgrades	500,000
BOC Discretionary	500,000
	1,000,000
Municipal Projects:	
Harlem	400,000
Grovetown	1,500,000
	1,900,000
Total 2009 GO/2011-2016 SPLOST Projects	$ 34,259,528

Transportation SPLOST	
Commissioners' Discretionary	1,800,000
TOTAL CAPITAL PROJECTS FUNDS	$ 49,185,544

DEPARTMENTAL INFORMATION

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 2013

- Completed the update of the membership and bylaws of various boards to which the Board of Commissioners appoint members.
- Established the box office management component of the Lady Antebellum Pavilion at Evans Towne Center Park.
- Developed a more effective system to retain land records of property transferred to County ownership.
- Mainstreamed the process to track requests for legal services.

GOALS FOR FY 2014

- Identify the offices responsible for retaining records as classified by the State of Georgia's Local Government Schedule.
- Institute a new records retention program that will create consistency in categorizing and retaining records.
- Continue reviewing records for redundancy.
- Complete the renovation of the Board of Commissioners and County Administrators offices.

COUNTY ADMINISTRATOR

FUND/DEPARTMENT NUMBER: 1006

MISSION STATEMENT

Responsible to the Board of Commissioners (BOC) for the proper administration of all affairs of the County.

DEPARTMENT DESCRIPTION

The County Administrator serves as the Chief Administrative Officer of the County government, supervises all divisions under the BOC, prepares the annual budget, confers with and assists all other County elected or appointed officials not under the direct control of the BOC.

ACCOMPLISHMENTS FOR FY 12/13

- Completion of the Broadband Utility with 220 miles of fiber connecting government buildings, schools, fire stations and traffic signals.
- Successful merger with Martinez Columbia Fire Rescue to create Columbia County Fire Rescue.
- Columbia County lowered the mileage rate again in 2013.
- Columbia County library system combined with Lincoln and Warren counties to create the Clarks Hill Regional Library offering a more extensive selection for citizens.
- Opening of the Exhibition Hall located at I-20 in Grovetown.
- Completion of the Recycling Center at Riverside Park.

GOALS FOR FY 13/14

- Facilitate an annual strategic planning session with the Commissioners and Division Directors.
- Prepare a balanced budget with no millage rate increase.
- Focus on new revenue streams.
- Continue to publish an annual report.
- Prioritize and present 2017-2022 SPLOST Referendum.
- Complete majority of current SPLOST and GO Bond projects.

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 12/13

- Obtained the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for 14th consecutive year.
- Obtained the GFOA's *Distinguished Budget Preparation Award* for 4th consecutive year.
- Successfully implemented transition of Fire Services as County department with 142 employees.
- Implemented electronic bid system and electronic contract management system.
- Implemented W2 informational reporting for employer cost of group health plan.
- Implemented Suntrust electronic payables program.

GOALS FOR FY 13/14

- Obtain the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for 15th consecutive year.
- Obtain the GFOA's *Distinguished Budget Preparation Award* for 5th consecutive year.
- Implement new vendor registration form for "E-verify" for all vendors.
- Coordinate with various departments with set up of merchant accounts. (Library, SRP, Recreation)
- Implement paperless retention process.
- Implement financial system for regional library.
- Implement inventory control system for warehoused items.

FINANCIAL SERVICES

FUND/DEPARTMENT NUMBER: 1011002

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Number of invoices processed	25,374	25,500	24,000
Number of Funds/Depts.	43/106	43/100	45/72
Budgets managed in 000's:			
General Fund	$55,126	$55,994	$59,704
Other Funds	$119,267	$128,034	$131,523
Total Budgets	$174,393	$184,028	$191,227

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Efficiency: Number of invoices processed/FTE	2,537	2,550	2,400
Cost per invoice processed	$3.89	$3.90	$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	 98% 95%	 98% 95%	 98% 95%
Finance operations expense as a% of total Columbia County Expenditures	.38%	.40%	.48%

FINANCIAL SERVICES

FUND/DEPARTMENT NUMBER: 1011002

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Finance Director	1	1	1
Accounting Manager	1	1	1
Project Manager	1	1	1
Budget Manager	1	1	1
Staff Accountant	**2**	**2**	**2**
Accounting Coordinator	**1**	**1**	**1**
Sr. Accounting Clerk	**1**	**1**	**1**
Accounting Clerk	**1**	**1**	**1**
Administrative Specialist	**1**	**1**	**1**
Total	**10**	**10**	**10**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

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 12/13

- Selected Contract Management Solution for County and started implementation
- Implemented Office Depot print on demand solution to reduce County printing cost
- Two staff members received CPPO designation
- Resolutions passed by Board to allow use of select cooperative purchasing agreement

PROCUREMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1003

GOALS FOR FY 13/14

- Continue to focus on the use of "Best Procurement Practices" and training for all departments
- Receive 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 Columbia County contract policies and procedures
- Finalize implementation of Contract Management Solution
- Revise Columbia County retention policy
- Implement electronic retention storage

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
PO Processed	11,300	10,985	11,500
Contracts Administered	95	95	95
Bid/RFPs Prepared	80	80	90

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Saving from Bid/RFP process	$4,037,854	$3,500,000	$3,600,00
GovDeals Revenue	$51,623	$124,100	$65,500

PROCUREMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1003

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Procurement Manager	1	1	1
Procurement Supervisor	1	1	1
Contract Supervisor	1	1	1
Procurement Specialist	1	1	1
Administrative Assistant	1	1	1
Contract Specialist	1	1	1
Warehouse Clerk 1	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**

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

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 1000 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.

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, and pagers 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.

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

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: 101-1005

ACCOMPLISHMENTS FOR FY 2012/2013

- Implemented Munis 9.4 upgrade
- Implemented credit card readers/processing at Rental Facilities, Recreation Dept, Visitors Center, Animal Services, and the Evans Library
- Installed software releases for One/Tax, Chameleon, AutoCAD, RecTrac, and WinZip
- New Construction Project Completions (including data cabling, connectivity, audio visual, equipment procurement and setup) SRP Restroom Facility, Water Utility Admin Building, Gateway Exhibition Hall, and Building D (CVB, Development Auth, Chamber of Comm)
- Implemented centralized Building Access Control System in Water Utility Admin Building
- Implemented on-line registration/reservations at Wildwood Park
- Expanded existing traffic network to include connectivity for Emtrac preemptive override. Redesigned planned traffic network
- Implemented Sophos AntiVirus and Security Suite software
- Provided Open Enrollment Support
- Configured Cisco AnyConnect for clientless VPN solution
- Implemented public wireless at all County parks
- Transitioned County MetroE services from AT&T to C3BU services
- Installed connectivity solution to the County network from Fire Station headquarters on Desoto Drive. Transitioned Fire Chief and staff to County email/network services
- Implemented a secure remote home office solution using Office Extend controller
- Upgraded DMZ equipment and connectivity for better performance
- Provided election support for the Board of Elections
- Implemented disk-based server backup with off-site replication
- Provided temporary data and voice requirements for NCAA and Peachbelt soccer tournaments
- Upgraded wireless core controllers to expand and upgrade the County's public Wifi hotspots

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

GOALS FOR FY 2013/2014

- Install infrastructure and cabling for new construction projects – Building B, Extension Services, Sheriff Office Training Center, old Water Utility
- Implement new regional library system including network infrastructure at Warren and Lincoln County libraries including wireless, content filtering, and data security
- Transition Water Treatment Plants, SCADA network, and Fire Department to Broadband Services
- Upgrade connectivity of county core to provide better performance of network – (move blade center to server distribution and increase to 10 Gig connection)
- Replace older equipment (desktop, servers, laptops, UPS units, and switches) as needed
- Implement Munis 10.4 Upgrades
- Integrate Chameleon (Animal Services) interface into Tyler 311 system
- Explore mobile options (iPad/Tablet) for Enterprise Systems (Munis/Chameleon)
- Implement Mobile Device Management System
- Implement full build out of traffic network
- Implement Munis Content Manager SE upgrade
- Implement additional E-Check payment processors and additional credit card processing interfaces
- Implement Vision Web Content Management upgrade
- Upgrade Assyst Incident Management system
- Implement Munis Risk Management System
- Implement Odyssey Court System for Juvenile Court
- Transition County Internet Services to Broadband services
- Upgrade Ironport URL filtering appliance
- Upgrade voice network to support new licensing structure and provide increased functionality

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

WORKLOAD MEASUREMENTS

Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Customers	906	1034	1050
Incident Requests	2163	3198	4477
Change Requests	1582	2152	2927
Total Service Requests	3745	5350	7404
Email Transactions	4,501,288	5,195,965	5,455,763
Web Site Activity	1,567,984	1,375,288	1,500,000
Systems Supported	135	140	
Equipment Supported			
Audio Visual Equipment	380	315	350
Communication Equipment	1,255	1300	1375
Communication Routers	35	46	66
Communication Switches	216	246	266
Personal Computers	866	945	1030
Printers	198	290	310
Scanners	117	112	130
Servers (Physical/Virtual)	71	79	86
Thin Clients	155	160	200
Uninterruptible Power Supply	475	480	495
Communication Services Supported			
Telephone Lines	1631	1745	1800
Staffing Ratio			
Customer Srv Staff to User Ratio	1 to 113	1 to 129	1 to 117
Application Staff to User Ratio	1 to 151	1 to 172	1 to 175
Communications Staff to User Ratio	1 to 226	1 to 258	1 to 262

PERFORMANCE MEASURES

Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Routine Service Requests Completed:	98.31%	98.00%	98.0%
Change Requests Completed	98.61%	98.00%	98.0%

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

STAFFING

Position	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Manager Information Technology	1	1	1
Asst Mgr Information Technology	1	1	1
Application Support Manager	1	1	1
Network Communications Manager	1	1	1
Customer Service Manager	1	1	1
Administrative Coordinator	1	1	1
Systems Analyst	1	1	1
Application Support Analyst	2	2	2
Programmer Analyst I	1	1	1
Database Administrator	1	1	1
Network Security Administrator	1	1	1
Network Engineer I	2	2	2
Service Desk	1	1	1
Technology Support Specialist	3	3	4
Lan Server Administrator I	1	1	1
Total	**19**	**19**	**20**

VEHICLE SCHEDULE

Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	12	12	13
Total	**12**	**12**	**13**

INFORMATION TECHNOLOGY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1005

BUDGET HIGHLIGHTS

The goal of the Information Technology budget for the upcoming fiscal year is to maintain operational expenditures at an equivalent level to the previous fiscal year. The total Capital expenses included in the budget are $717,000.00. The capital budget consists of upgraded CISCO licensing, expanding virtual client and server infrastructure, upgrading the County Web Content system, upgrading the MUNIS Content Manager System and replacement of older equipment. The primary focuses of the capital items are to improve County operational efficiency while reducing long term operational expenses.

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 12/13

- Conducted a General Primary, General Primary Run-off, and General Election
- Relocated two (2) voting precincts and notified affected voters
- Split two (2) precincts in a heavily populated area – creating a new precinct, notified affected voters
- Updated over 139,200 registration and elections records combined (includes change of name/address, new registrations, deleted registrations, confirmations notices, petitions, and early/advance/election day voting)

BOARD OF ELECTIONS

FUND/DEPARTMENT NUMBER: 1007

- Approximately 71% of the County's population is currently registered to vote (91,154 total registered voters in Columbia County)
- Conducted workshop style classes for poll workers
- Operated two additional Advance Voting Sites for the General Primary and General Election
- Moved one of the Advance Voting Sites to a new location
- Conducted Early Voting/Advance/Absentee Voting
- Attended mandatory training and implemented a new voter registration system

GOALS FOR FY 13/14

- Conduct Municipal General Elections for Grovetown and Harlem
- Relocate one (1) voting precinct
- Split one (1) of the most populated voting precincts, creating a new precinct
- Notify affected voters of precinct changes
- Complete an audit of the voter registration applications on file
- Continue learning and gaining experience on new voter registration system
- Provide training to temporary staff on the new voter registration system
- Continue updating voting 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 the public
- Implement electronic inventory system on voting equipment
- Conduct more public training on the election process
- Acquire warehouse space for Touch Screen units with carts
- Purchase storage carts for Touch Screen units

BOARD OF ELECTIONS

FUND/DEPARTMENT NUMBER: 1007

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
New registration records	6,405	6000	2,500
Notification of change/deletion	7,798	10,000	8,000
Major elections	2	4	1
Absentee & Voted in the office	2,550	30,000	500
Training sessions for poll workers	4	15	4
Total records updated	34,866	80,000	20,000

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Executive Director	1	1	1
Elections Coordinator	1	1	1
Registration Coordinator	1	1	1
Deputy Clerk	1	1	1
(*Temp Employees)	3	6	5
Total	**7**	**10**	**9**

BUDGET HIGHLIGHTS

- Conducted three (3) successful elections for Columbia County for 2012.
- Added over 4,500 new voters as of January 2013.
- Maintained two additional Advance Voting Sites.
- Relocated one of the Advance Voting Sites.
- Purchased new computer equipment for the entire office.
- Train and implement use of the new voter registration system.
- Train temporary office staff on new voter registration system.

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 be a Center of Excellence, navigating success and meeting the needs of County Employees and the Community.

DEPARTMENT DESCRIPTION

The Human Resources Department is dedicated to providing excellent service to County departments, employees and the general public. The team seeks opportunities to provide employees 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 12/13

- Negotiated medical renewal at 2.5% increase.
- Negotiated dental rate renewal with 0% increase for the fifth consecutive year.
- Negotiated life and disability product rates renewal with 0% increase.
- No changes in benefits or wellness programs due to successful contract negotiations.
- Increased wellness programs through University Hospital offering multiple medical speakers and wellness classes.
- Fitness Reimbursement totaling $15,029 was distributed to fifty four (54) employees averaging $313 each.
- Completed benefits and new hire enrollment and orientation for one hundred forty two (142) new Fire Rescue employees
- Completed accrual rollover February 2013.
- Coordinated mandatory Performance Appraisal training for ninety one (91) Managers September 2012.
- Coordinated mandatory Supervisor Reasonable Suspicion Substance Abuse Training for one hundred nine (109) supervisory employees April 2012.

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1011

- Conducted Performance Pro computer training September 2012.
- Coordinated Employee Appreciation Luncheons at two sites October 2012.
- Revised Employee Handbook and placed on County Intranet November 2012.
- Completed twenty three (23) comprehensive classification and compensation surveys.
- Received one (1) response through the online Employee Survey form.
- Flu immunization vaccine was administered to one hundred forty-five (145) employees.
- Fifteen (15) employees participated in the Education Reimbursement Program.
- One hundred forty eight (148) active and six (6) retired employees were recognized for years of service; nine (9) employees were recognized for military service during the annual Service Recognition Program.

GOALS FOR FY 13/14

- Enhance wellness program using vendors at no cost to the County or Employees.
- Continue to strive for successful vendor negotiations that result in 0% premium increase to the County and Employees.
- Develop innovative employee work/life balance programs for employees at no cost to the County or Employees.
- Utilize MUNIS to warehouse employee and benefit files by electronically scanning data into the human resource and payroll system to reduce the amount of paper documents.
- Monitor and implement the legal requirements of health care reform to ensure minimal cost impact and compliance with federal legislation.
- Maintain high quality employee benefits for the welfare of the County and Employees.
- Encourage and lead employees to utilize the Intranet and Employee Self Service Center for Benefits, Compensation and other relevant updates.
- Continue developing, evaluating, and implementing innovative Employee Relations, Communications, Recognition and Rewards programs for employees.

WORKLOAD MEASUREMENTS

Category	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
Workers Comp Claims	89	102	117
Family Medical Leave	54	62	71
401(a) Participants	1016	1036	1056
457(b) Participants	864	884	904
Employment Applications	2,822	2,900	2,950
Advertisement Savings	$4,350	$4,500	$4,750
Internal Position Postings	7	8	9
External Position Postings	45	50	53
New Hires Processed	78	95	100

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1011

Category	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
Employment Turnover	9.0%	9.5	9.2
Terminations Processed	78	92	98
Grievances Filed	1	1	1
Grievances Resolved	1	1	1

PERFORMANCE MEASURES

Category	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
Merit Average %	1.95%	1.92%	1.90%
Merit Average $	$745.29	$750.00	$775.00
Performance Evaluation %	3.85%	3.80%	3.81%
Wellness Incentive	$1225	$1409	$1620
Wellness Expense	$97,944	$134,000	$140,000
Medical Claim $ Below Expected Claim $	$407,666	$468,816	$539,138
Medical ROI APR	3.1%	3.1%	3.1%
Dental Savings	$0	$0	$0
Fitness Reimbursement	$15,039	$17,295	$19,889
Benefits Cost to Payroll	37%	37%	37%
401(a) Fund Balance	$30,815,554	$36,054,198	$42,183,411
457(b) Fund Balance	$22,624,686	$26,470,882	$30,970,931
Employee Average Tenure	9.75 years	9.8	9.6
Education Reimbursement	16	20	22
Training	200	210	220

STAFFING

Position	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
Human Resources Manager	1	1	1
Assistant Human Resources Manager	1	1	1
Human Resources Generalist	0	1	1
Human Resources Specialist IV	1	1	1
Human Resources Specialist III	1	1	1
Employee Specialist I	1	1	1
Benefits Advocate	1	1	1
Total	**6**	**7**	**7**

HUMAN RESOURCES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1011

VEHICLE SCHEDULE

Category	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
Vehicle Allowances	2	2	2
Total	**2**	**2**	**2**

BUDGET HIGHLIGHTS

The Human Resources team will continue to participate in educational opportunities through various resources including higher education, continuing education, and membership in professional organizations. Certifications and training will be focused on public sector human resources disciplines.

Fire Rescue personnel were added to the County workforce January 2013 creating HR staff to employee ratio of 1:180, exceeding the national standard of 1:100. In the short term, current staff can meet the critical and immediate needs of the employees; in the long term, maintaining excellent customer service while meeting the general public and our employee and dependent needs may suffer without additional support staff.

A Human Resources Benefits Specialist position was eliminated November 2009 due to the economic downturn. The County employee population now exceeds 1,000+ and the department is in critical need of one new professional employee. A Human Resources Generalist position is being requested this year because it can cross over and support any human resources function and bring a new element of support to the department and organization.

The Human Resources Department is responsible for management oversight of the medical fund. The medical fund balance is maintaining fund levels at approximately 2MM. Economic indicators for medical costs will continue to financially impact the fund due to Health Care Reform, increased health care costs, increased workforce and dependents, and plan utilization.

Federal mandated changes will impact the medical fund January 2014 at a projected cost of $144,900 to support the new Transitional Reinsurance Fee and $17,200 for the Comparative Effectiveness Research fees. These mandates will continue to impact our fund balance and require more drastic benefits reductions to continue to achieve renewal negotiation leverage.

Aggressive wellness initiatives are recommended to continue to enhance the wellness program, providing more education and vendor participation and communication. The fitness reimbursement program was successful again this budget year and is requested to continue in the new budget year.

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 101-1111

MISSION STATEMENT

Provide proficient property tax and motor vehicle tag 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 12/13

- Implemented a self-service Tag Touch system for vehicle registration renewals using credit/debit cards.
- Used college internship students to create new viable programs in the Tax Commissioner's Office
- Created and implemented a program using volunteers to assist the Motor Vehicle Personnel.
- Installed a drop box for payment collections at the Appling Tax Commissioner's Office.

GOALS FOR FY 13/14

- Collect, manage, and distribute accurately all Title Ad Valorem Tax fees in compliance with legislation passed in 2012 (HB 386).
- Revise and implement a new training program for the Motor Vehicle Division.
- Obtain 100% accuracy rating for the state annual motor vehicle inventory audit.
- Streamline delinquent tax collections to include judicial in rem tax sales.
- Maintain a property delinquency rate of less than 1%.
- Develop and implement a Manager's Training program

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 101-1111

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
MOTOR VEHICLE DIVISION			
Motor Vehicle Tax Collected	$10.4 million	$11.3 million	$12.2 million
Number of Tag Registrations	156,259	160,765	165,271
Number of Titles	34,922	37,516	40,110
Disabled Placards Issued	2,082	2,391	2,700
% of MV Registrations by Mail	19.45%	18.55%	17.65%
% of MV Registrations Online & IVR	6.13%	6.33%	6.53 %
Number of Incoming Telephone Calls	54,766	56,524	58,282
PROPERTY TAX DIVISION			
Real & Personal Property Tax Collected	$101.2 million	$102 million	$102.8 million
# of Real & Personal Tax Bills	72,459	73,681	74,915
# of Real Property Mobile Home Tax Bills	2,655	2,652	2,599
Mobile Home Tax Collected	$271,309	$260,064	$248,819
# of Personal Property MH Tax Bills	2,090	2,021	1,952
# of Homestead Exemption Applications	1,991	2,187	2,200
Timber Tax Collected	$70,775	$62,350	$64,540
# of Timber Tax Bills	85	70	75
Heavy Duty Equipment Tax Collected	$1,353	$1,854	$1,457
# of Heavy Duty Equip Tax Bills	4	3	4
Number of Incoming Telephone Calls	30,053	32,866	34,732

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Collection Rate – Real & Personal Property	96%*	99%	99%
Collection Rate – Timber	99%	100%	100%
Collection Rate – Mobile Homes	100%	99%	99%

*Due to increased amount of appeals the collection rate is lower than estimated because the due dates have been changed to later in the year for appealed properties.

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Elected Officials	1	1	1
Managers	3	3	3
Full-Time Employees	22	22	24
Part-Time Employees	1	1	0
Total	**27**	**27**	**28**

TAX COMMISSIONER

FUND/DEPARTMENT NUMBER: 101-1111

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	2	2	2
Total	**2**	**2**	**2**

BUDGET HIGHLIGHTS

The Tax Commissioner's Office consistently operates within the allotted annual budget. Due to the new changes in the motor vehicle law (HB 386) as mandated by state legislation we have experienced increased workload of titling and registering motor vehicles. One additional personnel and one reclassification from part-time to full-time has been requested to handle the increased workflow.

TAX ASSESSOR

FUND/DEPARTMENT NUMBER: 101-1112

MISSION STATEMENT

To value all real and personal properties within the county so that each taxpayer pays their fair share of ad valorem tax according to Georgia State property Tax Law.

VISION STATEMENT

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

DEPARTMENT DESCRIPTION

- Locate and identify all properties, its ownership, property lines and all other pertinent characteristics
- Determine taxability of properties
- Review all parcels each year and measure and record each new improvement
- Analyze all sales to determine bona fide arms length sales
- Determine ad valorem tax value by analyzing information such as Georgia State Law pertaining to property tax, recent sales, tax returns, land and cost schedules and income information
- Accept and process applications for specialized assessments, including Conservation Use, Forest Land Conservation Use and Preferential Use
- Determine value of timber on agricultural tracts
- Notify property owners of values by mailing out assessment notices
- Provide and execute the appeal process required by law to the Board of Tax Assessors, Board of Equalization, Hearing Officer, Arbitrator and/or Superior Court for residential, agricultural, commercial, industrial and personal properties, motor vehicles and denials of homestead exemptions or specialized assessments
- Prepare and submit the Tax Assessors portion of the Tax Digest to the Georgia Department of Revenue
- Assist the general public by providing tax maps and general property information

TAX ASSESSOR

FUND/DEPARTMENT NUMBER: 101-1112

ACCOMPLISHMENTS FOR FY 12/13

- Reviewed and revalued all real property and personal property mobile homes in the County
- Achieved an overall ratio of 39.11% for 2012 Georgia Department of Audits Sales Ratio Study
- Processed 1,818 real and personal property appeals
- Revisited all appealed properties (with taxpayers present, if possible for the taxpayer)
- Received approval of the timely submission of the Tax Assessors' portion of the 2012 Tax Digest from the Georgia Department of Revenue
- Developed 2013 Timber Schedule to value timber
- Met appraiser training requirements set by Georgia Department of Revenue
- Streamlined appeal process

GOALS FOR FY 13/14

- Review and revalue all parcels in the County
- Expand our software to maximize employee efficiency and afford an opportunity to revalue all boats in the county annually per the ABOS valuation guide, producing the highest level in accuracy and uniformity
- Complete an approved 2013 Real & Personal Property Tax Digest on schedule

WORKLOAD MEASUREMENTS

Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Parcels Reviewed	55,477	56,303	57,203
New Main Improvements	1,342	1,345	1,345
Personal Property Accounts	13,137	22,224	22,724
Deeds Processed	6,954	6,903	6,900
Mapping Splits & Combines	1,238	1,590	1,800
Personal Property Mobile Homes	2,087	2,039	2,000

TAX ASSESSOR

FUND/DEPARTMENT NUMBER: 101-1112

PERFORMANCE MEASURES

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Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Increased Real & Personal Property Digest	1.67%	1.5%	2%

STAFFING

Position	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Manager V (Chief Appraiser)	1	1	1
Manager III (Deputy Chief Appraiser)	1	1	1
Manager I (Office Manager)	1	1	1
Specialist V (Commercial)	1	1	1
Specialist V (Residential)	1	1	1
Specialist V (Personal Property)	0	0	1
Administrative Coordinator	1	1	1
Appraiser I	6	8	8
Appraiser II	3	3	3
Appraiser III	1	1	1
Clerk IV	4	3	4
Specialist II	3	3	3
Total	**22**	**24**	**26**

VEHICLE SCHEDULE

Category	Actual FY 2011/2012	Estimated FY 2012/2013	Forecast FY 2013/2014
Authorized Vehicles	8	8	8
Heavy Equipment			
Vehicle Allowances	1	1	2
Total	**9**	**9**	**10**

TAX ASSESSOR

FUND/DEPARTMENT NUMBER: 101-1112

BUDGET HIGHLIGHTS

The Tax Assessor's Office is requesting two promotions and two new positions:

Promotion and Reclassification: Grade 19 to 21; Appraiser II to Specialist V: Increase of Personal Property accounts (business assets, watercraft and aircraft) have made it necessary to increase our staffing numbers in this area, to assure that we are valuing all personal property accounts with accuracy and fairness amongst taxpayers. Melissa will take on additional responsibilities and provide leadership and training to the other two appraisers in the Personal Property division.

Promotion and Reclassification: Grade 18 to Grade 19; Appraiser I to Appraiser II: Increase of residential parcels has made this position necessary for recommended parcels-to-appraiser ratio. This position will transfer Randy from field appraisal to a more technical position involving updating cost schedules, setting land values and conducting sales ratio analysis.

New Position requested: Appraiser I, Grade 18: After the two previous promotions, the Tax Assessors Office will then have a ratio of 5,104 residential parcels per residential appraiser. The Department of Revenue recommends 3,500 parcels per appraiser. This position is needed in the field, to conduct annual review of residential properties and document all new improvements to these parcels.

If the Appraiser I position is approved, the monies to purchase the required equipment (computer and desk phone) have been requested in the minor property line code.

New Position requested: Clerk IV, Grade 13: We are requesting clerical assistance in the Personal Property division for data entry, filing and customer service. The two appraisers in this department are currently handling these clerical duties and we feel their time is better suited for more technical appraisal duties.

If the Clerk IV position is approved, the monies to purchase the required equipment (computer and desk phone) have been requested in the minor property line code.

CLERK OF COURT

FUND/DEPARTMENT NUMBER: 1211

MISSION STATEMENT

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

VISION STATEMENT

Preserving the public trust, one record at a time.

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, and 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.

CLERK OF COURT

FUND/DEPARTMENT NUMBER: 1211

- 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.

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 13/14

Prepare for civil E-filing implementation in coordination with the Council of Superior Court Clerks. To continue digital archiving historical records as we transition to a paperless office to satisfy the need for additional work/storage space and more convenient access to these records by the public.

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, Criminal, and Vital Records.

The Probate Judge 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 cases, game and fish cases, and cases for the Department of Transportation and the Public Service Commission.

ACCOMPLISHMENTS FOR FY 12/13

- Continued to have old records in the vault microfilmed, rebound and laminated.
- Judge and Clerks attended schools and seminars to maintain certification(s).
- Implemented a new computer system for the weapon's carry permits

GOALS FOR FY 13/14

- Continue to 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.

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 hear cases of children placed in the care of the Columbia County Department of Family and Children Services in a timely manner.

VISION STATEMENT

Juvenile Court will offer prevention and early intervention services in an effort to divert and reduce delinquency for minor offenders and provide opportunities for treatment and 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.

ACCOMPLISHMENTS FY 2012/13

- Continued to develop and implement local programs administered by the court to meet the needs of and empower at-risk youth/families at minimal or no budget impact to the County. Two programs added this year were the "Anger Management/Decision Making 101" and the "Taking Flight in the Right Direction" courses; a course designed to encourage and strengthen the youth and parent working together.
- Maintained the services provided to the citizens of Columbia County at the lowest financial impact to the County's budget.
- Maintained qualification/certification as a Georgia Crime Information Certification Terminal Agency Coordinator enhancing the proficiency of the court.
- Maintained certification as Parent Reducing Incidents of Driver Error (P.R.I.D.E.) instructors.

- Continued to implement and provide 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 reduce recidivism while decreasing the number of complaints received by the court.
- Maintained the Citizen Panel Foster Reviews with volunteers and a part-time Coordinator and provided appropriate training.
- Continued to fund rental fees for community service vans at no expense to county.
- Continued to fund Attorney Guardian Ad Litem's for youth involved in custody cases at no expense to the county.
- Added a part time Programs Director to create new programs for Juvenile Court as well as enhance the programs that currently exist at no expense to the county.
- Continued to establish and implement programs to meet the needs of youthful offenders at no financial impact to the County's budget:
    - Anger Management/Decision Making101
    - Taking Flight in the Right Direction
    - 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
    - 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 Alternative 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)
    - Safe Youth Program in affiliation with Family Connections

COLUMBIA COUNTY JUVENILE COURT

FUND/DEPARTMENT NUMBER: 101-1214

GOALS FOR FY 13/14

- 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 minimal or 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.
- Maintain qualification/certification as a Georgia Crime Information Certification Terminal Agency Coordinator enhancing the proficiency of the court.
- 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 reduce recidivism while decreasing 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.
- Fund Attorney Guardian Ad Litem's for youth in custody cases at no expense to the county.
- Create and implement new programs, as well as enhance existing ones with part time Programs Director.
- Establish and implement programs to meet the needs of youthful offenders at no financial impact to the county's budget:
    - MYSPACE – (Anger Management/Decision Making)
    - 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
    - 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.)

COLUMBIA COUNTY JUVENILE COURT

FUND/DEPARTMENT NUMBER: 101-1214

- Shoplifter's Alternative 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)
- Safe Youth Program in affiliation with Family Connections

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12 (last fy)	Estimated FY 12/13 (current fy)	Forecast FY 13/14 (next fy)
Cases	1234	1284	1334

PERFORMANCE MEASUREMENTS

Category	Actual FY 11/12 (last fy)	Estimated FY 12/13 (current fy)	Forecast FY 13/14 (next fy)
Cases	1234	1284	1334

STAFFING

Position	Actual FY 12/13 (last fy)	Estimated FY 13/14 (current fy)	Forecast FY 14/15 (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**

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 17 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 pre-warrant 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 2012.

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 2012 appear below:

- Number of new civil cases filed– 1,747
- Number of dispossessories filed– 1,086
- Number of garnishments filed– 318

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 2012 appear below:

Criminal warrants issued- 2,487 (1,283 Felonies, 1,204 Misdemeanors)
- Search warrants issued- 116
- First Appearance Hearings conducted- 634
- Preliminary Hearings- 448

MAGISTRATE COURT

FUND/DEPARTMENT NUMBER: 1215

- County Ordinance cases filed- 1,014
- Misdemeanor Deposit Account Fraud Citations filed- 28
- Warrant Applications/Hearings- 89

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.

To recognize and reward Sheriff's Office employees for their value and importance by establishing and maintaining high standards of conduct.

To ensure that all employees are treated equitably and fairly and to provide the members of the Sheriff's Office with the leadership, training and equipment necessary to fulfill their potential into the next millennium.

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 Training Division.

GOALS FOR FY 13/14

- Maintain the low level of reported crime in Columbia County.
- Develop a standardized training program for new investigators.
- Achieve re-accreditation for the Communications Center through CALEA's new Gold Standard Assessment (GSA) Process.
- Justice Center, Record Bureau, and Substation security entrance improvements.
- Provide weekday Citizen's Firearms Classes in addition to Saturday classes.
- Complete water system upgrades and replace flooring in the Detention Center.

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

MISSION STATEMENT

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
- Recruitment, training and managing over 600 community volunteers in multiple skill specific roles
- 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
- 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

VISION STATEMENT

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.

DEPARTMENT DESCRIPTION

The ***Emergency & Operations Division*** Director also serves as Emergency Management Director whose directs reports include the Administrative Specialist, EMA Deputy Director, Senior Center Manager, 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 and the Department of Family & Children Services; Manages contracts for emergency medical services 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 - FY 12/13

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

MAJOR PROJECTS COMPLETED

- Submitted Personnel Request for Division to HR for FY2012-2013 Budget – 01/24/12
- Submitted Department Information to Finance for Budget Books for 13 EOD Departments – 01/26/12
- MCFR Contract Amendment – Jan – June 2012 – Approved by CES 01/24/12 and BOC on 02/07/12
- Severe Weather Awareness Week – 02/5-11/2012
- Statewide Tornado Drill – 02/08/12
- Weatherfest 2012 Event – 02/11/12
- TRANSCAER Ammonia Safety Railcar Training – 02/13-15/12
- Entered all 13 EOD budget requests into Munis – 02/15/12
- Citizen Reporter Roll-Out – 02/21/12
- Storm Spotter Training – 02/25/12
- Tier II Submissions for 2011 Received and Entered - 03/01/12
- Blood Drive – (241 donors) – 03/08/12
- Completed and Submitted Annual GEMA Workplan – 03/12/12
- Volunteer Reception Center Team Organization/Training – 03/14/12
- Meeting with Athens-Clarke County Industries, UGA, and Other Officials – LEPC – 03/15/12
- Submitted Statewide Mutual Aid Agreement to GEMA – 03/20/12
- Pipeline Emergency Training – (25) – 03/22/12
- CERT Members Assisted with Parking and Tickets at ETCP Concert – 04/05/12
- Staff Development Training Day – Senior Center and Transit Staff – 04/13/12
- Mosquito Team Preparedness Planning Began – 04/10/12
- CERT Group 18 Training Completed – (21) Graduates – 04/17/12
- Volunteer Reception Center SOG – 05/07/12
- Animals In Disaster Plan Update – Approved by CES 05/22/12 BOC 06/05/12 Grovetown 05/14/12 Harlem 05/21/12
- CERT Refresher Training Completed – (17) – 05/23/12
- Opened and publicized Columbia County Cooling Centers – 06/01/12
- Martinez-Columbia Fire Rescue Fire Service Agreement – Begins July 1, 2012 – Approved 06/05/12
- Blood Drive – (191) Donors – 06/28/12
- Participated in the Statewide "Functional Needs Support Services" Webinar – 07/11/12
- Participated in the GEMA VOAD Webinar – 07/11/12
- Fire Station #15 on County Line Road Went Into Service – 07/15/12
- NIMS Rollup Completed and Submitted– 07/24/12
- PPA Work Plan Update Completed for First Fiscal Quarter – 07/24/12
- Damage Assessment Team Training – (22) – 07/31/12
- Submitted 2012 Master Director Re-Certification info to GEMA – 08/09/12

- Volunteer Reception Center (VRC) Tabletop Exercise – (34) – 08/15/12
- Facilitated a Signed MAA Between MCFR and City of Harlem – 08/20/12
- Staff Development Day – Fleet Services – 09/07/12
- 9/11 Eleven Year Anniversary Remembrance Ceremony – 09/11/12
- CERT Training / R&B Group 19 – (25) – 09/18-19/12
- CERT Refresher Training Completed – (16) – 09/25/12
- CERT Training / R&B Group 20 – (25) - 10/02/12 and 10/04/12
- CERT Simulation / 50 total – 10/09/12
- Blood Drive – (281) Donors – 11/08/12
- Coordinated Italian Thanksgiving Feast for Food Banks – 11/19/12
- LEPC Annual Report – Completed 12/14/12

CERT TEAM COUNTY EVENT SUPPORT – Total of 113 special event volunteers

- Par Tee at the Park – 04/05/12 – 21 CERT Members (parking, tickets, VIP area)
- Hooked on Country Concert - 04/27/12 – 22 CERT Members (parking, tickets)
- Thunder Over Augusta – 05/19/12 – 12 CERT Members (parking, tickets)
- Rick Springfield / WBBQ BD Bash – 06/08/12 – 26 CERT Members (parking, tickets, VIP area)
- UH Hospital Internal Exercise – 10/08/12 - 20 CERT Members (Victims)
- MCG Hospital Decontamination Exercise – 10/19/12 – 12 CERT Members (Victims)

GRANTS, CONTRACTS, STIMULUS, ETC. - REQUESTED AND/OR RECEIVED IN FY2012/2013

- GEMA Performance Partnership Agreement – $37,216
- Hazard Mitigation Plan Update Award - $9,994
- FY 2012 OHS/GEMA LEPC Hazardous Materials Preparedness Grant Award – $5,000
- CERT Grant Award - $25,531.68
- 200 CERT Kits & Student Manuals from GEMA Grant - $8,400

Total EOD – $86,141.68

- FY12/13 DOT 50% Admin and Operations - $179,149 (last year $173,353)
- FY12/13 DOT Capital - $85,500 (Two new vans with lifts)
- FY12/13 Coordinated Transportation Contract - $94,905.44 (last year $90,640)

Total Senior Center/Public Transit – $359,554.44
Division Total - $445,696.12

EXERCISES & DRILLS – FY2011/2012

- Functional Exercise - Statewide Tornado Drill – 02/08/12
- Functional Ammonia Railcar Exercise – 02/13-15/12
- Tabletop Exercise – Volunteer Reception Center – 08/15/12
- SCE&G Stevens Creek Dam EAP Drill – 09/17/12
- Functional Exercise – Tornado – 10/09/12
- Functional Exercise – Flood / WebEOC Exercise – 10/24/12

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

EMERGENCY MONITORING/PREPS/OPERATIONS – 2012

Provided operational activation, warning, emergency information and resources for a total of **75** emergency events.

PUBLIC EDUCATION PRESENTATIONS AND PROGRAMS – 2012

Date	Group	# of Participants
02/06/12	Boy Scout Troop 119 Tour and Presentation	56
03/01/12	Mobile Operations Center Tour – McCormick y, SC Schools	900
03/13/12	Augusta Tech Students Presentation	12
03/15/12	Athens-Clarke County Chamber of Commerce & Industries – LEPC Presentation	40
03/16/12	Martinez-Evans Rotary Club Presentation	35
03/21/12	Brookwood Elementary School 2nd Graders	109
03/28/12	U. S. Corps of Engineers Safety Presentation	30
05/24/12	Columbia County Merchant's Association	57
06/13/12	ASU MPA Students – Tour and Briefing of EOC	8
08/24/12	Augusta Tech Seminar – Critical Infrastructure Threat Response	200
08/24/12	Home Depot Regional Managers – Bobby Jones Store	20
09/07/12	Fleet Services Staff Development Day Presentation	20
10/13/12	MOC Deployment to ARCA Hamfest	50
11/01/12	Korean National Emergency Management Delegation	5
11/09/12	Morningside Nursing Home Staff	25
11/15/12	Augusta Technical College Students – Augusta Campus	19
11/27/12	Augusta Technical College Students – Thomson Campus	20
12/05/12	Rotary Club	25
Total	**18 Presentations**	**1,631**

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

TRAINING CONDUCTED OR COORDINATED – 2012

Date	Course Title	Number
01/25/12	Red Cross – Psychological First Aid Course	11
02/13-15/12	Railcar Anhydrous Ammonia Training - TRANSCAER	138
02/17/12	Rescue Specialist Recertification Course	38
02/21/12	CERT Course – (Overview and Unit 1) Group 18	28
03/14/12	Volunteer Reception Center Team Training	17
03/23/12	Pipeline Emergency Training – Dixie Pipeline	25
04/20/12	Red Cross - Psychological First Aid Course	11
05/23/12	CERT Refresher Course	17
06/05/12	Forklift Certification Training	17
07/31/12	Damage Assessment Team Training	22
08/15/12	Volunteer Reception Center Training	34
09/18-19/12	CERT Course for R&B Employees	25
09/25/12	CERT Refresher Course	16
09/29/12	CERT Refresher Simulation	20
10/02 & 04/12	CERT Course for R&B Employees	25
10/09/12	CERT Simulation for R&B Employees	50
11/10-11/12	Vehicle Extrication Course	23
Totals	**17 Courses**	**517**

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

GOALS - FY 13/14

(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
- Obtain recertification for Columbia County's *Storm*Ready status in 2013 (due every 3 years)
- Assure countywide NIMS compliance to maintain federal reimbursement privileges
- Review and update all emergency plans and SOG's
- Maintain cooperative, reciprocal relationships with all public and private sector agencies
- Conduct New CERT Training Classes and CERT Refresher Training for previous groups
- Conduct public education programs for community groups and citizens
- Coordinate and Conduct Training Exercises
- Conduct 2nd Annual Weatherfest Community Event
- Activate the EOC for emergencies, as required
- Complete Munis/3-1-1 Integration
- Submit 2013 Professional EMA Director Re-Certification Documents to GEMA
- Conduct refresher training for Damage Assessment and Volunteer Reception Center Teams
- Coordinate new shelter surveys and certifications
- Coordinate Integrated Mosquito Planning Team for 2013 mosquito season
- Complete and distribute the 2013 LEPC Annual Report
- Severe Weather Awareness Week & Statewide Tornado Drill
- Complete and submit budgets & related info for EOD Division Budgets
- Coordinate and host three Community Blood Drives
- Submit quarterly GEMA Workplan updates to Area 3 Coordinator for PPA requirements
- Continue Two-Way Radio Interoperability outreach and training to radio users inside and outside the county who routinely require two-way radio communications during incidents and events
- Provide Forklift Instruction to county employees and volunteers and encourage safe fork lift operations
- Coordinate and maintain an in depth training curriculum for highly skilled Dive Rescue & Recovery Team
- Develop and provide elite training on recently purchased equipment for the Mobile Operations Center and expand skill sets for rapid deployment
- Conduct on-going staff development training for Emergency & Operations Division Department Employees
- Develop departmental management team through leadership training and exercises
- Assist other departments as needed and requested

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Public Information Presentations/News Releases/Interviews/Alerts	588	625	700
Training Courses Number of Participants Certified	10 174	17 517	18 550
Emergency Monitoring / Preps / Responses / EOC Activations	119	120	120
Train Citizens in "Community Emergency Response Team" CERT	30	71	55
Re-certified CERT Members through Refresher Training	60	33	50
Grant Applications / PPA, Homeland Security, Hazard Mitigation, CERT & LEPC	4	5	5

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Conduct Drills / Exercises - (public & private sector)	7	6	7
Develop / Update Emergency Plans & SOP's - (public & private sector)	8	10	10
Conduct Community Outreach Programs on Preparedness Issues (Number of Participants ** targets)	25 1,200	18 1,631	20 1,500
3-1-1 Customer Service Actions - Telephone Calls & Walk Ins – Est.	34,326	35,000	35,300

EMERGENCY & OPERATIONS DIVISION

FUND/DEPARTMENT NUMBER: 101-1313

STAFFING

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Division Director	1	1	1
Administrative Specialist	1	1	1
EMA Deputy Director	1	1	1
Total	**3**	**3**	**3**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
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**

BUDGET HIGHLIGHTS

- Continue to seek grants and other funding sources for projects during FY2013/2014

GOLD CROSS EMS SERVICE PROVIDER

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 12/13

- New ambulances were purchased for the Harlem and Fury's Ferry Road EMA substations.
- Gold Cross has also updated all ambulances with new computer software and the latest state of the art wireless technology through an On Board 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 through Bluetooth available in the On Board Mobile Gateway.
- Provided training for local schools in medical first responder course.
- Participated in all Training Programs and Community Full-Scale Exercises, in cooperation with EMA.
- Updated our Dispatch Center with brand new top of the line Workstations.
- Installed the latest HP Gen8p servers to run a new state of the art Computer Aided Dispatch (CAD) system from TriTech Software.
- Updated all mobile tablets with the latest software and technology to provide real time message, turn by turn navigation (Tom Tom Maps) and night vision GPS.
- Installed new LCOM servers to provide coordination with Helicopter and Fixed wing services in and out of our area.
- Integrated the National Protocol EMD cards into our software. This eliminates the need from flipping through the cards. It is now integrated within our CAD system. We were given Platinum certification after rigorous testing by Priority Dispatch. This is the highest honor they give out.
- Assisted in CERT training along with the EMA office for citizens of Columbia County.

GOALS FOR FY 13/14

- 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.
- Replace all mobile tablets in the fleet
- Continue to assist with CERT in training as well as participation as members of the community.

ANIMAL SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1713

MISSION STATEMENT

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

DEPARTMENT DESCRIPTION

This Department is responsible for all animal service operations which include, but are not limited to, rescuing lost, sick and abandoned animals, micro-chipping, 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, education and the adoption program.

ACCOMPLISHMENTS FOR FY 12/13

- Increase of adoptions
- Decrease of euthanizing due to space availability
- Hosted on-site rabies clinics twice a year
- Implemented micro-chip program
- Use of new animal cargo vehicle to save time and money
- Increased tours of the facility for schools, girl/boy scout troops, etc.
- Successful volunteer program
- Wounded Warrior program from Ft. Gordon in conjunction with Animal Services twice a month
- Increased off-site educational programs at schools and neighborhood associations
- Provided assistance to the Department of Agriculture, DNR, Fort Gordon Veterinary, rescue groups, Health Department and other various groups/agencies and Departments
- Staff training, including National Certification for Field Officers

ANIMAL SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1713

GOALS FOR FY 13/14

- Continue to provide a broad spectrum of certification training for employees
- Continue to meet the demand for services due to growing population
- Work closely with Animal Rescue Groups, Department of Agriculture, Fort Gordon and other outside agencies and County Departments
- Continue to expand public awareness through the use of the Department's website, Axis TV, distribution of literature, visits to schools and other facilities
- Increase outdoor recreation area for the animals
- Increase volunteer program
- Host micro-chipping clinics twice a year
- Decrease euthanizing
- Continue to work closely with the Advisory Board and the Friends of Columbia County Animal Services
- Maintain contacts and assist with Ft. Gordon Veterinary Services and the Department of Natural Resources/Wildlife Division
- Delivery of new cargo vehicle

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Impounds	4977	5500	6000
Adoptions	1000	1150	1200
Returned to Owner	416	450	500
Micro-chipped	0	116	300
Court Citations	53	70	100

1713 ANIMAL SERVICES MISSION 2013

ANIMAL SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1713

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Complaints	7515	7700	8000
Locations Dispatched	8200	8500	9500
Bite Investigations	350	475	550
Dead animals picked up	3000	4500	5000
Cremations	700	690	800

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager	1	1	1
Operations Manager	1	1	1
Admin Assistant	1	1	1
Clerk	1	1	2
Field Officers	5	4	4
Kennel Techs	4	4	4
Supervisor	1	1	1
Dispatcher	0	0	1
Total	**14**	**13**	**15**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	6	6	6
Heavy Equipment	1	1	1
Vehicle Allowances	2	2	1
Total	**9**	**9**	**8**

1713 ANIMAL SERVICES MISSION 2013

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1411

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 maintenance of recreational fields.
- Assist the preconstruction department with set up and paving of county maintained dirt roads.

ACCOMPLISHMENTS FOR FY 12/13

- Cleared and graded Gross Place Road, Brown Circle, McZilkey Road
- Installed driveways and parking area for fire department on County Line Road.
- Installed handicap and access ramp in Parking Lot 3 at Evans Towne Center Park.
- Installed rumble strips on Ray Owens Road and on William Few Parkway at Chamblin Road.
- Graded and installed sidewalks on Evans Town Center Boulevard at Chili's.
- Installed a roundabout at Hero Way.
- Assisted in landscaping and installed sidewalks at the gateway project in Grovetown.
- Deep patched and resurfaced Bartram Trail, Lakeside Drive, Kiokee Ridge, White Oak Road, Dozier Road, Stevens Way, Starview Lane and various roads in Sumter Landing S/D.
- Graded and paved walking track at the Eubank-Blanchard Center.
- Installed playground equipment and matting at the All Inclusive Park in Evans.
- Completed grading and rip rap in drainage ditch behind Lady Antebellum stage at Evans Town Center Park.
- Completed clearing, grading, and placement of GAB in Wildwood Park at Bartram Trail overflow parking and for camper storage parking.

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1411

- Continued to prepare and maintain all recreational fields for sporting events, including the NCAA Soccer Tournament.
- Set-up and breakdown of special events/concerts at Evans Towne Center Park.
- Maintained county gateways, school zone areas and retention ponds.

GOALS FOR FY 13/14

- Continue to assist Road Construction with road paving projects to include Blackstone Camp Trail and Rosemont Lane.
- Expand Evans Town Center Dog Park.
- Install sidewalks on North Belair Road, Conn Drive, and Blue Ridge Drive.
- Prepare roads for resurfacing thru Local Maintenance Improvement Grants (LMIG).
- Close out the lay down yard for Water Utility.
- Continue to GPS and Retro-reflectivity testing on roadway signs to meet Federal standards.
- 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 days.
- Continue set-up and breakdown of special events/concerts at Evans Towne Center Park.
- Continue to assist Stormwater Utility with drainage improvements.
- Continue to sweep roads within the Stormwater Utility service area.
- Continue to remove trash bags from roadside on a daily basis gathered by the Sheriff's Department inmate detail.

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Number of Work Orders	6854	6566	6894
Signs Replaced	251	252	265
Potholes Repaired	430	314	330

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1411

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
% of Work Orders Completed within 1 week	93%	96%	98%
% of Primary Signs Replaced within 1 day	96%	97%	98%
% of Potholes Repaired within 48 hours	72%	73%	75%

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager IV	1	1	1
Manager III	1	1	1
Manager II	2	2	2
Supervisor VII	4	4	4
Tech III	1	1	1
Foreman II	1	3	3
Tech II	1	2	2
Tech I	1	0	0
Crew Leader II	8	7	7
Crew Leader I	0	2	2
Inventory Control	1	1	1
Heavy Equipment Operator	4	3	3
Light Equipment Operator	7	8	8
Customer Service Rep III	1	1	1
Maintenance Worker	19	18	18
Total	**52**	**54**	**54**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	21	21	22
Equipment	134	135	137
Vehicle Allowances	0	0	0
Total	**155**	**156**	**157**

ROADS & BRIDGES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1411

BUDGET HIGHLIGHTS

We are requesting six two-way radios that will be part of the Sheriff's Office system. This will improve our communication with them, EMA, Water Utility and other state agencies. We are also requesting a tack distributor which will keep us from relying on a contractor when we prep roads for paving.

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 12/13

- Completion and implementation of organizational restructure
- Reclassification of Clerk III position to Administrative Assistance
- Completed construction of Phase IV Light Equipment Facility/Fully operational
- Development and Implementation of Work Flow processes for the efficient utilization of completed facility
- Developed and implemented electronic notification to end users of vehicle status and completion by both section supervisors.
- Renewal of inter-local service agreement with the Georgia Forestry Commission
- 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 13/14

- Research, development and implementation of new pollution controls for retrofit on current diesel engines to comply with 2014 EPA regulations. Explore grants available to fund project.
- Continued staff development through technical training.
- Reclassification of current Fleet Analyst I position to an Office Supervisor I position.
- Addition of Customer Service Representative position to the organizational structure
- Addition of Mechanic I position to light equipment section

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Work Orders Completed	3110	3744	4300
Man/hours for Repairs	4450	4798	5100
Service Repairs	1860	2140	2600
PM's Performed	1251	1406	1750
Vehicle responsibility	945	951	960

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
WO Expenditures	$655,431.18	$640,000	$700,000
PM %	40%	38%	41%
Average WO Labor	1.43 hrs	1.28 hrs	1.18 hrs

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Fleet Manager	1	1	1
Fleet Op. Supervisor	1	1	1
Office Supervisor	1	1	1
Auto Technicians	3	4	4
Heavy Equip. Technicians	3	3	3
Parts Personnel	2	2	2
Tire/Lube Technician	1	1	1
Administrative Coordinator	1	1	1
Total	**14**	**14**	**14**

Fleet Services 1414

FLEET SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1414

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	10	10	10
Heavy Equipment	1	1	1
Vehicle Allowances	0	0	0
Total	**11**	**11**	**11**

BUDGET HIGHLIGHTS

- In FY budget 12/13 approval of the Repair/Maintenance Fund (internal service fund) was added to Fleet's list of responsibilities. This fund required Fleet staff to research every repair/service request for funds availability as well as management and maintenance of the balances to provide for efficiency and solvency of the fund.
    - There are several requests linked to this additional work load
    - New CSR for administrative office to assist with the additional tracking/reporting and work order maintenance required by the system
        - Additional inventories added to Fleet by this action (Roads and Bridges Service Trucks)
    - Reclassification of Fleet Analyst to Office Supervisor for direct supervision of the CSR and Admin. Assistant positions
        - This will be accomplished while maintain direct oversight of both internal service funds
        - Continued interactions with customer departments on vehicle/equipment specifications and recommendations.

- **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.

- A major CIP project requeste this year will be the relocation of 6 pipe bollards installed during the canopy project. The location and distance from the structures they protect has produced an unsafe maneuvering condition under the canopy and produced more than one collision.

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 150 county buildings, facilities and departments 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 lawn maintenance contractors, as well as in-house janitorial services. Maintenance is responsible for energy management, implementing energy conservation measures, and oversight of the HVAC control programs.

ACCOMPLISHMENTS FOR FY 12/13

- Painted inside of Patriots Park Gym
- Added landscape enhancements at Government Complex and ETCP.
- Completed new All Inclusive playground at Memorial Gardens Park.
- Reduced energy consumption by 27,916 kw on lighting
- Successfully transitioned to new landscape con tractors.
- Worked with Roads and Bridges to make events at Evans Towne Center Park successful
- Painted inside Fire Station #7
- Painted exterior and interior of Appling Tag Office.

FACILITY MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1415

GOALS FOR FY 13/14

- 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 lawn maintenance contractor to reduce cost while maintaining attractive facilities
- Implement new procedures and add staffing to obtain better quality and quantity of maintenance projects

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Work orders received	4157	4906	5000
Emergency requests	5	5	8

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Work orders completed	3892	4375	4500
Emergency requests completed	100%	100%	100%

FACILITY MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1415

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Craftsman	6	6	6
Trade Worker I	7	7	7
Trades Worker II	1	1	0
Specialist III	0	0	1
Supervisor VI	2	2	2
Crew Leader	2	2	2
Manager V	1	1	1
Landscape Foreman	1	1	1
Custodians(Temp P-time)	2	2	4
Custodian (Temp Full time)	18	16	18
Total County	**14**	**20**	**20**
Total Temporary	**11**	**18**	**22**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	17	17	18
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**17**	**17**	**18**

BUDGET HIGHLIGHTS

While the general repair budget for Facility Maintenance is kept at a minimum, 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.

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 2013

- Increased daily rider-ship
- Increased daily revenues
- Installed Mobile Data Terminals in all Transit Vehicles
- Updated Vehicle Fleet with no capital cost to the County

GOALS FOR FY 2013/2014

- Replace one lift equipped vehicle through GDOT at 10% of cost
- Replace two desktop pc's
- Replace old office furniture
- Maintain Required Contractual service levels
- Maintain Minimum GDOT Ridership levels

PUBLIC TRANSIT DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1516

WORKLOAD MEASUREMENTS

ACTION	ACTUAL 2012	ESTIMATED 2013	FORECAST 2014
Trips (OWPT)	**51,778**	**52,000**	**52,500**
Revenue ($)	**251,753**	**255,000**	**260,000**

STAFFING LEVELS

STAFF POSITION	ACTUAL 2012	ESTIMATED 2013	FORECAST 2014
Manager	**1**	**1**	**1**
Supervisor	**1**	**1**	**1**
Customer Service Personnel/Dispatcher	**1**	**1**	**1**
Van Drivers	**7**	**7**	**7**

VEHICLE SCHEDULE

	ACTUAL 2012	ESTIMATED 2013	FORECAST 2014
Vehicles	**7**	**7**	**7**
Vehicle Allowances	**1**	**1**	**1**

BUDGET HIGHLIGHTS

Budget request includes replacement cost of one lift equipped van through GDOT and cost of new office furniture and two new desktop computers.

HEALTH DEPARTMENT

FUND/DEPARTMENT NUMBER: 1111-1711

MISSION STATEMENT

The mission of the Georgia Department of Public Health is to prevent disease, injury and disability, promote health and well-being, and prepare for and respond to disasters.

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
- Tattoo Pallor Inspections
- Injury Control Programs
- SAI Volunteer Medical Clinic

ACCOMPLISHMENTS FOR FY 12/13

- 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 goal was 576 per hour; this was exceeded with 2,276 per hour.

- Updated and completed the Columbia County Dispensing Site Operations Manual(to be submitted to State for approval) for the two primary sites (Grovetown High School and Greenbrier High) and two secondary sites (Evans High School and Harlem High School) to include:
  - Setting up and running the dispensing sites
  - Dispensing site areas
  - Staffing
  - Screening/Dispensing/Vaccination
  - Security Plan

- Columbia County Health Department played an integral role in assisting the East Central Health District successfully pass the Georgia Strategic National Stockpile Local Technical Assistance Review (TAR) with a score of 96% (max 100 pts). The East Central Health district failed the last Review. The Columbia County Health Department is extremely proud to have played such an integral role in passing the Review.

- School Audit 100% compliance(Public & Private Schools)
  - Day Care (including Pre-K): 3,388
  - Kindergarten: 1,834
  - 6th Grade Audit: 2,227
  - **Grand Total Audit for 2012: 7,399**

- Administered 2,566 seasonal influenza doses this year by partnering with the community, businesses, local government and the Board of Education.

- Columbia County Health Department participated in the Department of Public Health sponsored school based influenza vaccination project. We offered flu shots to students in grades Pre-K through 12th in all 31 public schools in the county. This vaccination was voluntary, and only student with parental consent received the vaccination. **We gave a total of 4090 flu vaccinations in the schools.**

- University Health Care System Mobile Mammography Unit provides mammograms quarterly at the Columbia County Health Department through the SAI Volunteer Medical Clinic. The University Breast Health Center Digital Mobile Mammography Unit reaches women unable go to University's on-site center. With a mobile mammography unit, the center is able to take breast health care to underserved populations, to working women at business and industrial sites, and to community and church groups throughout the area. This digital mobile unit is helping eliminate barriers by making it faster and more convenient for women to have a screening mammogram. These mammograms are the key to lifesaving early detection of breast cancer.

- Permitted all body art studios in Columbia County.
- Hosted with great success, the 2-day Food Service Plan Review Training by the state office.
- Reviewed, approved the plans and construction of Crawford Creek Pool. The only pool of its kind in the area with interactive water slide and other water features.
- Leslie worked extensively with the county regarding the Evans Town Center Park fountain.
- Attended Radiological Training at the district
- Successfully completed CPR training
- Started using the SENDSS program for all dog bites in conjunction with Columbia County Animal Services. Database used to track all animal bites statewide.
- Andrea attended a 2-day Standard Trainer training.
- Presentations given at High School Culinary Classes

- Training given to Columbia County School kitchen staff
- Leslie, Robert and Mark participated in the District POD exercise held at Augusta State Christian Berry Fieldhouse.
- Successfully completed the Bloodborne Pathogens training

GOALS FOR FY 13/14

- 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 enhance the Disaster Service Plan for the county.
- Continue to provide volunteer clerical staff to assist with the SAI Volunteer Medical Clinic that provides service to indigent and uninsured clients one Saturday a month.
- Continue to improve immunization status by assuring staff evaluates immunization status on all individuals coming for services, not just those asking specifically for immunizations.
- Continue to promote tobacco cessation and prevention efforts in our community and clients we are serving
- Continue to train all staff to meet requirements for electronic client records.
- Continue to have an excellent networking relationship with our community partner and contractors.
- Continue to provide informal training for restaurants that earn poor scores on their inspections. If restaurant inspection scores warrant a larger training class on the Food Code, we will consider holding one as we did in 2007.
- The Environmental staff will continually strive to provide both education and quality customer service to the citizens of Columbia County.
- Complete the Tattoo Infection Control Course.
- Continue to provide excellent customer service to the residents of Columbia County.

DEPARTMENT OF FAMILY & CHILDREN SERVICES

FUND/DEPARTMENT NUMBER: 101-1712

MISSION STATEMENT

DHS Mission: Strengthen Georgia by providing individuals and family's access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.

Core Values:
Provide access to resources that offer support and empower Georgians and their families.
Deliver services professionally and treat all clients with dignity and respect.
Manage business operations effectively and efficiently by aligning resources across the agency.
Promote accountability, transparency and quality in all services we deliver and programs we administer. Develop our employees at all levels of the agency.

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.

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ACCOMPLISHMENTS FOR FY2012/2013

- Averaging over 75% Federal Work Participation in the county.
- Many Christmas gifts delivered to needy families and children in the state's legal custody.
- Provided $211,802.00 in Temporary Assistance for Needy Families
- Provided $17,441,704.00 in Food Stamps to Qualifying Families
- Provided $558,250.00 in Child Care to Qualifying Families
- Served 3,330 cases on a monthly average for Family Medicaid
- Served 1,318 cases on a monthly average for Aged, Blind and Disabled Medicaid
- Provided Employment Services; Transportation, Job Readiness, Incidental Benefits, and other Support Services Benefits
- Served 11 children in Foster Care with an expenditure of $57,603.60.

DEPARTMENT OF FAMILY & CHILDREN SERVICES

FUND/DEPARTMENT NUMBER: 101-1712

GOALS FOR FY2013/2014

- 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.
- Fully implement (transition) to the new Business Operations Planning (BOP) business model. This incorporates standardization of Georgia Reengineering Our Work (GROW), Document Imaging (DIS), Telecommunications (local office call center model), Self Service (standardize lobby resources) and OFI Data Tool (standardized data management).

BUDGET HIGHLIGHTS

The reduction 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 continue to experience state budget cuts as well. We continue 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.

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 9,800 congregate meals annually to clients at the Senior Center. The senior center staff delivers over 35,000 meals annually to homebound clients through the Nutrition program. We also provide enrichment activities such as arts and crafts, educational presentations, recreational activities, and special events.

ACCOMPLISHMENTS FY 2012/2013

- Offered more outings for the seniors at a minimal cost
- Increased the daily attendance of senior citizens in the center
- Added new daily activities for the seniors in the center
- Enlarged the ceramics room
- Replaced worn furniture and kitchen equipment
- Increased the number of home delivered meals

GOALS FOR FY 2013/2014

- Continue to increase attendance of senior citizens daily in the center by offering a variety of programs and outings
- Maintain the number of home delivered meals for senior citizens as vacancies occur to ensure the maximum number of meals are delivered daily
- Conduct additional training classes for staff to ensure good customer service and professionalism while serving our citizens

SENIOR CENTER

FUND/DEPARTMENT NUMBER: 101-1716

WORKLOAD MEASUREMENTS

ACTION	ACTUAL 2012	ESTIMATE 2013	FORECAST 2014
Congregate Meals	10,555	11,070	12,300
Home Delivered Meals	33,535	34,440	36,900

STAFFING

POSITION	ACTUAL 2012	ESTIMATED 2013	FORECAST 2014
Manager	1	1	1
Admin. Coordinator	1	1	1
Van Drivers	2 P/T	2 P/T	2 P/T
Kitchen Staff	2	2	2

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, Libraries, Recreation, Community Events, 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 12/13

- **Gateway Exhibition Center-** Construction completed, policies and fee schedule developed. Marketing of facility initiated.
- **Technological Advancements-** Evans Towne Center Park website developed, use of social media increased to promote facilities and events, Wildwood Park online camping reservations initiated, credit card machines installed at Libraries and Animal Services, and in house graphic design projects expanded. Online registration for Recreation increased by 21%. Library website created to market county wide library services.
- **Regional and National Sporting Events-** Twelve Regional and National sporting events conducted in Columbia County park facilities.
- **Corporate Sponsorships-** $46,000 in corporate sponsorships obtained to support Community Event activities held in Columbia County venues.

- **Grant Funding-** $250,000 GDOT grant obtained to augment funding for Euchee Creek

Greenway.

- **Park Facility Upgrades-** Improvements made at Savannah Rapids Park, Blanchard Park, Riverside Park and Evans Towne Center Park.
- **Animal Services-** Micro-chipping program initiated, adoptions increased, public outreach educational programs conducted and staff training expanded.
- **Recreation Department-** New Recreation Manager hired. Quick Scores website initiated to improve communication with coaches, parents and staff.
- **Community Events-** 67 Community Events conducted which included concerts, festivals, outdoor movies, holiday events and cultural activities.

GOALS FOR FY 13/14

- **Gateway Exhibition Center-** Begin operation of facility and conduct grand opening festivities. Market facility to target user groups for meetings, trade shows, conferences and other events.
- **Euchee Creek Greenway-** Complete construction of Greenway Phase II and acquire additional land for further expansion.
- **Regional Library System-** Begin operation of new Greater Clarks Hill Regional Library System to accommodate Columbia, Warren and Lincoln Counties.
- **SPLOST CIP Projects-** Formulate proposed quality of life capital improvement projects for submittal to Board of Commissioners. List to include projects related to Recreation, Library Services, Greenspace acquisition and facility and park upgrades.
- **Evans Towne Center Park-** Continue to market facility to outside promoters and increase revenue to offset expenses.
- **Recreation Department-** Directly work with new Recreation Manager to improve delivery of recreational services and enhance county-wide park facilities.
- **Regional and National Sporting Events-** Continue to work with Recreation Department and Columbia County Convention and Visitors Bureau to attract sporting events to the area to increase Hotel/Motel tax revenues.
- **Technological Advancements-** Increase online reservations for Wildwood campsites, Recreation registration and credit card usage in all departments within the Division. Increase use of social media to promote facilities and events. Upgrade sound system to a digital format at Performing Arts Center. Utilize Axis TV and LED signage at Evans Towne Center Park and Wildwood Park to promote event activities.
- **Convention and Visitors Bureau-** Work closely with CVB Director to attract regional events for county parks, rental facilities and county venues.
- **Park Upgrades-** Continue amenity improvements at Wildwood Park, Savannah Rapids Park, and other park facilities county-wide.

COMMUNITY & LEISURE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 1010

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Grant Applications	2	1	1
Town Meetings	2	2	3
Capital Projects	4	4	4
Public Speaking	8	4	5
Community Events	62	65	72
News Articles	140	152	160
Committee Meetings	160	160	160

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Division Director	1	1	1
Administrative Specialist	1	1	1
Community Events Manager	1	1	1
Community Events Specialist	3	3	3
Total	**6**	**6**	**6**

VEHICLE SCHEDULE

Category	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
Vehicle Allowances	3	3	3
Total	**3**	**3**	**3**

LIBRARY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1601

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, OneClick and GADD, MANGO Foreign Language courses, internet access, programs and events for children and adults as well as reference services.

ACCOMPLISHMENTS FOR FY 12/13

- Secured Bi-Lo grants to augment the fiscal year allocations
- Improved Audio Book and Large Print collection
- Improved the collection and programming at Euchee Creek Library
- Improved programming at Harlem Library
- Hosted two popular female Southern authors at the Library
- Began the process to form a new Regional Library System July 1, 2013

LIBRARY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1601

GOALS FOR FY 13/14

- Increase circulation of all materials at all libraries
- Secure two additional grants to augment the fiscal year allocations for the three Columbia County Libraries
- Improve Audio Book and Large Print collection
- Improve the collection and customer experience at Euchee Creek Library
- 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 11/12	Estimated FY 12/13	Forecast FY 13/14
Book Circulation	540,156	454,644	500,000
Registered Patrons	76,217	80,733	82,000
Collection Size	160,000	185,000	200,000
Materials budget	154,550.00	180,650.00	180,650.00
Building Sq. Ft	54,500	54,500	54500
Reference Questions	111,783	103,617	105,000
Program Attendance	23,580	21,000	25,000

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Population Estimate	128,112	130,000	135,000
Book circulation per capita	4.22	3.50	3.70
Registered patrons per cap.	.60	.62	.61
Collection size per cap.	1.25	1.42	1.48
Materials budget per cap.	1.21	1.39	1.34
Building Sq. Ft. per cap.	.43	.42	.41
Reference ques. per cap.	.87	.80	.77
Program attendance per cap	.18	.16	.18

1601 LIBRARY MISSION 2013

LIBRARY DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1601

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
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	**2**	**2**	**2**
Reference Librarian	**1**	**1**	**1**
Reference Specialist	**2 (1 ft, 1 pt)**	**2 (1 ft, 1 pt)**	**2 (1 ft, 1 pt)**
Collection Development Librarian	**1**	**1**	**1**
Administrative Coordinator	**1**	**1**	**1**
Library Assistant *1 pos. part-time	**4**	**5**	**5**

BUDGET HIGHLIGHTS

- The Columbia County Libraries will be forming a new Regional Library System with Lincoln and Warren Counties beginning July 1, 2013. The Main Columbia County Library in Evans will be the headquarters.
- We will continue to provide more training for all staff that is offered through the County and GPLS.
- The Libraries will work closer with Friends of the Library to increase membership and to help fund various library activities and programs.

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

MISSION STATEMENT

The Columbia County Recreation Department seeks to enrich the quality of life of the citizens we serve by providing safe and accessible facilities and a diversified program of activities in an effective, efficient, equitable, and responsive manner.

VISION STATEMENT

To strive for excellence in our Recreation Department services to reflect the unique values and qualities of our community.

DEPARTMENT DESCRIPTION

The Columbia County Recreation Department consists of 12 full time 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.

ACCOMPLISHMENTS FOR FY 12/13

- Successfully hosted the NCAA DII Soccer National Championships and Peach Belt Conference Soccer Championship.
- Implemented use of league management software Quickscores.com
- Implemented mandatory NAYS training for all volunteer youth head coaches.
- Began fitness equipment upgrade program by replacing a stationary bike and elliptical
- Restructured department and promoted 3 full-time employees from within the department
- Improved game and field scheduling to allow for increased efficiency of maintenance and staff supervision.
- Streamlined system used for part-time temporary staff to allow for increase field coverage and less stressful work schedules for full-time staff.
- Restructured 9/10 and 11/12 year old travel baseball league draft procedures to comply with Dixie Youth Baseball guidelines and retain travel teams in our program.
- Began work on a comprehensive Youth Sports Handbook to contain updated policies and procedures.
- Improved relations and communication with Maintenance and Roads and Bridges Department employees to improve quality and efficiency of park maintenance.

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

GOALS FOR FY 13/14

- Develop a set of Core Values to guide the decisions of Recreation Department staff.
- Outline a plan of gaining National Parks and Recreation Agency accreditation, which measures an agency's overall quality of operation, management, and service to the community.
- Continue to work with Maintenance and Roads and Bridges Department to improve maintenance of the parks facilities. Develop a proposal to bring maintenance employees back under the Recreation Department's supervision illustrating the potential for increased efficiency and potential to maintain parks at a higher, safer level.
- Complete and have adopted by the BOC the Youth Sports Handbook, containing information, policies, and procedures of our programs.
- Successfully host 2013 NCAA DII Soccer National Championship and Peach Belt Conference Championships.
- Continued to increase use of technology to improve efficiency and communication.
- Emphasize better training for coaches and other volunteers in our programs.
- Develop updated policies and procedures for staff to increase professionalism and customer service.
- Invest more into staff by providing increased training opportunities.
- Create a better work environment which will improve the cooperation and morale of staff
- Revamp the Recreation page of the County website to make it more informative and easier for the public to navigate.
- Develop potential projects for the next SPLOST allocations, including upgrades to existing parks as well as proposal for new parks.
- Work with the Convention and Visitors Bureau to attract potential sports tourism opportunities to Columbia County.
- Improve the system used for ordering and screening youth sports uniforms to decrease the amount of staff time used and increase the quality of the uniforms.
- Improve communications and service with private league who rent County facilities
- Increase involvement with the Georgia Recreation and Parks Association and position the department to apply for future awards.
- Restructure the summer day camp program to increase participation and better serve the needs of the County.
- Begin development of a "Recreation Programs" division by offering more non-athletic programs and activities.
- To coincide with the retirement of the current Facilities Supervisor, propose creation of a new position of Assistant Recreation Manager to be in charge of facility operations and to become the direct liaison/supervisor of maintenance staff.

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Parks Acres Managed	1377	1377	1577
Athletic Facilities Operated	63	63	65
Youth Athletic Participation	4205	4200	4400
Employees Managed (includes PT)	27	21	21

YOUTH RECREATIONAL ACTIVITIES

Sport	# Registrants	# Teams	Total # Games
Fall Football	547	35	192
Fall Baseball	385	30	180
Fall Soccer	904	84	549
Winter Basketball	698	88	584
Spring Soccer	536	44	220
Spring Baseball/Softball	886	80	476
Summer Basketball	207	25	150
Summer Lacrosse	41	8	48
TOTALS	**4205**	**394**	**2399**

RECREATION DEPARTMENT

FUND/DEPARTMENT NUMBER: 1611

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Department Manager	1	1	1
Facility Supervisor	1	1	1
Athletic Supervisor	1	1	1
Asst Athletic Supervisor	0	1	1
Athletic Programmer	5	3	3
Gymnasium Coordinator	1	1	1
Administrative Assistant	1	1	1
Clerk/Accountant	1	1	1
Security Guard	1	1	1
Admin Receptionist (PT)	1	0	0
Field Supervisors (PT)	3	2	2
Gym Receptionist (PT)	3	2	2
Gym Supervisors (PT)	2	2	2
Reed Creek Staff (PT)	2	2	2
Wildwood Host Campers	3	3	3

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	2	2	2

COMMUNITY EVENTS DEPARTMENT

FUND/DEPARTMENT NUMBER: 2800

MISSION STATEMENT

To create, plan and support special event programs for citizens of Columbia County while positively enhancing the quality of life and economic well-being of the community.

VISION STATEMENT

To be recognized as the leading facilitator of community events in Columbia County.

DESCRIPTION

Community Events is a department of the Community and Leisure Services Division of Columbia County. This department is responsible for coordinating, implementing and evaluating county sponsored events throughout the county. The Community Events Department partners with other county departments and area agencies to achieve its goals.

The objectives of the Community Events department include:

- Producing events which support the needs and desires of county citizens while creating a positive impact for Columbia County
- Positively showcasing county facilities and amenities
- Attracting positive media exposure for events
- Securing sponsorship funding and other revenue to offset county budget

The Columbia County Community Events Department consists of 4 full time employees dedicated to provide leisure services to the citizens of Columbia County. This is a customer service oriented department that establishes and oversees festivals, concerts, and other activities.

ACCOMPLISHMENTS FOR FY 12 - 13

- Created an Evans Towne Center Park rental agreement to work with promoters and organizations seeking to utilize the facility for events
- Coordinated concerts at Evans Towne Center Park to include Charlie Daniels, Travis Tritt, Lynyrd Skynryd, Chris Young, Atlanta Rhythm Section, and Little River Band
- Hired an additional staff member to help coordinate events and streamline specific responsibilities to entire staff
- Charity Gala proceeds collected to date for local charities is $71,833.68
- Hosted over 47 events of which 6 were new events offered to our citizens
- Began a new social marketing initiative to include Twitter
- Created an emergency management plan and purchased a weather detection device
- Worked with County's Road & Bridges and Maintenance departments to streamline maintenance of facilities

COMMUNITY EVENTS DEPARTMENT

FUND/DEPARTMENT NUMBER: 2800

GOALS FOR FY 12-13

- Increase corporate sponsorships by 6 businesses
- Improve marketing efforts for all events and programs and increase participation
- Create mobile application for Evans Towne Center Park
- Create and implement a permit for road races, parades or public gatherings
- Update ETCP website for easier navigation by users
- Continue to work with promoters to offer a variety of concerts at ETCP

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Events Conducted	40	47	57
Corporate Sponsors	13	16	22
Revenue Collected	45	45	95

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Community Events Mgr	1	1	1
Community Events Spec	2	3	3
Total	**3**	**4**	**4**

WILDWOOD PARK DEPARTMENT

FUND/DEPARTMENT NUMBER: 1612

MISSION STATEMENT

To offer outdoor leisure opportunities for the citizens of Columbia County – walking, biking and horse back riding; swimming, fishing, picnicking, boating and camping and disc golf – all in a natural environment. Promote the mental, physical and social well being of all visitors by enhancement of outdoor natural experiences, adding to the quality of life within Columbia County.

VISION STATEMENT

To enhance Wildwood Park as a major tourism attraction in the southeastern United States, and as a major fishing and disc golf destination.

DEPARTMENT DESCRIPTION

An outstanding natural area within Columbia County, that is located on Lake Thurmond devoted to individual and family passive recreational opportunities. This 975 acre park includes: a 6 boat mega-ramp, with parking for 231 vehicles and trailers; the International Disc Golf Center with three 18-hole courses; 4 picnic pavilions; 62 camp sites with electrical hook-ups and water; horse and bike trails; a picnic area and a beach.

ACCOMPLISHMENTS FY 2012 -2013

- Implemented a camping reservation system both on-line and at the gatehouse.
- Continued implantation of the Broadband System through-out the park that makes it Wi-Fi capable.
- Hosted eight (8) local fishing tournaments that included Mr. Clark Hill Tournament, Boy Scout Tournament, Toys for Tots Tournament Clark Hill Top 6, Tommy Shaw Memorial Tournament, Fish for Life Tournament, Kicks 99 Hooked on Country Bass Tournament, Clark Hill Memorial Tournament, and the PotashCorp Fish Back Tournament.
- The Kicks 99 Tournament was the biggest tournament of the year in number of boats (258) for FY 12 – 13 on Clarks Hill Lake.
- Wildwood also hosted two Kids Fishing Rodeos put on by the Fish for Life Foundation with an average of 350 children in attendance
- Hosted multiple regional fishing tournaments to include the Bass Bonanza Tournament put on by the National Wild Turkey Federation, Southern Anglers Championship, ABA Toyota Tundra Regional Tournament, and the Fishers of Men National Championship.
- Hosted three (3) Boat-In Movie Nights with an average of 150 people in attendance. These were for July 4th weekend ’12, Labor Day Weekend ’12 and Memorial Day Weekend ’13.

WILDWOOD PARK DEPARTMENT

FUND/DEPARTMENT NUMBER: 1612

- Hosted multiple Disc Golf Tournaments including the PDGA National Tour Tournament that had over 200 players involved.
- Site of the 2013 Wildwood Park Powerboat Regatta
- Voted 2012 "Best Campground on Lake Thurmond" by Columbia County Magazine
- Created a map of the campground with Southeastern Publications for distribution with no cost to the county.
- Helped the Corps of Engineers to secure a National Historic Trail designation for Bartram Trail.
- Created a trail head at the entrance of Bartram Trail into Wildwood.
- Increased storage capacity by more than double.
- Worked with the Clark Hill Committee to build a weigh-in shelter for local tournaments.
- Purchased a new truck for Wildwood Park Coordinator.

GOALS FOR FY 2013-14

- To use the $492,000 in park upgrade money for Wildwood Park to accomplish multiple goals.
    - Possible goals include:
        - Retaining walls for campsites to control erosion problems.
        - Building new bathroom in Area 3
        - Fish Cleaning Station
        - New T-dock for boat ramps
        - Mega-playground
- Continue to host local, regional and national fishing events to bring economic impact for Columbia County and Clarks Hill Lake.
- Continue to offer first-rate leisurely activity.
- Enhancement to beach area (more poles, buoy line, and No Wake buoy)

WORKLOAD MEASUREMENTS

Wildwood Park is a 975 acre facility located on Clarks Hill Lake. The park is operated by (1) Park Coordinator, and (3) Host Campers (Part-time employees).

WILDWOOD PARK DEPARTMENT

FUND/DEPARTMENT NUMBER: 1612

PERFORMANCE MEASUREMENTS

Category	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
Park Attendance*		130,000	150,000
Camping Nights		5000	
Special Events		50	50

*Information from Army Corps of Engineers

STAFFING

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Park Coordinator	1	1	1
Host Campers PT	3	3	3

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Needed Replacement
Authorized Vehicles	1	1	0
Utility Carts	2	2	2
Heavy Equipment	1	3	3

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. Most county departments depend upon the information gathered and published by the GIS Department for addressing, analysis, information, or mapping needs. The divisions and departments that utilize GIS include the Water Utility Division (Water, Sewer, Storm Water), 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 Care and Control, Recreation, Libraries, Columbia County Clean and Beautiful), the Development Services Division (Planning, Engineering, Plan Review, Building Standards, and Code Compliance), 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 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), the Board of Elections, and Columbia County Fire and Rescue. External agencies served include Gold Cross EMA, Harlem and Grovetown Public Safety. GIS serves 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. The publicly accessible Maps Online is maintained and updated through this department. The GIS Department is an integral component of County Administration under the direction of the Deputy County Administrator.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUND/DEPARTMENT NUMBER: 1013

ACCOMPLISHMENTS FOR FY 12/13

- **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
        - Cityworks Server AMS Administration and Configuration
        - Maintained URISA Membership for department
        - 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 courses
        - Trained crews to use Trimble GPS equipment
        - Support for Columbia County Fire and Rescue
        - Conducted Maps Online training sessions to maximize productivity in the field.

- **Federal Agency support**:
    - US Census Bureau – Assisted census workers in address verification for American Community Survey.
    - USGS, NOAA, FEMA – Partnership with National Mapping Initiative – Orthophotography and LiDAR
    - Volunteered to be one of 60 counties nationwide to provide address point file, road centerline data and metadata to the US Census in trial program GSSI (Geographic Support System Initiative)

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

    - Implemented Cityworks Asset Management software for use in Water, Sewer, Storm water departments. Upgraded software and databases to version 12.1 in latter half of FY. Completed configuration and customization to streamline workflow processes, and conducted weekly meetings for users and management to improve criteria and reporting, to enhance training, and to assist with utilization.
    - Implemented Cityworks Asset Management software for use in Traffic and Broadband Utility.
    - Installed, configured and trained over 50 users for Earthmine viewer
    - Installed, configured, and trained 10 users for advanced ArcGIS Earthmine editing tools.
    - Added and updated layers for Maps Online and GISmo based upon departmental and public 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

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

  - Spatial Data – Countywide orthophotography collection and processing
  - Fred Daniel Mapping Service (Tax Parcel and Plat boundary maintenance)
  - Woolpert (Cityworks Asset Management Implementation – ongoing)
  - CitySourced (mobile phone application "Citizen Reporter")
  - Earthmine (street-level digital mapping)

- **Addressing**:
  - Regular contributing member of Subdivision/Plat Plan Review
  - Addressing of new development requests, as well as renumbering addresses
  - Provided addressing and final plats to internal and external departments/agencies
  - Continued to maintain the 911 National Intrado Master Street Address Guide (MSAG) and Primary Safety Answering Point (PSAP).

- **Departmental support**:
  GIS provided mapping and analysis for the following departments and divisions as well as other services:
    - EMA:
      - Emergency Response mapping projects
      - Fire Station locations and 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:
      - Continued collection of Storm Water GPS data and creation of annual EPD maps of infrastructure
    - Board of Elections:
      - Redistricting, including BOC and Voting Precincts
    - 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
  - 3D mapping analysis to determine terrain change, line of sight, and flooding simulations.
  - Data distribution to vendors/contractors to include but not limited to navigation providers such as Tom Tom and Navteq, 811 (Call Before You Dig), reverse dialing vendor and Georgia Department of Transportation
  - Data sales to individuals and agencies

- GPS projects
  - Community and Leisure Services:
    - Parks and Trails
  - 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, FOG, backflows, and road centerlines
    - Historical sewer trunk line, hydrants, valves
  - Broadband Utility:
    - Fiber optic cable and hand-hole mapping
  - Maintained map books for Storm Water Utility Maintenance, Sewer Service, and Broadband Utility Crews and contractors
  - Update data layers for printing of county road map

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUND/DEPARTMENT NUMBER: 1013

GOALS FOR FY 13/14

- Cityworks Asset Management Implementation: Improve the current enterprise-wide solution for Traffic Engineering, Broadband, Water Utility, Sewer, and Storm Water inventory and assessment, and upgrade to version 13, which will allow users in those departments to edit GIS data and attributes. Conduct training, maintain the extensive databases for employees, contractors, materials, and modify GIS data as updates occur.
- Implement Orthophotography collection from the spring of 2013 into software products such as ArcGIS, Maps Online, Cityworks Asset Management, Earthmine, GISmo, and other ArcGIS server broadcast services as they are developed.
- Upgrade SQL server and SDE to version 10.1 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 serves 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.
- Continue to implement 3D Street Level Imagery using Earthmine Technology and deploy for use with inventory, assessment, and emergency response.
- Offer ArcGIS courses for Columbia County employees (ESRI Certified)
- Conduct end-user training for GIS third-tier applications
- Upgrade Maps Online to an ArcServer based version
- 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
- Streamline GIS service delivery for departments lacking expertise, and continue to provide custom analysis and cartography projects for departments as needed.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUND/DEPARTMENT NUMBER: 1013

STAFFING

Position	Actual FY 12/13	Estimated FY 13/14	Forecast FY 14/15
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	1	1	1
GIS Systems Analyst/Programmer/DBA	0	0	2
TOTAL	**6**	**6**	**8**

BUDGET HIGHLIGHTS

There is an ever-increasing demand for data and addressing from both internal and external customers. With continual changes to operating systems, GIS software and back-end database structure is constantly changing. Processes and procedures evolve to meet these high-demands, and data products that result from initiatives such as the parcel adjustment and subdivision development process, GPS collections, migrations of data from GPS to GIS, database management tasks, infrastructure inventory and information distribution are all critical to both internal and external entities. Addressing in the GIS department has allowed for the entire land records process to be streamlined from start to finish. The orthophotography that was captured in the spring of 2013 will be completely implemented in the 13/14 budget year, if not earlier, to assist with tax assessment, development, site location analysis, emergency response, as well as other uses. Cityworks Asset Management will continue to be improved and upgraded for Water Utility, Sewer, Storm Water, Broadband Utility, and Traffic. The use of Maps Online has increased greatly for both the staff and the public, and this six (6) year old website will be upgraded to use current technology and operating systems. The speed and amount of information that is available online has evolved to newer technology, and the flexibility of the GIS applications must follow suit. GIS data holdings continue to be refined and maintained.

PLANNING AND ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1511

MISSION STATEMENT

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

VISION STATEMENT

We are committed to high quality development that is capable of accommodating desired growth. Our shared community vision embraces necessary innovation, proactive measures, and practical approaches as stewards of land. The County aims to provide places to live, work, and play, all located in a compatible relationship with the environment and with each other. Developments are encouraged to establish a sense of place, to be visually pleasing, functionally efficient, and to enhance the betterment and uniqueness of our community.

DEPARTMENT DESCRIPTION

The Planning and Engineering Department is responsible for maintaining and implementing the Growth Management Plan (GMP), for processing rezoning applications and for review of development site plans. This Department administers zoning and subdivision regulations, the Columbia County floodplain management program and Community Rating System Program. We disseminate floodplain and flood insurance related information to general public and assist Columbia County citizens to comply with County Flood Prevention Ordinance Requirements.

ACCOMPLISHMENTS FOR FY 2012/2013

- Completed Design Awards for 2012 to recognize outstanding development in the County.
- Completed codes related to Permitted Uses Tables.
- Participated in the Subdivision Design Committee and submitted report recommending the adoption of a Complete Streets policy.
- Completed Retirement Report with recommendations for the Board of Commissioners.
- Updated GMP to incorporate changes reflecting multi-family policy.
- Completed update of the Construction Standards and Specifications.
- Completed Compliance report
- Attended STORMCON conference
- Completed LOMR (Letter of Map Revision) in Betty’s Branch

PLANNING AND ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1511

GOALS FOR FY 2013/14

- Continue comprehensive overview of County Development Codes.
- Implement NAICS into the permitted use table and update Definitions
- Work on Retirement Study recommendations and associated code revisions
- Work with other related departments to improve the Community Rating System (CRS) under National Flood Insurance Program (NFIP).
- Continue code revisions related to the GMP update.

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Request for property & development information	1600	2000	2200
Number of rezoning & variance requests	54	80	100
Number of preliminary plats approved	27	20	25
Number of final plats approved	21	20	25
Number of final plats administratively reviewed	147	200	220
Number of preliminary subdivision lots processed	1046	800	1000
Number of final subdivision lots processed	707	900	1000
Architectural reviews processed	21	20	25

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Percentage of individual subdivision plats approved within 24 hours: Target 95%	95%	98%	98%

PLANNING AND ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1511

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Planning & Engineering Division Manager	1	1	1
Contract staff	1	0	0
Engineer	1	2	2
Planner II	1	2	2
Planning Specialist III	1	1	1
Total	**5**	**6**	**6**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles			
Heavy Equipment			
Vehicle Allowances	3	5	5
Total	**3**	**5**	**5**

BUDGET HIGHLIGHTS

One Planner position was approved in July 2012 and was filled in January 2013. One additional Engineer joined this team in August 2012. Inquiries for all types of developments are increasing and continued growth is expected.

The Department has been operational as a combined Planning and Engineering office for over a year. With a dedicated team of professionals with diverse experience in the fields of Planning, Engineering, Floodplain Management, and Architecture, the analysis of zoning and development requirements and the review of plans are being approached pro-actively from a skilled, multi-disciplinary team which is highly capable of identifying problems and formulating effective solutions within a timely manner.

PLAN REVIEW / ENVIRONMENTAL / CODE DEVELOPMENT DEPARTMENT

FUND/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, Environmental Compliance and Code 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.

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 / ENVIRONMENTAL / CODE DEVELOPMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1513

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 2012/2013

- Continued progress for Development Standards
- Assisted in the update to new ordinance changes.
- Improved access to public information.
- Maintained certifications for employees.
- Obtained new certifications for employees.
- Maintained coordination with other County divisions to enhance work efficiency
- Successfully investigated/completed over 1,700 complaints

GOALS FOR FY 2013/14

- Maintain all Certifications
- Obtain ICC Soil Specialist certification for Environmental Inspectors
- Organize annual and semiannual meetings with our professional community.
- Create database for dilapidated/abandoned properties
- Add Policy to begin Public Officer hearings for condemned properties
- Create an internal cost effective “clean up” process for abandoned properties
- Concentrate on Unlicensed Contractors performing unpermitted work
- Perform more proactive investigations as opposed to reactive
- Maintain a consistent plan review response time

PLAN REVIEW / ENVIRONMENTAL / CODE DEVELOPMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1513

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Subdivision Plans Reviewed	14	20	20
Commercial Plans Reviewed	68	55	50
Subdivision Final Plats Reviewed	26	15	15
Subdivision Sites Completed	13	15	18
Commercial Sites Completed	38	42	44
Number of Residential Initial Inspections	1055	1126	1100
Number of E&S Complaints Recieved	125	138	150
Number of 5 day E&S Warnings	72	540	500
Number of 24 hrs E&S Warnings	179	30	40
Number of Stop Work Orders Issued	7	34	40
Code Enforcement Complaints Cases	1700	2000	2000
Court Citations/ Adjudications	10	20	20
Violation Notices Issued/ Commercial and Residential	300	500	600
Occupation Tax /Bad Check Collection	500	1000	1000

PLAN REVIEW / ENVIRONMENTAL / CODE DEVELOPMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1513

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Infrastructure Inspections within 24 hours	95%	98%	98%
Resolution of Complaints/Violations within 24 hours	95%	98%	98%
Complete Development Plan Review within Seven work days	98%	100%	100%
Code Complaints Response within 24hrs	98%	98%	98%

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Building & Commercial Division Manager	1	**1	0
Plan Review/ Environmental Development Manager	1	1	1
Environmental Development Manager	0	1	1
Code Enforcement Manager	0	**1	1
Code Enforcement Inspector	0	2	3
Environmental Compliance Inspector	**3**	3	4
Residential Erosion & Sediment Control Inspector	2	1	2
ES&PC Reviewer	1	1	1
Total	**7**	**11**	**8**

**** These positions were not held for a full 12 months**

PLAN REVIEW / ENVIRONMENTAL / CODE DEVELOPMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 1513

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	8	8	11
Vehicle Allowances	2	2	2
Total	**10**	**10**	**11**

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.
- Soil and Water testing for citizens
- Providing Agriculture, Horticulture and Environmental Sciences education for clients and county departments
- 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 Department 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- With 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 12/13

- **Relocated into new office at 6420 Pollards Pond Road.** Site allowed for additional programs and capabilities for youth and adults programming. Lobby areas were remodeled with offices receiving a new coat of paint. Future renovations are planned.

- **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 continues 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.** 645 samples were submitted to the University of Georgia's Environmental Services Laboratory for testing for Columbia County clientele. 615 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)

- **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 340 hours and graduated over 220 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 $3,892.44 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 Columbia County 4-H'ers have raised more than $28,000.00 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:** 5245 Volunteers gave 2026 hours to the Extension program; valued at $37,794 in salary savings.

EXTENSION SERVICE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1514

GOALS FOR FY 13/14

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 renovate the Extension office to better meet the needs of the community.

4. With this renovation 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

31,698 clients were assisted in person by Extension programming**. 22,961 clients** were assisted over the phone or through individualized written communication efforts.

Extension Programs		
Agriculture and Natural Resources		
Adult & Youth Programs	15 Programs	1,322 Individuals
4-H Youth		
4-H Club Meetings (77 Cloverleaf, 8 Middle Schools & 1 High School County Council)	599 Meetings	16,911 Individuals
Other 4-H Programs, Service Leadership & Citizenship	434 Programs	10, 670 Individuals
Family and Consumer Sciences		
Helping People / One on One		
Face to Face Contacts		
ANR, 4-H, & FACS		29,435 Individuals
People helped on the phone		
ANR, 4-H, & FACS		9,256 Individuals
People helped through individualized written communication		
ANR, 4-H & FACS		35,822 Individuals
People helped through media opportunities		
Media Classification	Number of Items	Total Audience Reached
Radio Spots	14	812,000
Newspaper Articles	25	962,400
Contributions Toward Collaborative Efforts		
Volunteer Hours	2,827 Hours	Value $28,270.00
In-Kind Support		Value $51,452.00 **Total Value $79,722.00**

EXTENSION SERVICE DEPARTMENT

FUND/DEPARTMENT NUMBER: 101-1514

STAFFING

Position	Actual FY 10/11	Estimated FY 12/13	Forecast FY 13/14
Part Time County Extension Agent, A&NR (19 hrs.)	0	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) 0 (Oct-April)	1	1
Part Time Program Asst	1(July-April) 0 (April –June)	0	1
Career Personnel Seasonal Staff	4	4	4
Total	**8**	**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.**

FORESTRY SERVICES

FUND/DEPARTMENT NUMBER: 101-1613

MISSION STATEMENT

To provide leadership, service and education in the protection and conservation of Georgia's forest resources.

VISION STATEMENT

To maintain a 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 burning, offer fire prevention activities, issue burning permits, provide seedlings, and technical advice with forest protection, reforestation, and management.

ACCOMPLISHMENTS FOR FY 12/13

- Responded to 33 wildland fires
- Collected 42 lbs. of seeds and sold 14,425 seedlings
- Issued 11,831 burn permits
- Handled 10 management cases totaling 426 acres
- Additional detailed information is listed in the 2011 Annual Report

GOALS FOR FY 13/14

- 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.

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

BUILDING STANDARDS DEPARTMENT

FUND/DEPARTMENT NUMBER: 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 and 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 2012/2013

- Trained 3rd Fire Marshal.
- Remodeled Building Standards front office.
- Hired/Trained 2 new building inspectors.
- Created and filled new Office Manager Position.
- Provided seminar on upcoming significant code changes in 2014.
- Finalized development of Online Permitting module.

BUILDING STANDARDS DEPARTMENT

FUND/DEPARTMENT NUMBER: 201-2010

GOALS FOR FY 2013/2014

- Training – Permit Tech, Building Inspectors, Administrative Specialist, and Manager positions.
- Online permitting full implementation.
- Hold seminar series for new 2012 Building Codes to be adopted in 2014.
- Hold seminar on drainage for builders and landscapers.

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Buildings to be inspected	2,127	2,000	2,300
Fire Marshal Activity	976	1122	1300

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Permits Issued for Inspection	5,318	5,000	5,500
Fire Marshal Permits	291	208	305
Plan Review Activity	229	265	280

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Division Director	1	1	1
Department Manager	.5	0	0
Administrative	2	2	2
Inspectors	9.5	9	10
Customer Service Representative	2	2	3
Total	**13**	**14**	**16**

BUILDING STANDARDS DEPARTMENT

FUND/DEPARTMENT NUMBER: 201-2010

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	10	11	11
Heavy Equipment	0	0	0
Vehicle Allowances	2	2	3
Total	**12**	**13**	**14**

RECREATION ADVISORY BOARD

FUND/DEPARTMENT NUMBER: 2611

MISSION STATEMENT

To advise and consult with the Recreation Manager and Staff concerning ideas, programs, events, and problems within the Recreation & Leisure Services Department. To host & sponsor certain events, and help offset certain cost for various activities to add to the quality of life within Columbia County.

DESCRIPTION

Seven individuals appointed by the Board of Commissioners representing different areas of the County. The Recreation Advisory Board meets the First Thursday of each month to conduct business. The Board reviews departmental programs and events, offering advice and service.

ACCOMPLISHMENTS FOR FY 12/13

- Hosted the county's annual 4th of July Celebration & Fireworks
- Sponsored Annual Volunteer Coaches Banquet
- Funded new fitness equipment and multi-purpose room flooring for gymnasium
- Provided funding for State Team Plaques on Walk of Fame

GOALS FOR FY 13/14

- Support County's Annual 4th of July Celebration & fireworks
- Sponsor the Recreation Department Annual Coaches Banquet
- Continue to support funding for State Team Championship Plaques
- Support Department's Parent Sponsorship Program
- Support development of a Recreation Department Sponsored travel program for multiple sports.

Savannah Rapids Regional Visitor Information Center

FUND/DEPARTMENT NUMBER: 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 State Visitor Center to assure the quality of information and its accuracy to all who inquire.

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

ACCOMPLISHMENTS FOR FY 12/13

- Completed the annual state requirement for training at a State Visitor Center.
- Elected to sit on the Georgia State Tourism Regional Visitor Information Center Steering Committee.
- Participated in Georgia On My Mind at I-20 Tallapoosa State Visitor Center. (Our Gateway)
- Participated in Georgia On My Mind at I-20 Augusta State Visitor Center.
- Participated in Holiday Happening at I-20 Augusta State Visitor Center.
- Organized coffee breaks at I-20 Augusta State Visitor Center every Friday during fall and winter.
- Hosted coffee breaks at I-20 Augusta State Visitor Center for weekend of Memorial Day, week of Thanksgiving and Christmas.

- Hosted Brandon Wilde for Special Tour.
- Hosted Three Kindergarten Classes.
- Organized local artist for rotating art displays in Regional Visitor Information Center.
- Organized Meet The Artist Reception for each display.
- Organized Pictures with Santa.
- Organized Children ID program.
- Organized program with Columbia County School for making Christmas Ornaments.
- Attended Classic South Travel Association meetings.
- Attended Governor's Conference.
- Attended Tourism Day at the Capitol.
- Attended Marketing College.
- Attended State Regional Visitor Information Center Annual Meeting.
- Designed a window cling for Regional Visitor Information Center that will be displayed for a year at I-20 Augusta State Center.
- Organized free ice water at Regional Visitor Information Center as an added value.
- Organized a small gift area for visitors to purchase from.
- Organized having plants in the Savannah Rapids Park identified and marked.

GOALS FOR FY 13/14

- Create brochure for Regional Visitor Center and Augusta Canal.
- Continue the monthly Regional Visitor Information Center promotions.
- Increase selection of items in gift shop that will appeal to visitors.

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY12/13	Forecast FY 13/14
# of Visitors	15107	18701	18910
# of Meetings	24	26	26
# of Columbia County Days	39	39	39
# of Phone Calls	989	1000	1010
# of Trade Shows and GOMM Days	3	4	4
# of Events at Center	5	5	5

Savannah Rapids Regional Visitor Information Center

FUND/DEPARTMENT NUMBER: 224-2210

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Coordinator	1	1	1
Temp Employees	4	4	4
Total	**Temps are PRN**		

BUDGET HIGHLIGHTS

As an added value for the visitor to the Visitor Center, we were able to purchase an ice machine to be able to offer ice water during their visit. With the increase in visitation to the center we have seen where the service is greatly appreciated.

We will continue to reach out to people visiting and living in the CSRA to increase the visitation numbers and encourage spending in Columbia County. We will continue to offer knowledgeable and professional assistance to visitors seeking information in our center.

COLUMBIA COUNTY 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

Columbia County Fire Rescue provides fire suppression, rescue, extrication, fire safety, and medical first response to the citizens of Columbia County.

ACCOMPLISHMENTS FOR FY 2012/2013

- Department formed in January 2013 by merging with previous contractor, Martinez-Columbia Fire Rescue.
- Began operation of a fourth rescue unit, Rescue 17 between Harlem and Grovetown.
- Certified suppression personnel to the NPQ Firefighter 2 level.
- Began work on an in-depth strategic plan for all operations.
- 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.
- Tested and certified all apparatus pumps to meet National Fire Protection Association standards.
- Raised and distributed over $70,000 for local charitable organizations.

COLUMBIA COUNTY FIRE RESCUE

FUND/DEPARTMENT NUMBER: 232-2510

Response Totals

STRUCTURE FIRES	170	174	199
VEHICLE FIRES	89	97	84
STORM DAMAGE	12	47	39
WOODS FIRES	129	219	187
FIRE ALARMS	500	541	489
CARBON MONOXIDE	31	40	35
INVESTIGATIONS	259	256	275
PUBLIC SERVICE	137	145	111
NATURAL GAS LEAKS	67	89	83
OUTDOOR BURNING	175	227	162
HAZMAT/BOMB THREATS	13	5	20
RESCUE	501	478	455
PUBLIC SAFETY ASSIST	2	1	22
MEDICAL	1267	1170	1472
DUMPSTER/OTHER	81	78	60
TOTALS	3433	3567	3693

GOALS FOR FY 2013/2014

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 at a more reasonable and efficient cost.

COLUMBIA COUNTY FIRE RESCUE

FUND/DEPARTMENT NUMBER: 232-2510

BUDGET HIGHLIGHTS

The 2013/2014 budget request includes the addition of 4 personnel to increase minimum staffing. These personnel will be used to maintain minimum staffing through structural changes.

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 12/13

- 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 12/13

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.

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 12/13

- Completed the spare fire pump storage facility at Fleet's Appling facility.
- Fleet department restructure, with Fire Maintenance Supervisor accepting additional supervisory duties over heavy equipment section of Fleet.
- 100% of Fire Services staffing EVT (Emergency Vehicle Technician) certified
- Renewal of inter-local service agreement with the City of Harlem (including fire apparatus in their fleet)
- 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 13/14

- Addition of Fire Tech II Position to staff
- Completion of 2 technical training sessions/schools per technician per year.
- Cross training of Tire/Lube Technician position to assist in fire apparatus maintenance and service.
- 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 11/12	Estimated FY 12/13	Forecast FY 13/14
Work Orders Completed	151	176	210
Man/hours for Repairs	935	800	860
Service Repairs	137	178	212
PM's Performed	19	26	35
Vehicle responsibility	30	48	50

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
WO Expenditures	$60,837.71	$65,000.00	$70,000.00
PM %	13%	15%	17%
Average WO Labor	6.19 hrs	4.55hrs	4.10 hrs

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Section Supervisor	1	1	1
Foreman	1	1	1
Total	**2**	**2**	**2**

FLEET FIRE MAINTENANCE DEPARTMENT

FUND/DEPARTMENT NUMBER: 234-2730

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	3	3	3
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**3**	**3**	**3**

BUDGET HIGHLIGHTS

- Acquisition of all Martinez-Columbia Fire Department and all related assets as of January 1, 2013
    - Addition of 20 pieces of apparatus, vehicles and equipment
    - Repair line code will be requested to increase to cover additional units
    - Request a new Fire Tech II position to assist with additional workload

- Apparatus parts/repair line code 533095 increase requested.
    - Fleet size (number of county owned units) increase over previous years
    - Projected increase in maintenance expenses due to increase in fleet size and acquisition of Martinez-Columbia fleet.
- All other line codes remain at previous levels with no increases requested.

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 state, county and private projects.

ACCOMPLISHMENTS FOR FY 12/13

- Continued the development of the operation and systems of our TCC (Traffic Control Center)
- Installed equipment for Emergency Vehicle Preemption/Priority Control for the twelve (12) intersections at: Columbia Road/Belair Rd, North Belair Road/Peachtree Road, Washington Road/Bobby Jones Expressway/Old Evans Road, Washington Road/Columbia Road/Ruth Street, Washington Road/Evans to Locks, Washington Road/Flowing Wells Road, Washington Road/Old Evans Road, Washington Road/Owens Road, Washington Road/Ronald Reagan Drive, Washington Road/Wal-Mart Drive, Old Petersburg Road/Baston Road, Hereford Farm Road/ Cox Road/Gibbs Road

- Completed the installation and upgrade of fifty eight (58) replacement school zone flashing beacon cabinets and equipment in order to upgrade the existing school zones
- Completed the installation and upgrade of eight (8) intersection warning flashing beacon cabinets and completed the installation of seven (7) new intersection or hazard warning flashing beacon locations
- Completed the design of eight (8) Dynamic Message Signs (DMS) and received GDOT permitting to make installations at various locations within the county
- Completed the installation of InSync Adaptive traffic systems (to include wiring modifications in cabinets) at twenty eight (28) intersections
- Initiated the installation and testing of Panomorphic cameras at two (2) stop and go signal locations
- Initiated the installation and testing of RRFB (Rectangular Rapid Flash Beacon) crosswalk flashing systems at two (2) locations

GOALS FOR FY 13/14

- 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 Lighted Street Identification Sign Program
- Continue development and implementation of Roadway Marking Program
- Continue development and implementation of Traffic Sign Evaluation/Inventory Program

TRAFFIC ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 234-2710

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Roadway vehicle volume counts	5	3	6
Neighborhood speed hump surveys	22	34	30
Intersection study/surveys	8	10	10
Curve/roadway speed surveys	3	7	6
Sign requests	38	63	60
Final plat /development plan reviews	49/172	61/138	60/150
Traffic signal service calls (including after hours calls)	390	377	433
Road closure/detour press releases	32	61	70
Prepare/Review temporary traffic control plans (TCP)	24	37	30

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager V	1	1	1
Analyst IV	1	1	1
Analyst III	1	1	1
Technician I		2	2
Technician III		1	1
Total	**3**	**6**	**6**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	2	5	6
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**3**	**6**	**7**

TRAFFIC ENGINEERING DEPARTMENT

FUND/DEPARTMENT NUMBER: 234-2710

BUDGET HIGHLIGHTS

One significant impact on future budgets to consider is that as the county continues to grow and expand its road network, we must provide for additional equipment. The number of traffic control devices and the complexity of the operation of them will require highly skilled staff to continue to maintain and operate this equipment at a satisfactory level. We have the opportunity to manage our overall system with much more efficiency with our Traffic Control Center.

Another important impact to consider is that, as we continue to implement our overall sign inventory/maintenance program (as required by FHWA), we will possibly have to fund additional equipment/material/personnel to provide this necessary operation. As with the other traffic control devices, the number of signs will continue to grow as the county expands its road network.

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 12/13

- Provided leadership and support to the departments within the Construction and Maintenance division to achieve the goals set forth in their respective departments.

GOALS FOR FY 13/14

- Continue implementation of the SPLOST, TSPLOST and General Obligation Bond projects
- Continue to maintain and improve county paved and dirt roads
- Continue to maintain and improve county buildings and facilities

CONSTRUCTION & MAINTENANCE SERVICES DEPARTMENT

FUND/DEPARTMENT NUMBER: 234-2720

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Division Director	1	1	1
Administrative Specialist	1	1	1
Total	**2**	**2**	**2**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
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.

SPECIAL PURPOSE LOCAL OPTION SALES TAX, GENERAL OBLIGATION BOND PROJECTS AND OTHER CAPITAL PROJECTS

MISSION STATEMENT

To effectively manage the 2006-2010 and 2011-2016 Special Purpose Local Option Sales Tax programs, T-SPLOST, 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 FY12/13

- Completed right of way and easement acquisitions: Rosemont Lane, William Few Parkway North, Lewiston Rd at William Few Parkway Intersection, Oakley Pirkle sidewalk, and Broadband Installations
- Completed four Greenspace acquisitions, one fee simple land acquisition, and two property rights conveyances
- Completed right of way and easement acquisitions for eleven (11) Water Utility and Storm Water projects
- Completed paving, roadway and/or intersection improvements for McZilkey Road, Brown Circle, Rosemont Lane, Hero Way Roundabout, and Furys Ferry at Hardy McManus intersection
- Let and/or started construction on Rosemont Lane, Camp Blackstone Trail, Jacqueline Drive, Kelli Drive, Sand Pit Road, Lewiston Road at William Few Parkway Intersection, Hereford Farm/Cox/Gibbs Roadway and Intersection Improvements, Oakley Pirkle Sidewalk, 2013 LMIG resurfacing projects, and William Few Parkway North

- Completed construction of the Riverside Recycle Center, William Few Recycle Center Bailer Building, Restroom Building at SRP (Millhouse), SRP Office Renovations, SRP Deck Replacement, Gateway Exhibit Hall, and renovations of Building D
- Completed Blackstone Camp and Ridge Road Broadband Towers, and Fiber installation throughout the county
- Completed SRP Grease Trap Installation, Evans Towne Center Park Gates, Fleet Services Fueling Island Pad, and Detention Center Emergency Waterline Upgrade
- Started renovations of Building B
- Completed design for Family Connections at old Euchee Creek Health Department, Sheriff's Office Training Center, and BMX Track and Skate Park
- Continued Greenspace Acquisition

GOALS FOR FY 13/14

- Complete construction of Jacqueline Drive, Kelli Drive, Sand Pit Road, Camp Blackstone Trail, King Taylor Road improvements, and Lewiston Road at William Few Parkway Intersection improvements
- Begin design for intersection improvements: William Few Parkway at Chamblin Road, Hereford Farm Rd at Blanchard Rd, Blue Ridge Drive at Lakeside High School, Old Evans Rd at McCormick Rd, Evans Town Center Drive at Evans to Locks Rd, Evans to Locks Rd at Stevens Creek Rd, Blue Ridge Drive at Clark Point, Southern Pines Drive at Industrial Park Drive
- Let a construction contract to widen Washington Road from Gibbs Rd to William Few Parkway
- Implement a road pavement management program
- Complete construction of Phase I Lakeside Park Athletic complex
- Let construction contracts for T-SPLOST projects: Conn Drive sidewalk, Clark Point sidewalk, Blue Ridge Drive from Evans to Locks Road to Lakeside High sidewalk, Phase I of bike path on Evans to Locks road from North Belair Road to Blue Ridge Drive and design a 3-lane section to include the relocation of the railroad signals
- Complete renovations of Building B and the old Euchee Creek Health Department
- Complete construction of the BMX Track and Skate Park, and the Sheriff's Training Center
- Complete upgrades of the Evans Towne Center Park electrical panels, upgrades to Fire Station #12, and various improvements at Wildwood Park playground, fish cleaning stations, etc.

- Complete right of way and easement acquisitions for Washington Rd widening, Gibbs Rd Improvements Phase II, King Taylor Rd, Reynolds Farm Rd entrance, Burks Mountain Rd Phase II, Flowing Wells at Wheeler Rd Intersection, and T-SPLOST projects as needed
- Complete right of way and easement acquisitions for Water Utility and Storm Water projects

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Dirt Roads Paved	3	4	3
LMIG Miles Resurfaced	7.64	8.05	6
Intersection/Other Improvements	2	4	4

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager II	1	1	0
Manager III	1	1	2
Manager IV	0	0	1
Manager V	3	3	3
Admin Coordinator	2	2	2
Engineer I	0	1	1
Engineer II	2	2	1
Technician III	2	1	1
Inspector I	1	1	1
Right of Way Specialist (Contract Full Time)	2	3	3
Right of Way Specialist (Contract Part Time)	1	1	1
Preconstruction Engineer (Contract Part Time)	1	1	1
Total	**16**	**17**	**17**

SPECIAL PURPOSE LOCAL OPTION SALES TAX, GENERAL OBLIGATION BOND PROJECTS AND OTHER CAPITAL PROJECTS

VEHICLE SCHEDULE

Category	Actual FY 10/11	Estimated FY 11/12	Forecast FY 12/13
Authorized Vehicles	4	4	4
Heavy Equipment	0	0	0
Vehicle Allowances	8	9	9
Total	**12**	**13**	**13**

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.

WATER UTILITY DEPARTMENT

FUND/DEPARTMENT NUMBER: 5111 & 5200

MISSION STATEMENT

To provide quality water, sewer and storm water 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 storm water management program that efficiently addresses storm water 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 storm water drainage improvements, accurately reading meters; providing customer service; reviewing construction plans and inspecting new developments.

ACCOMPLISHMENTS FOR FY 12/13

- Completion of new Administration Building William Few Parkway
- Installation of 2 Meter Filter Press at the Reed Creek WPCP
- Installation of Water Line Scotts Ferry Road
- Installation of 2 Million Gallon Tank Bill Dorn Road
- Installation of Water Line Bill Dorn Road
- Installation of 36" Water Main from Blanchard Plant
- Installation of Water Line Hereford Farm Road
- Installation of Water Line Spooner Drive
- Installation of Water Line Intermediate Drive
- Reed Creek WPCP Pumping Station Rehab
- West Hampton Stormwater improvement
- Ridge Crossing Phase II and III Stormwater improvement
- Wynngate Stream Bank Stabilization
- Candlewood Stormwater Improvement
- Petersburg Retention Pond
- Sleepy Hollow Court Stormwater Improvement
- Winchester Trail Stormwater Improvement
- West Lake Sewer Rehab
- Completion of La Vista Storm water Improvement Project
- Reed Creek Wastewater Plant recipient of the Georgia Water Professional Association Platinum 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
- Crawford Creek Wastewater Plant recipient of the Georgia Water Professional Association Gold 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

GOALS FOR FY 13/14

- Completion the Flowing Wells Booster Station Rehab
- Completion of the Final Filters for the Reed Creek WPCP
- Completion of Crawford Creek WPCP Rehab
- Installation of William Few Water Line extension
- Installation of Clanton Road Water line extension
- Woodbridge Lift Station Rehab
- Reed Creek WPCP Digester
- Reed Creek WPCP Aeration
- Crawford Creek WPCP pumping station rehab
- Installation of Radio Read
- I/20 Appling /Harlem Sanitary Sewer
- Completion of Phase I Euchee Creek Sanitary Sewer
- Columbia Road Utility Relocation
- Riverwatch Utility Relocation\
- Improvements to On-Line Payments
- Reed Creek Stream Stabilization
- Merlin Way Culvert Replacement
- Rhodes Hill Stormwater Improvements
- Quail Creek Stormwater Improvements
- Crinken Tree Stormwater Improvements

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 to further outreach to schools and civic groups.

DEPARTMENT DESCRIPTION

The Green Programs Department was created as a department within the Construction & Maintenance Services Division and is comprised of the Recycling Program and Keep Columbia County Beautiful. This department provides recycling options and green lifestyle events and programs to the citizens of Columbia County.

ACCOMPLISHMENTS FOR FY12/13

- Constructed a Recycling Facility in Evans with a baling system.
- Completed baling system retrofit project at the existing Grovetown recycling facility.
- Began accepting glass for recycling.
- Formed a partnership with Advanced Disposal and began accepting loads from their curbside recycling program.
- Increased employee participation in the Clean Air Campaign to 75 registered commuters, resulting in a total reduction of 18,796 vehicle miles and 9.40 tons of air pollution.
- Expanded the Adopt A Road Program by 2 new participants.
- Completed requirements to remain a Keep America Beautiful Affiliate in good standing.
- Awarded the Keep America Beautiful President's Circle Award.

GREEN PROGRAMS DEPARTMENT

FUND/DEPARTMENT NUMBER: 531/5310

GOALS FOR FY13/14

- Develop marketing plan to increase volume at both recycling facilities.
- Secure additional sponsorships in order to provide two Shred Day locations.
- Complete requirements to remain a Keep America Beautiful Affiliate in good standing.
- Complete requirements to qualify for the Keep America Beautiful President's Circle Award.
- Continue to expand Adopt a Road program.
- Continue to seek partnerships for Recycling Center and explore options to expand revenue sources.
- Research training opportunities for staff.

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager	1	1	1
Temporary personnel	2	4	4
Total	**3**	**5**	**5**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	0	0	0
Heavy Equipment	0	2	2
Vehicle Allowances	1	1	1
Total	**1**	**3**	**3**

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.

SOLID WASTE MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 531-5300

MISSION STATEMENT

Baker Place Road MSW Landfill reached capacity and closed July 2006 receiving Waste Footprint Closure Certification from GA EPD in April 2009. The current mission is to secure private full service provider for post closure care of site.

VISION STATEMENT

Facilitate transition of the 154 acre site to Community and Leisure Services Division for operation as passive recreation.

DEPARTMENT DESCRIPTION

Oversight of environmental compliance at Baker Place Rd MSW Landfill is under Construction & Maintenance Services Division with staff reporting to Road Construction Department Manager.

ACCOMPLISHMENTS FOR FY12/13

- Engaged GA EPD in securing the first two Modifications of Operating Permit for passive recreation activities
- Cleaned, inspected and painted 250K gallon above ground storage tank portion of sites Phase II leachate management system
- Fourth annual post closure inspection by EPD found site in compliance

GOALS FOR FY 13/14

- Secure Permit Modification approval by GA EPD for two passive recreation activities
- Continue to secure site for efficient and cost effective post closure care for remaining 26 years of Permit responsibility.
- Disband Department; recognize environmental oversight provided by Road Construction Department staff and operation of site for passive recreation by Community and Leisure Services

SOLID WASTE MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 531-5300

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager IV	1	1	0
Operator	0	0	0
Total	**1**	**1**	**0**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	1	1	0
Heavy Equipment	0	0	0
Vehicle Allowances	0	0	0
Total	**1**	**1**	**0**

BUDGET HIGHLIGHTS

Baker Place Rd MSW Landfill opened in October 1982 and remained in continuous operation for 24 years closing in July 2006. Although facility managed as an Enterprise Fund only 12 years of its operating life, sufficient reserve funds had been secured at its closure to meet State mandated Financial Assurance requirements for entire site.

RENTAL FACILITIES & VENUES DEPARTMENT

FUND/DEPARTMENT NUMBER: 561-5600/5620/5622

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, Eubank Blanchard Center, and several picnic pavilions. This department will also oversee the newly constructed Exhibition Center located in Grovetown. The Exhibition Center is set to be completed in June of 2013.

ACCOMPLISHMENTS FOR FY 12/13

- Maintained an excellent rating in customer service.
- Increased revenue by 4%
- Successfully hosted the first Columbia County Amateur Series to showcase the Columbia County Amphitheater
- Successfully coordinated with Facility Services on the construction of the Mill House
- Created policies, procedures and fee schedule for the Exhibition Center
- Increased fees for some of the facilities within the department
- Coordinated renovation and move from upper to lower level of SRP

GOALS FOR FY 13/14

- Create a series of wide reaching “Grand Opening’ events to highlight the Exhibition Center
- Further develop the Amateur Series by gaining sponsorships and volunteers
- Develop a logo for the Exhibition Center and create a marketing plan that includes social media to market the entire department
- Seek to develop new training for all staff of the department

RENTAL FACILITIES & VENUES DEPARTMENT

FUND/DEPARTMENT NUMBER: 561-5600/5620/5622

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
# of events at all sites	1,698	1,350	1,750
# of guests in attendance	114,392	137,580	170,000
# of tours	1,677	1,388	1,600
# of contracts processed	2,166	1,731	2,500
# of contracts cancelled	392	498	550

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Loss due to discounts	$23,360	$25,000	$27,500
Ratio of guests/Fulltime equiv.	427/1	439/1	650/1
Operating costs covered by revenue	100%	100%	85%
Customer Service Ratings	97.5	100%	100%

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Manager	1	1	1
Sales Rep	1	1	2
Marketing Mgr	1	1	1
Receptionist	1	1	1
Banquet Coordinators	7	3	5
Event Managers	0	4	4
Facilities Supervisor	0	1	1
Set up crew	2	1	1
Total	**13**	**13**	**15**

VEHICLE SCHEDULE

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Authorized Vehicles	N/A	N/A	N/A
Heavy Equipment	N/A	N/A	N/A
Vehicle Allowances	2	2	3
Total	**2**	**2**	**3**

RENTAL FACILITIES & VENUES DEPARTMENT

FUND/DEPARTMENT NUMBER: 561-5600/5620/5622

BUDGET HIGHLIGHTS

The drop in event numbers is related to two issues; the condition of the deck and the failing economy. In addition to the condition of the deck dissuading clients from renting, we had a four month long renovation process that caused many cancellations.

We do have a great outlook for Fiscal year 13/14 due to the opening of the Exhibition Center in Grovetown. This will add to our overall inventory and be able to accommodate the clients that were outgrowing Savannah Rapids Pavilion as well as attract newer, larger user groups.

The expected decline in the percentage of operating expenses covered is due to the added cost of the new facility but in a few years, that should reverse and only add to what we have to offer as well as increase our annual revenue.

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 11/12

- Accomplished all requirements for Safety Incentive reduction of insurance premium
- Completed and implemented Americans with Disabilities Act Policy
- All staff completed update requirements to maintain currently held certifications
- Provided defensive driver training for all Sheriff's Office personnel
- Obtained instructor certification and expanded defensive driver training classes to include "Alive at 25"
- Completion of Property Valuation Report

RISK MANAGEMENT DEPARTMENT

FUND/DEPARTMENT NUMBER: 611-6100

GOALS FOR FY 12/13

- Completion and implementation of Risk Management module in Munis
- Risk Manager to obtain Associate in Risk Management for Public Entities (ARM-P)
- Maintain requirements needed for certifications
- Accomplish all safety incentives required by ACCG for insurance premium reduction

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast 13/14
Complaints	18	26	26
Accidents	79	70	75
Sewer Back ups	4	5	6
Property	36	35	40
Recovery	$100,984	$70,000	$50,000

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast 13/14
Defensive Driving	22	26	26
CPR	6	5	6

STAFFING

Position	Actual FY 10/11	Estimated FY 11/12	Forecast 12/13
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 10/11	Estimated FY 11/12	Forecast 12/13
Authorized Vehicles	0	0	0
Heavy Equipment	0	0	0
Vehicle Allowances	1	1	1
Total	**1**	**1**	**1**

BUDGET HIGHLIGHTS

- Increased exposures with the addition of Fire Department Assets and Personnel
- Increase in Casualty Expense Request for 2013/2014 – This line code has not been increased in 10 years even as exposures and values have increased significantly. Costs from natural disasters (lightning strikes) as well as defense costs for active lawsuits from prior year's events result in an expectation of increased costs.

3-1-1/CUSTOMER SERVICE AND INFORMATION CENTER – FY13/14

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 **3-1-1 Customer Service Department** is 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 12/13

- Continued to answer calls for additional departments within the county to alleviate workload for those departments.
- Continued implementation of Tyler Citizen Connect Customer Service software
- Participated in "Staff Development Day" to provide customer service skills to other departments for continued communication.
- Call and assistance information is listed in the tables below.

GOALS FOR FY 13/14

- Train CERT members 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
- Continue cooperative agreement with City of Augusta for management 3-1-1 calls that overlap boundaries.

3-1-1/CUSTOMER SERVICE AND INFORMATION CENTER – FY13/14

FUND/DEPARTMENT NUMBER: 631-6300

WORKLOAD MEASUREMENTS

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
All General Information & Service Requests; including calls, online submit forms, citizen reporter, and walk-ins	30,927	31,000	32,500

PERFORMANCE MEASURES

Category	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
Customer Service Actions- Walk Ins	120	135	140
Customer Service Surveys Sent (10 per week)	480	480	480
3-1-1 Community Outreach Presentations (Large and small groups)	12	15	18

STAFFING

Position	Actual FY 11/12	Estimated FY 12/13	Forecast FY 13/14
CSR Supervisor	1	1	1
Customer Service Specialist	1	1	1
Customer Service Representative	3	3	3
Total	**4**	**4**	**4**

APPENDIX

AUTHORIZED POSITIONS

	As of July 1				
General Fund	**2009**	**2010**	**2011**	**2012**	**2013**
Commission	8	7	7	7	7
Finance	10	10	10	10	10
Procurement	8	8	8	8	8
Info Tech	21	20	19	19	20
Co Admin	4	4	4	4	4
Bd of Elec	4	4	4	4	4
Comm Svcs	16	4	4	5	6
HR	7	6	6	6	7
GIS	6	6	6	6	6
Tax Commission	26	26	26	27	28
Tax Assessor	23	23	23	24	26
Clerk of Court	22	25	25	26	26
Probate Court	11	11	11	11	11
Juvenile Ct	10	10	10	10	12
Magistrate Court	16	17	17	17	17
Sheriff's Office	199	200	204	205	205
Detention Center	130	130	130	129	133
Emergency Svcs	3	5	3	3	3
R&B	45	44	52	52	52
Fleet	13	13	13	13	14
Maint	14	14	20	21	21
Eng	10	10	0	0	2
Econ Dev Auth	1	1	1	1	1
Planning	5	4	4	5	5
Code Comp	6	4	0	0	4
Plan Review	1	1	9	8	4
Ext Svc	1	1	1	1	1
Public Trans	9	9	10	10	10
Public Lib	22	19	19	19	23
Recreation	30	29	12	12	11
Wildwood Park	2	2	2	1	1
Animal Cont	14	13	14	14	14
Coroner	4	4	4	4	4
Senior Center	5	5	4	4	4
Total	**706**	**689**	**682**	**686**	**704**
Special Revenue Funds					
Building Standards	20	21	19	19	20
911	24	24	28	28	30
Visitors Center	1	1	1	1	1
Fire Rescue	0	0	0	0	146
Traffic Engineering	3	3	5	6	6
Construction/Maintenance	2	2	2	2	2
Fire Fleet Maintenance	2	2	2	2	3
Total	**52**	**53**	**57**	**58**	**208**
Special Purpose Local Option Sales Tax	**14**	**18**	**22**	**21**	**18**
Enterprise Funds					
Water and Sewerage	100	103	111	116	124
Storm Water	13	13	14	15	17
Landfill/Recycling	2	2	2	2	2
Broadband Utility	0	0	2	2	3
Rental Facilities	3	3	6	6	6
Total	**118**	**121**	**135**	**141**	**152**
Internal Service Funds					
Risk Management	2	2	2	2	2
Customer Service	3	4	4	4	4
Total	**5**	**6**	**6**	**6**	**6**
Total Authorized Positions	**895**	**887**	**902**	**912**	**1088**

Columbia County, Georgia
Principal Employers
Current Year and Nine Years Ago

	2012			2003		
Industry	**Employees**	**Rank**	**Percentage of Total County Employment**	**Employees**	**Rank**	**Percentage of Total County Employment**
Retail trade	5,663	1	19.52%	3,009	3	13.56%
Education services	3,820	2	13.17%	3,265	1	14.72%
Accomodation and food services	3,543	3	12.21%	1,970	5	8.88%
Health care and social assistance	2,895	4	9.98%	1,653	7	7.45%
Manufacturing	2,587	5	8.92%	3,061	2	13.80%
Administrative, support, waste mgt	2,119	6	7.30%	1,675	6	7.55%
Construction	1,809	7	6.24%	2,354	4	10.61%
Public administration	1,238	8	4.27%	910	8	4.10%
Professional, scientific & technical services	1,209	9	4.17%	815	9	3.67%
Other services (except public admin)	915	10	3.15%	776	10	3.50%
						0.00%
Total	25,798		88.92%	19,488		87.83%

Sources: Georgia Department of Labor

Note: Due to confidentiality issues, the the number of employees of specific employers cannot be obtained. The categories presented are intended to provide alternative information regarding the County's employment base.

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
2003	99,664	3,293,297	33,044	35.4	19,633	786,671	3.50%
2004	102,328	3,514,967	34,350	35.2	20,167	1,020,241	3.80%
2005	105,655	3,829,677	36,247	35.8	20,936	1,020,689	4.50%
2006	109,100	4,200,786	38,504	36.0	22,042	1,503,999	4.00%
2007	110,252	4,446,022	40,326	35.7	22,379	1,783,281	3.80%
2008	110,627	4,711,199	42,639	35.8	22,577	2,065,880	4.80%
2009	112,958	4,737,841	41,943	36.5	23,305	not available	6.80%
2010	124,053	not available	not available	36.8	23,685	not available	7.00%
2011	128,112	not available	not available	not available	23,891	not available	7.10%
2012	128,112	not available	not available	not available	24,330	not available	6.60%

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 October 2, 2012.
Bureau of Labor Statistics

Columbia County, Georgia
Principal Property Tax Payers
Current Year and Nine Years Ago

	2012			2003		
TAXPAYER	**Taxable Assessed Value**	**Rank**	**Percentage of Total Taxable Assessed Value**	**Taxable Assessed Value**	**Rank**	**Percentage of Total Taxable Assessed Value**
Georgia Power	$ 43,468,616	1	1.04%	$ 23,596,098	1	0.99%
John Deere Commercial Products	38,216,219	2	0.91%	19,791,507	2	0.83%
Wal-Mart Real Estate Business	23,082,701	3	0.55%	10,426,753	5	0.44%
Quad Graphics (Quebecor)	19,152,422	4	0.46%	17,239,682	3	0.73%
Pollard Land Company	15,877,573	5	0.38%	-	-	-
Club Car Inc	14,560,522	6	0.35%	7,082,425	6	0.30%
Inland Diversified Evans Mullins Inc	12,708,310	7	0.30%	-	-	-
AVR Augusta LLC	11,321,120	8	0.27%	-	-	-
Bell South Telecommunications	9,831,166	9	0.23%	11,819,112	4	0.50%
Georgia Iron Works	9,822,339	10	0.23%	-	-	-
Atlanta Gas Light Company	-	-	-	6,350,499	7	0.27%
KRI, INC	-	-	-	4,829,431	8	0.20%
Walden Glen LLC	-	-	-	4,557,631	9	0.19%
South Carolina Elec & Gas	-	-	-	3,615,475	10	0.15%
Total	$ 198,040,988		4.72%	$ 109,308,613		4.60%
Total taxable assessed value	$ 4,195,341,100			$ 2,377,386,242		

SOURCE: Tax Commissioner's Office

GLOSSARY OF TERMS

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.

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.

2009 General Obligation Bond Fund /Special Local Option Sales Tax Fund 2011-2016: 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.

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.

Assigned Fund Balance: Amounts constrained by the BOC's intent to be used for specific purposes, but are neither restricted nor committed. Through policy, authorization to assign fund balance remains with the BOC.

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.

GLOSSARY OF TERMS

Bond: A certificate of debt issued by a government to finance a capital expenditure or other liabilities in which payment of the original investment plus interest is guaranteed by a specified future date.

Bond Rating: A system of appraising and rating the investment value of individual bond issues.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single year. The term budget is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

Budget Amendment: A change in an amount in any budget line during the fiscal year.

Budget Calendar: The schedule of key dates which the County follows in the preparation, adoption and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of two parts. The first part contains a message from the budget-making authority, together with a summary of proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years actual revenues, expenditures and other data used in making the estimates. In addition to the budget document, an appropriation ordinance will be necessary to put the budget into effect.

Budget Message: A general discussion of the proposed budget presented in writing to the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

Budget Resolution or Ordinance: The official enactment by the Board of Commissioners authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

Budgetary Accounts: Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

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

GLOSSARY OF TERMS

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.

Committed Fund Balance: Can be used only for specific purposes pursuant to constraints imposed by formal action of the BOC through the adoption of a formal policy. Only the BOC may modify or rescind the commitment.

Community Events Fund: A special revenue fund used to account for special events funded by sponsor fees and ticket sales.

Communications Utility Fund: An enterprise fund used to account the cost of building, operating and maintaining the Columbia County Community Broadband Network.

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 - 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.

Debt Service Fund - 2009 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 2009 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.

Drug Court Fund: A special revenue fund used to account for grants, donations, and fees associated with drug testing, counseling, and treatment services for substance abuse intervention.

Emergency Telephone System Fund (911): 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.

Excise Tax: A tax on the use or consumption of certain products.

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 net of total assets and total liabilities in 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).

GLOSSARY OF TERMS

GASB: Governmental Account Standards Board – the authoritative accounting and financial reporting standard-setting body for government entities.

GASB 34: 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 Tax 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.

Law Library Fund: A special revenue fund to account for activity of the Columbia County Law Library.

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.

LOST: Local Option Sales Tax – a sales tax established by State legislation that is imposed in the county for a period of 10 years with no restricted purpose.

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.

Nonspendable Fund Balance: Amounts cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

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.

Rental Facilities Fund: An enterprise fund used to account for the operations and maintenance of all County rental facilities.

Reserves: Appropriations of funds set aside to cover unanticipated or contingent expenses, shortfalls in revenues and special trusts.

Resolution: See "Budget Resolution or Ordinance"

Restricted Fund Balance: Limitations imposed on their use either through the enabling legislation adopted by the County or through external restrictions imposed by creditors, grantors, contributors, or laws or regulations of other governments or imposed by law through state statute.

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 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.

TAVT: Title Ad Valorem Tax established with HB 386 to remove the sales and use tax on the purchase of motor vehicles and the annual ad valorem tax on the same motor vehicles and replace these taxes with a one-time title ad valorem tax paid every time the ownership of a vehicle is transferred

TSPLOST: a regional sales tax established with the Transportation Improvement Act of 2010 which must be approved by the citizens of the region through a majority vote imposed in the county for a predetermined period to be used for transportation projects.

Unassigned Fund Balance: The residual amount of fund balance that does not meet the criteria for nonspendable, restricted, committed, or assigned.

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.