County of Henry
FY 2022 ADOPTED BUDGET



Final Version

Last updated 02/11/22

TABLE OF CONTENTS

Introduction **5**
Board of Commissioners 6
Mission and Values 8
Organization Chart 9
History of Henry County 10
Fund Structure 11
Department/Fund Matrix 14
Financial Policies 15
Budget Process 18
Basis of Accounting and Budgeting 22
Budget Overview **23**
Strategic Plan 24
Budget at a Glance 26
Budget Resolution 29
General Fund-Fund Balance 30
Fund Balance Summary-All Other Funds 31
Fund Summaries **35**
All Funds 36
General Fund Summary 42
Special Revenue Fund 51
Debt Service Fund 59
Grant Fund 63
Capital Projects Funds 68
Enterprise Funds 76
Departments **83**
Board of Commissioners 84
County Clerk 87
County Manager 91
Elections 95
Finance 99
Purchasing 103
Budget 106
Technology Services 110
County Attorney 115
GIS Mapping 118
Human Resources 122
Tax Commissioner 126
Tax Assessor 131
Risk Management 135
Facilities Maintenance/Grounds 139
Public Information 143
State Court Judges 147
Superior Court 150

Jury and Baliffs 154
DUI Court 157
Clerk of Superior Court 160
Court Reporter 164
District Attorney 167
State Court 171
State Court Solicitor 175
Clerk of State Court 179
Magistrate Court 183
Probate Court 187
Accountability Court 191
Juvenile Court 195
Public Defender 199
Fire Administration 203
Fire Shift 207
Police 212
Public Safety Communication 217
Sheriff 220
Community Service 225
Corrections 229
Sentence Enforcement 233
Coroner 237
Animal Control 241
E911 245
DOT-Admin 249
DOT-ROW 253
Waste Management 257
Fleet Services 261
Traffic Engineering 265
Health 268
Indigent Medical Care 271
Welfare -DFACS 274
Senior Citizens Center 277
Transportation Services 281
Wellness Center 285
Recreation Admin 288
Participant Recreation 292
Park Areas 296
Extension Office 300
Conservation-NRCS 304
Building Department 307
Planning & Zoning 311
Code Enforcement 315
Development Authority 319
Capital Improvements **334**
Capital Assets Fund Projects 335
Debt **336**
Debt Service Summary 337
Appendix **338**

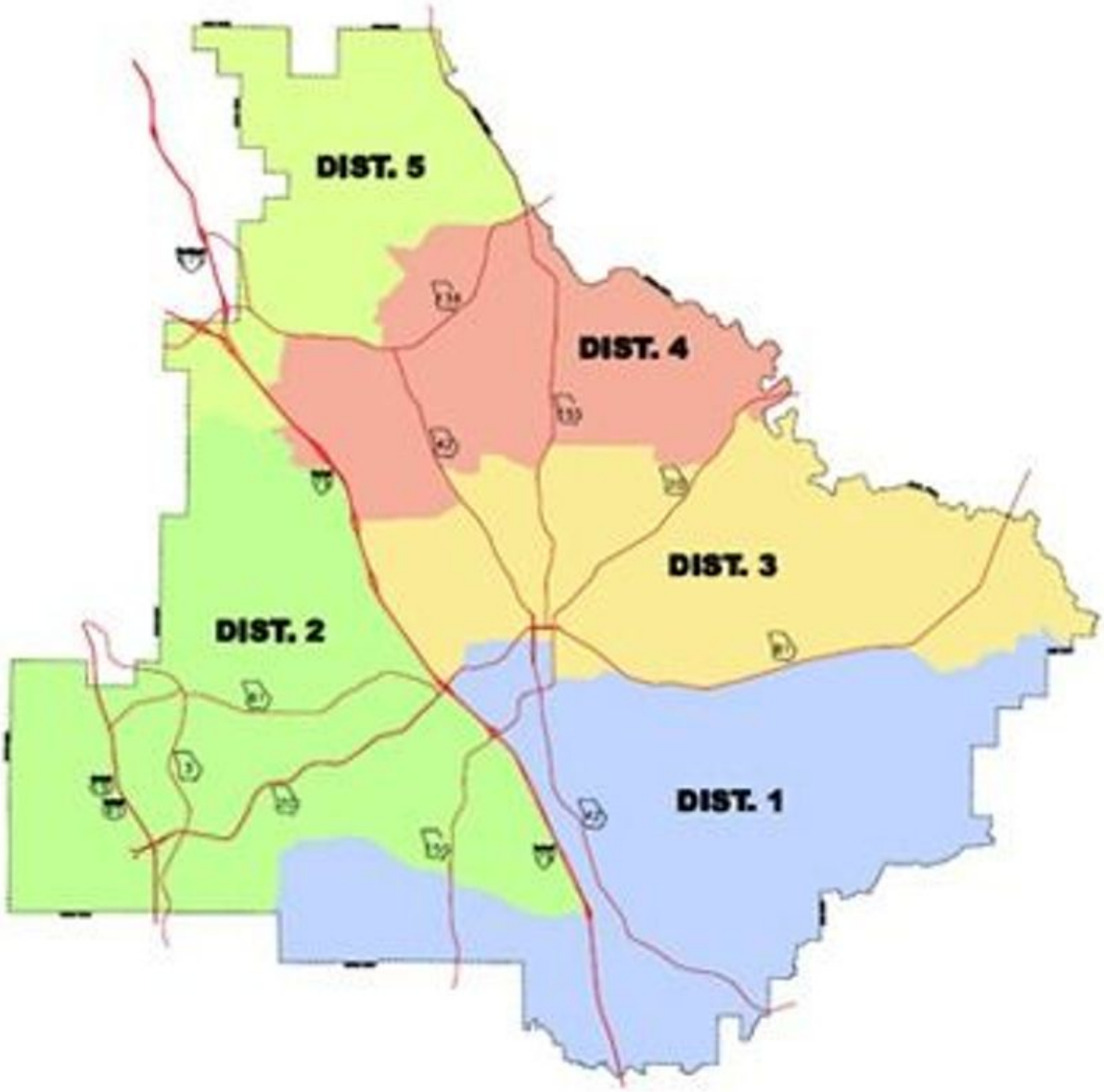
Glossary 339

INTRODUCTION

Board of Commissioners



Henry County District Map



Mission

Henry County Government works diligently to deliver superior government services to its citizens, businesses and stakeholders as fiscally responsible stewards of taxpayers' dollars.

We pledge to provide the highest caliber of service to citizens with a focus on public safety, economic development, transportation and quality of life initiatives, utilizing the latest technology and best practices to enhance the health, safety and welfare of our community.

Values

Service
We strive every day to bring the highest level of service to our citizens in the most respectful and efficient manner.

Integrity
We commit to being honest, respectful and accountable in all aspects of our government and on behalf of our citizens, in adhering to the highest ethical practices.

Transparency
We pledge to be open and clear in our actions and activities on behalf of the citizens of Henry County.

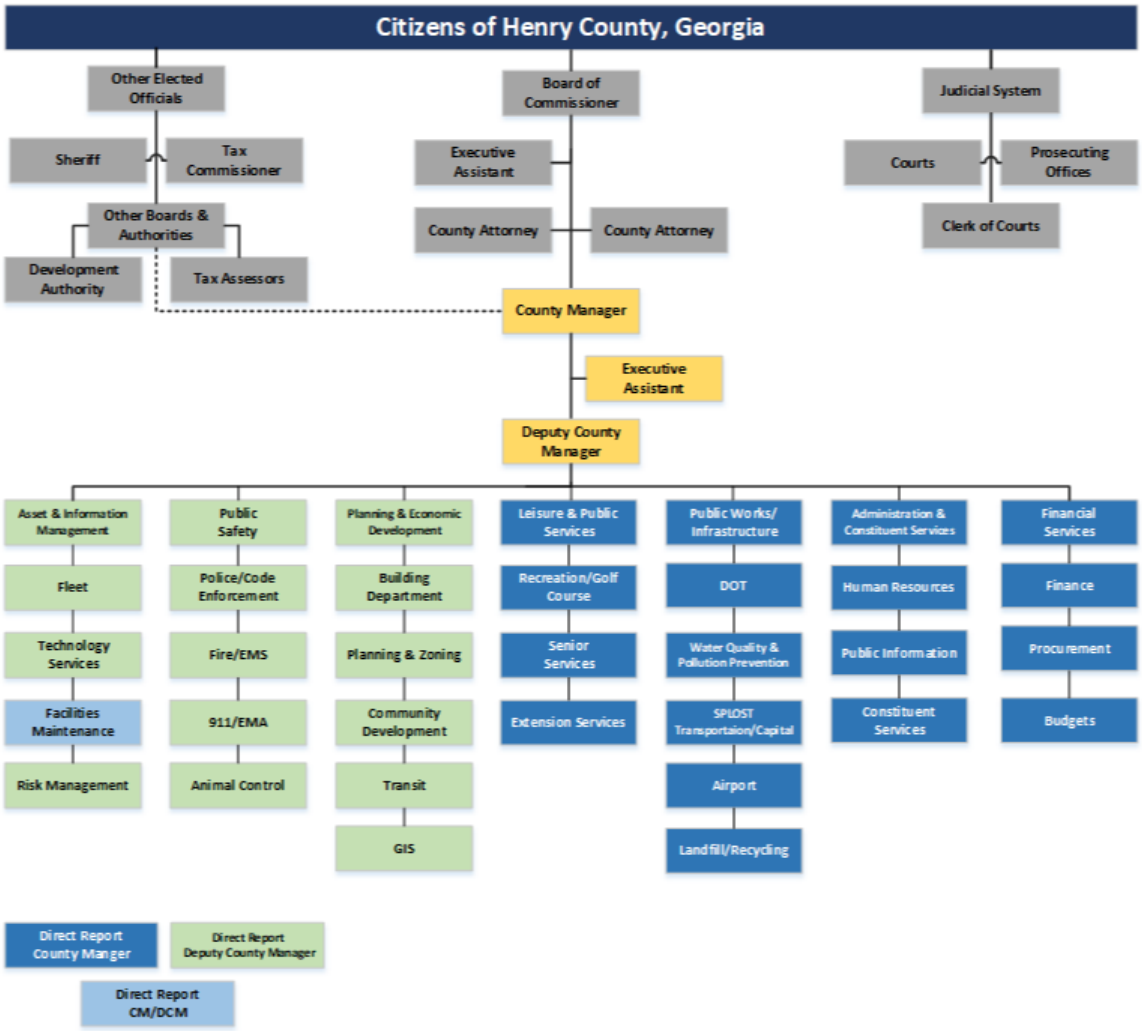
Stewardship
We commit to responsible fiscal management of county funds, property and resources.

Inclusion
We are committed to serving all citizens and visitors, celebrating our diverse population and ensuring that all people feel valued, welcomed and heard.

Innovation
We work to continually find ways to better serve our community through technology, education and best practices, embracing new ideas and initiatives to enhance quality of life for all.

Organization Chart

The governing authority of Henry County is a Board of Commissioners consisting of five members elected by district and a Chairman elected at-large. The commissioners serve on a part-time basis and are elected to staggered terms of four years. The commissioners are responsible, among other things, for passing ordinances, adopting the budget, establishing tax rates, appointing committees, and hiring those employees shown in the organization chart as reporting directly to the Board of Commissioners. The County Manager is responsible for the administration of all the affairs of the County, including offering positions of classified employment, as well as appointing heads of various departments.

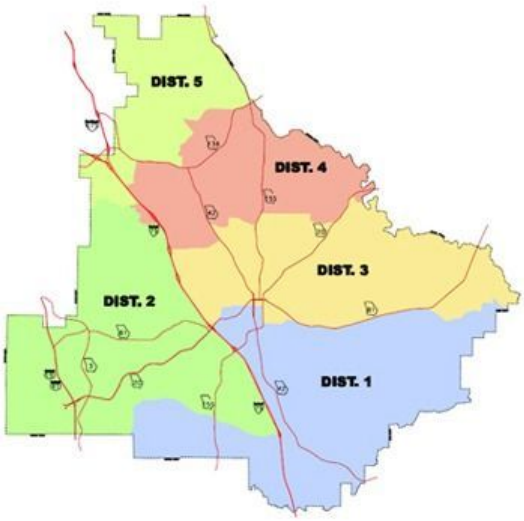


History of Henry County

Henry County was formed in 1821 from Creek Indian Lands. Georgia's 50th county is located in the north central portion of the State of Georgia, approximately 25 miles southeast of the City of Atlanta, and is considered part of the metropolitan Atlanta area. Henry County currently occupies 322.7 square miles of land and serves a population of approximately 241,000 based on the 2020 Census. Henry County is empowered to levy a property tax on both real and personal property located within its boundaries.

Henry County is bordered on the north by DeKalb County, on the east by Rockdale and Newton Counties, on the south by Spalding and Butts Counties, and on the west by Clayton County. Four incorporated municipalities are located within Henry County; McDonough, which is the County seat, Stockbridge, Hampton, and Locust Grove. The governing authority of Henry County is a Board of Commissioners consisting of five members elected by district and a Chairman elected at large. The commissioners serve on a part-time basis and are elected to staggered terms of four years. The commissioners are responsible, among other things, for passing ordinances, adopting the budget, establishing tax rates, appointing committees, and hiring the County's Manager, Clerk, and Attorney. In 1974, the General Assembly of Georgia created the position of County Administrator for Henry County. This position was changed to the present day position of County Manager in 1992. The County Manager is responsible for the administration of all of the affairs of the County over which he or she has jurisdiction, including offering positions of classified employment, as well as appointing heads of various departments.

Henry County provides a full range of services; law enforcement; corrections,the construction and maintenance of buildings, parks, streets, highways, bridges, storm water drainage facilities, and other associated infrastructure; parks and recreational activities, 911 emergency communications, voter registration and election, court systems, tax assessment and collection, building inspections, geographic information system, planning and zoning, recycling, and general administrative and support activities. The County also provides fire protection and emergency medical services for the incorporated and unincorporated areas within its boundaries, with the exception of the City of McDonough where the County supplements their City Fire Department.





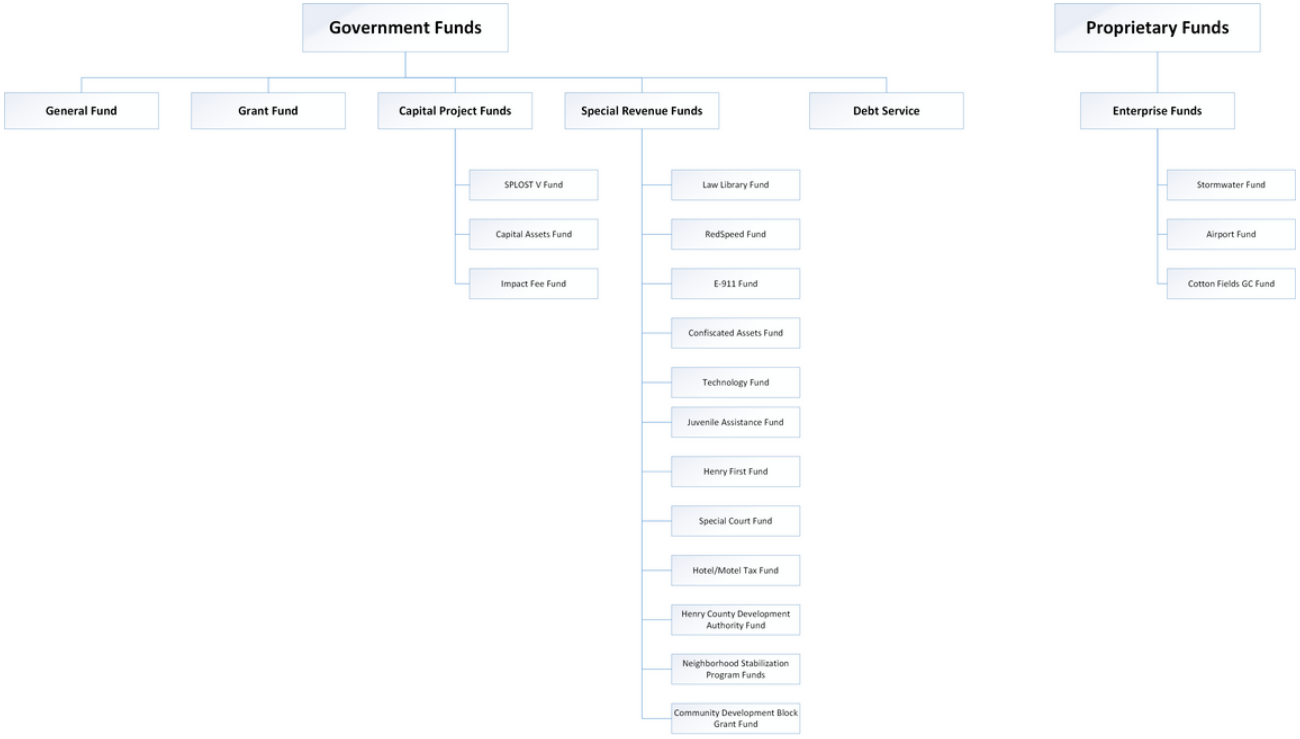
Fund Structure

Fund	Description	Basis of Accounting
General Fund (Major)	The General Fund is the principle operating fund of the County government. Most of the operating expenditures of the County should be accounted for in the General Fund unless there is a compelling reason for them to be reported in another fund type.	Modified Accrual
Special Revenue Funds (Non-Major)	*Funds are used to account for specific revenues that are legally restricted to expenditures for a particular purpose.*	*Modified Accrual*
Law Library Fund	This fund is used to account for the monies received and used for the Law Library which is managed by the courts.	Modified Accrual
RedSpeed Fund	This fund accounts for fees collected by the Police Department for violations in school zones.	Modified Accrual
Emergency 911 Fund	This fund accounts for the County's emergency communication operations by providing an open channel between citizens and public safety providers.	Modified Accrual
Confiscated Assets Fund	This fund is used to account for cash received either as a result of a cash confiscation or cash received from a sale of capital assets acquired from a drug raid.	Modified Accrual
CDBG Fund	This fund accounts for the Community Development Block Grant (CDBG) funds that were granted to the County.	Modified Accrual
NSP Fund	This fund accounts for the Neighborhood Stabilization Program (NSP) funds that were granted to the County.	Modified Accrual
Technology Fund	This fund accounts for fees collected by the State Court which are to be used to provide for the technological needs of the court.	Modified Accrual
Juvenile Assistance Fund	This fund accounts for fees collected by the Juvenile Court which are to be used for mediation costs and other ancillary services on behalf of juveniles under the court's supervision.	Modified Accrual
Henry First Fund	Fund used to account for revenues received relative to the Henry First Initiative. It receives donations from other entities and/or individuals who can only donate to non-profit organizations.	Modified Accrual

Fund Structure cont'd

Fund	Description	Basis of Accounting
Special Court Fund	This fund is used to account for revenues received from the various courts in the County which are reserved for specific uses.	Modified Accrual
Hotel/Motel Fund	This fund accounts for monies collected from the hotel/motel tax and disbursed to other agencies.	Modified Accrual
Development Authority Fund	This fund is a blend component unit and reported as if it were part of the primary government because of the intergovernmental agreement between the County and the Henry County Development Authority through capital lease agreements relative to the Henry County Development Authority's current outstanding long-term debts.	Modified Accrual
Intergovernmental Grants Fund	This fund accounts for the majority of grants received by the County. Exceptions are generally for CDBG & NSP funds or others that qualify as capital projects.	Modified Accrual
Capital Projects Funds	*Fund used to account for specific revenues that are legally restricted to capital expenditures for a particular purpose.*	*Modified Accrual*
Capital Asset Funds	This fund is used to account for the financial resources to be used to purchase or construct major capital facilities other than those accounted for in specific funds.	Modified Accrual
SPLOST V Fund	This fund is used to account for the revenues and expenditures relating to the County's current SPLOST.	Modified Accrual
Impact Fees	This fund is used to account for the capital projects activity funded by developmental impacts fees.	Modified Accrual
Debt Service Fund	*Fund used to account for accumulation of resources for the payment of general long-term debt principal & interest.*	*Modified Accrual*
Enterprise Funds	*Enterprise Funds are "business-like" funds that are financed primarily through user charges.*	*Accrual*
Stormwater	This fund accounts for the revenues and expenses relating to the operation of Stormwater services provided to county residents.	Accrual
Airport	This fund is used to account for revenues and expenses relating to the operation of the airport.	Accrual
Cottonfields Golf Course	This fund accounts for revenues and expenses relating to the operations of the golf course.	Accrual

Fund Structure Diagram



Department/Fund Matrix

This is the Henry County Fund Relationship Matrix for Fiscal Year 2022.

Financial Policies

The Financial Policies and Procedures of Henry County are set with the following goals: 1.) To maintain a financially viable County that can maintain an adequate level of county services, 2.) To maintain financial flexibility in order to be able to continually adapt to local and regional economic changes, and 3.) To maintain and enhance the sound fiscal condition of the County. A review of the Commission adopted Financial Policy should be conducted on an annual basis in conjunction with the preparation of the annual budget. As circumstances change, there is sometimes a need to modify existing fiscal policy statements.

This Financial Policies and Procedures statement includes subsections on Reserves, Revenues, Budgeting, Capital, Debt, Finance and Accounting, Investments and Purchasing.

RESERVES: The County fund balance reserve policy provides for the General Fund to maintain a minimum reserved fund balance of 25% of the subsequent year's budgeted expenditures, with an overall fund balance reserve goal of 30% of current budgeted operating expenditures measured at the end of the County's fiscal year. The purpose of the County reserve policy is to maintain an adequate fund balance in order to have cash flows available to meet essential services prior to receipt of tax revenues, provide rate stability, protect against downturns in revenue collections, provide a positive cash flow, and provide necessary funds in the event of a natural disaster or other unforeseeable emergencies.

REVENUES: Henry County derives its revenues from ten basic categories: Property Taxes, Sales Taxes, Other Taxes, Licenses and Permits, Intergovernmental, Charges for Services, Fines and Forfeitures, Investment Income, Contributions, and Miscellaneous.

- Property tax rates shall be maintained at a rate adequate to fund an adequate and basic service level. Based upon taxable values, rates will be adjusted to fund this service level.
- The County will estimate its annual revenues by an objective, analytical and conservative process utilizing trend, judgmental, and statistical analysis as appropriate.
- User fees will be adjusted annually to recover the full cost of services provided, except when the County Commission determines that a subsidy from the General Fund is in the public interest.
- One-time revenues will be used for one-time expenditures only.

BUDGETS: The County's annual budget is prepared in accordance with O.C.G.A. 36-81-5.

- Departments and constitutional officers are provided with a budget calendar and instructions needed for preparing the upcoming year's budget in February.
- All departments and constitutional officers are given an opportunity to participate in the budget process by providing input into personnel and operational budgetary needs.
- One-time revenue sources will be used to purchase non-recurring items, such as capital. One-time revenues will not be used to support items that will have a long-term operational impact on future County expenditures. The County will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.
- Annual budgets are adopted for all funds and must be balanced; total anticipated revenues must equal total anticipated expenses for each fund.
- Budgets for the upcoming fiscal year must be adopted by May 31st of the current year. Annual fiscal budgets cover the 12-month period of July 1-June 30.
- Budgets for governmental fund types will be adopted on a basis of accounting consistent with Generally Accepted Accounting Principles (GAAP) except for the recognition of outstanding encumbrances. Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a liability has been incurred and the liability will be liquidated with current resources.
- All unencumbered appropriations will lapse at year end. Encumbered funds will automatically carry forward to the subsequent year as a revised budget amount. When these encumbrances become expenditures, they will be charged to the subsequent years' revised budget. Finance staff will review all encumbrances each year end for validity. Encumbrances that are not considered legitimate will be liquidated before the year-end rollover.

- The budget shall be adopted at the legal level of budgetary control, which is the department level. In addition, the budgeted amount for salaries and benefits for each department may not be increased or decreased without the approval of the County Commission. Department directors shall have the authority to transfer appropriations within a department within the same fund from one line item subject to the approval of the Finance Director.

CAPITAL EXPENDITURES: Capital assets are defined by the County as assets with initial, individual cost of more than $5,000 and an estimated useful life in excess of two years.

- The County will develop an annual five-year plan for capital improvements, including CIP design, development, implementation, and operation and maintenance costs.
- The County will project its equipment replacement and maintenance needs for the next five years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The County will coordinate development of the capital improvement budget with the development of the operating budget.
- The County will identify estimated project costs and potential funding sources for each capital project before submission for approval.
- The County will determine the most cost effective financing method for all new projects.
- All project requests will be reviewed and prioritized by the CIP Committee.
- Long-term debt is considered and utilized only when the County faces a project that is of such importance and sufficient financial magnitude as to warrant a bond referendum.

DEBT: The County will confine long-term borrowing to capital improvements that cannot be funded from current revenues.

- Proceeds from long-term debt will not be used for current ongoing operations.
- In accordance with state statutes, the County will limit the amount of general obligation debt to 10% of its total assessed valuation.
- **Bond Ratings**
  - The County will maintain a good credit rating in the financial community of at least Aaa Moody's Rating.
  - Full and continuing disclosure will be provided in the general financial statements and bond representations.
- **Other Debt Policies**
  - Annual budget appropriations shall include debt service payments and reserve requirements for all general long-term debt currently outstanding.
  - Long-term borrowing will be incorporated into the County's capital improvement plan as necessary.

FINANCE AND ACCOUNTING: The County's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP) and standards of the Government Accounting Standards Board (GASB).

- A fixed asset system will be maintained to identify all County assets, their condition, historical cost, replacement value, and useful life.
- An annual audit will be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report, including an audit opinion. The Comprehensive Annual Financial Report will be submitted annually to the Government Finance Officers' Association (GFOA) to determine its eligibility for the Certificate of Achievement for Excellence in Financial Reporting.
- All funds of the County, as well as all component units of the County will be subject to a full-scope audit.

INVESTMENTS: The County will maintain an aggressive stance of investing all government funds under the direction of the Finance Director or his designee.

- The investment program shall be operated based on the following principles; legality-all investments comply with state and local laws; safety-principal is protected from loss with secure investment practices, liquidity-investments are readily convertible to cash when needed without losses, and return on investment-earnings are maximized without diminishing other governmental principles.
- The investment program should provide for a system of internal control over investments and timely financial reporting over investing activities.

- Statues authorize the County to invest in obligations of the United States and of its agencies and instrumentalities, bonds of the State of Georgia and its agencies, instrumentalities and political subdivisions, certificates of deposit of national or state banks that are fully insured or collateralized by United States obligations, and Georgia Fund 1, the Local Government Investment Pool.

PURCHASING: It is the intent of the governing authority of the County to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the county. The administration of this system will comply with the highest ethical and fiscal standards and applicable laws.

- The Purchasing Manager shall be responsible for the operation of the county's purchasing system.
- All departments and agencies of the county must utilize competitive bidding procedures, as specified and adopted by the Board of Commissioners. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and minority businesses.
- The County will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items, and other approaches will be used to economically acquire goods and services.

Budget Process

Henry County Government strives to provide its citizens with quality services at the most practical cost. The preparation of the annual budget is a vital element to achieving success in this area. The budget shapes the financial direction of the county and provides the blueprint for accomplishing the county's strategic vision.

Preparation for the fiscal year 2022 annual budget began with each department and constitutional office being asked to examine their FY 2021 budgets to determine the sufficiency of budget totals for the remainder of FY 2021. Once FY 2021 budgets were normalized for current year's operations, this became the baseline for the FY 2022 budget. This assumed that each department would operate on the same budget as the prior year, excluding any extraordinary or one-time items, additional funding would be added for any new approved initiatives, programs or personnel. Once a baseline was established, each department and constitutional office was provided a detailed budget preparation package. The package included a budget calendar, budget forms and instructions [capital & operating], Tyler MUNIS departmental input instructions, and a copy of the FY 2021 revised budget by account & department.

Using a blend of program and performance budgeting techniques, department heads and other elected officials of county government were asked to:

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

Along with departmental input, the Board of Commissioners was charged with determining priorities for the upcoming fiscal year. These identified priorities along with departmental requests were then balanced against the opportunities and challenges facing the county in the pending fiscal year planning period.

The Board of Commissioners determined priority-funding consideration for countywide service functions for FY 2022 in the following rank-ordered context:

Public Safety
Judicial - 4th Judgeship
Board of Ethics
Employee compensation & benefits maintained at manageable levels

In addition to board priorities, departmental activities were also ranked and funded in the following order:

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

Once all budgets had been submitted and reviewed by the Budget Group, budget meetings were then held to afford the department or budgetary unit an opportunity to elaborate on its request and to inform the budget review team of any necessary capital outlays or anticipated extraordinary costs. At the conclusion of the departmental meetings, the County Manager then submitted the proposed budget to the Board of Commissioners. Two work sessions were held with the Commissioners where the proposed budget was further reviewed prior to approval and adoption.

The final step in the budget process prior to adoption, was allowing public review and comment. This was achieved by providing a budget summary in the local newspaper, making the proposed budget available in multiple public county facilities, as well as, holding two public hearings.

At the conclusion of the public hearings and comment period, the Commissioners voted to approve and adopt the final FY 2022 budget on May 18, 2021.

After adoption, the budget is normally amended around the midyear (Dec/Jan) point of each fiscal year to account for any updated revenue and expense estimates. These adjustments to the adopted budget are based on policies adopted by the Board of Commissioners. Once adjustments are included with the adopted budget the budget is then referred to as the revised budget.

Budget Timeline

Oct 1, 2020

Start of meetings held with departments to establish a revised FY21 Budget

Jan 1, 2021

End of Meetings held with departments to establish a revised FY21 Budget

Feb 2, 2021

FY21 Revised Budget approved by BOC [baseline for FY22 Budget]

Feb 4, 2021

Letter from Budget Director to County Manager, Elected Officials, and Departments

Feb 4, 2021

Budget directions sent to ALL Departments

Feb 18, 2021

Cutoff for departmental budget entry into the Tyler MUNIS system

Mar 8, 2021

Start of Department meetings with County Manager & Budget Team

Mar 16, 2021

End of Department meetings with County Manager & Budget Team

Mar 22, 2021

County Manager Budget Retreat with Board of Commissioners

Mar 30, 2021

1st Budget Workshop with Board of Commissioners

Apr 19, 2021

2nd Budget Workshop with Board of Commissioners

May 4, 2021

1st Public Hearing

May 18, 2021

2nd Public Hearing/Budget Adoption

Jul 1, 2021

Begin Fiscal Budget Year 2022

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, enterprise funds, and debt service funds. The County does not budget for Agency funds. The County's basis of budgeting is identical to its basis of accounting for all fund types. The County budget shall provide a complete financial plan for the ensuing fiscal year and shall include, but not be limited to: Detailed estimate of all anticipated revenue applicable to proposed expenditures. Proposed expenditures with an enumeration of debt service requirements, appropriations required by statute and other purposes. Comparative data on the last completed fiscal year, actual and estimated data for the current fiscal year.

Under Henry County Budget Ordinance, all expenditures are subject to an annual appropriation. Strict controls are in place to ensure that expenditures do not exceed these appropriations at the fund and department levels. This level of legal budgetary control (the level at which expenditures may not exceed appropriations) at the fund and department level has the following provisions: Only the Director of Finance or his/her designee has the authority to transfer amounts from salary or fringe benefit accounts to operating accounts within the same department. Amounts that would increase total department appropriations require approval by the Board of Commissioners. The County may not legally exceed the total Fund Annual appropriation without an official Board of Commissioners action and legally adopting the revised budget through a resolution.

Beginning in fiscal year 2003, the County began following Statement No. 42 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) 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.

BUDGET OVERVIEW

Strategic Plan

A strategic plan is a guiding document to allow Henry County the ability to identify key areas where improvements can be made and then develop action plans so as to accomplish the goals and objectives set forth. The strategic plan covers a five-year period and will be reviewed quarterly to monitor progress and include updates as necessary. The strategic plan is designed to enhance the operational value and efficiency of the county and also assist County leadership in making informed long and short term decisions that are vital to the continued success of the county. By using a strategic plan, stakeholders will have the ability to measure different metrics and track the success of each key area identified. Stakeholders include Henry County Board of Commissioners, County Manager and staff, local city governments, appointed boards, commissions, and committees, Henry County School Board and Henry County residents.

The strategic plan began with the County Manager working with the Board of Commissioners to determine the key areas of focus for the next 5 years. The leadership group then sat down and came up with 4 key areas that they wanted to focus on to make Henry County a better place to live, work, and play. Once the key areas were identified, the leadership team then honed in to provide more actionable items that applied to key development areas.

Key Areas of Focus

1) **The People of Henry County will know that the County is a good steward of the County's assets:**
   - Project Planning – Grow the teams ability to plan and execute on large and small projects so that things get done efficiently and effectively
   - Budget Expertise – Improve the team's budget know-how so we are more fiscally sound and educated
     - **Budget Expertise Action Items**
       - Hold annual budget training sessions for department heads and finance support personnel to ensure everyone understands their respective budgets and how to monitor/manage the resources provided.
       - Meet regularly with departments to ensure that budgeted revenues and expenses remain on track throughout the year. Get detailed explanations from departments for any significant variances.
   - Strategic Planning – Develop a strategic plan that guides the County for the next 3-7 years
     - **Strategic Planning Action Items**
       - Seek Commission input on vision by October 31, 2021
       - Develop a Mission (Cluster Leaders complete by October 31, 2021)
       - Develop a set of values to operate by (Cluster Leaders complete by October 31, 2021)
       - Finalize strategic priorities (Cluster Leaders complete by November 30, 2021)
       - Complete strategic goals (Cluster Leaders complete by October 31, 2021)
       - Document Performance Management Plan by December 31, 2021
       - Determine how to update the Strategic Plan quarterly by January 31, 2022
   - Performance Appraisals – We will procure and launch an employee performance appraisal system so our team members know how well they are performing in the current assigned role
   - Performance Management – We will measure and track the progress of our major strategic priorities and report on them quarterly to the public and the Board of Commissioners

2) **The People and leaders of Henry County will work together well and citizen engagement will be exceptional:**
   - Customer Service – We will design and implement a customer service philosophy and set of actions that make our citizens satisfaction Job #1.
     - **Customer Service Action Items**
       - Determine current customer service levels by February 28, 2022
       - Evaluate best practices by other organizations and counties by February 28, 2022
       - Create our own customer service standard by May 31, 2022
       - Create and implement customer service training by August 31, 2022
       - Implement a monthly award program by September 30, 2022
       - Measure and track customer service annually starting January 1, 2023
   - Marketing – We will design a look and message for Henry County that tells our story well to developers, citizens and visitors
   - Board of Commissioners – We will work with our Board to enable smooth relations with a focus on respect, strategy and results
   - Leadership Development – We will create a plan to invest in our current and emerging leaders so we have a sustainable workforce that emanates the brand we want
     - **Professional Development Action Items**
       - Complete a leadership development program for Cluster Leaders by September 30, 2022
       - Determine gaps in leadership by January 1, 2023

        - Create a plan to invest in Supervisors, Managers and Department leaders by April 30, 2022
        - Create a succession plan for each department using a 9-Box analysis by February 28, 2022

3) **The people of Henry County will experience a high quality of life:**
    - We will invest in transportation improvements to make travel better and walking and biking more accessible
    - We will invest in Parks and Recreation improvements as well as Cultural Arts Improvements
    - We will focus on growing our economic base so the quality of life can be enhanced

4) **The People of Henry County will benefit from a united county:**
    - We will target and improve key relationships with Henry County agencies so that we will have greater unity and cohesion within the County
    - We will grow collaboration and cooperation partnerships with key stakeholders including:
        - Board of Education and Technical College
        - Health Department and Health Care Providers
        - Development Authority and the Henry County Chamber of Commerce (including AMS and Transportation Industry)
        - Public Safety including Sheriff, City Police Forces and County Police
        - Social agencies who will address social issues such as homelessness

Budget at a Glance

The total FY 2022 Adopted Budget, including governmental and proprietary funds, is $435.4M. The Governmental Funds budget, which is $427.7M, is made up of the General Fund, Special Revenue Funds, Capital Assets Funds, Grant Funds, and the Debt Service Fund. The Proprietary Funds budget, which is $7.8M, is made up of the Enterprise Funds.

	General Fund	Special Revenue Fund	Capital Assets Fund	Grant Fund	Debt Service Fund	Enterprise Fund	Total Funds
Revenues							
Property taxes	104,367,810						104,367,810
Sales tax	44,432,274	700,100	204,000,000				249,132,374
Other taxes	12,952,614						12,952,614
Licenses and permits	2,767,995						2,767,995
Intergovernmental	1,046,501	3,677,311		4,184,576			8,908,388
Charges for services	18,227,715	5,399,519	1,881,849			7,771,674	33,280,757
Fines and forfeitures	2,988,024	1,961,864					4,949,888
Investment income	715,703						715,703
Contributions	47,314						47,314
Miscellaneous	860,805	-	24,919	-			885,724
Operating Revenues	188,406,755	11,738,794	205,906,768	4,184,576	-	7,771,674	418,008,567
Other Financing Sources							
Transfers in	1,155,759	-	746,154	2,100,000	13,329,369		17,331,282
Proceeds from sale of capital assets	82,404						82,404
Total Other Financing Sources	1,238,163	-	746,154	2,100,000	13,329,369	-	17,413,686
Total Revenues & other financing sources	189,644,918	11,738,794	206,652,922	6,284,576	13,329,369	7,771,674	435,422,253
Expenditures							
General Government							
Board of Commissioners	1,383,023						1,383,023
County Clerk	187,821						187,821
Public Relations	448,179						448,179
County Manager	711,056						711,056
County Attorney	325,000						325,000
Tax Commissioner	3,375,718						3,375,718
Finance	1,111,314						1,111,314
Information Systems	5,167,571						5,167,571
Human Resources	1,003,708						1,003,708
Risk Management	3,029,610						3,029,610
Budget	332,690						332,690
Purchasing	469,771						469,771
Tax Assessor	3,496,857						3,496,857
Elections	1,627,786						1,627,786
Facilities Maintenance	3,557,027						3,557,027
GIS Mapping	361,772						361,772
Other - Enterprise Fund Operations						7,470,674	7,470,674
Total General Government	26,588,903	-	-	-	-	7,470,674	34,059,577

Budget at a Glance (cont'd)

	General Fund	Special Revenue Fund	Capital Assets Fund	Grant Fund	Debt Service Fund	Enterprise Fund	Total Funds
Judicial							
Judge of Superior Court	838,604						838,604
Clerk of Superior Court	2,725,002						2,725,002
Court Reporter	197,833						197,833
Jury/Bailiff	218,785						218,785
District Attorney	3,034,211						3,034,211
Public Defender	1,692,345						1,692,345
Juvenile Court	2,192,494						2,192,494
State Court	2,466,293						2,466,293
State Court Solicitor	2,907,932						2,907,932
State Court Clerk	1,848,673						1,848,673
DUI Court	131,849						131,849
Judges	15,000						15,000
Magistrate Court	1,400,016						1,400,016
Probate Court	1,651,849						1,651,849
Probate Resource Court (Accountability)	516,341						516,341
Total Judicial	21,837,227	-	-	-	-	-	21,837,227
Public Safety							
Police	27,953,409						27,953,409
Fire	34,064,107			1,784,576			35,848,683
E911/Emergency Management	391,990						391,990
Communications (public safety)	450,000						450,000
Sheriff	15,482,820						15,482,820
Jail	15,342,123						15,342,123
Early release - Community Service	778,259						778,259
Sentence Enforcement	1,527,362						1,527,362
Coroner	269,712						269,712
Animal Control	1,440,525						1,440,525
Total Public Safety	97,700,307	-	-	1,784,576	-	-	99,484,883
Public Works							
DOT	4,739,471						4,739,471
DOT - Construction and roads	5,432,208						5,432,208
Waste Management	189,277						189,277
Traffic Engineering	273,460						273,460
Maintenance shop	1,518,494						1,518,494
Total Public Works	12,152,910	-	-	-	-	-	12,152,910

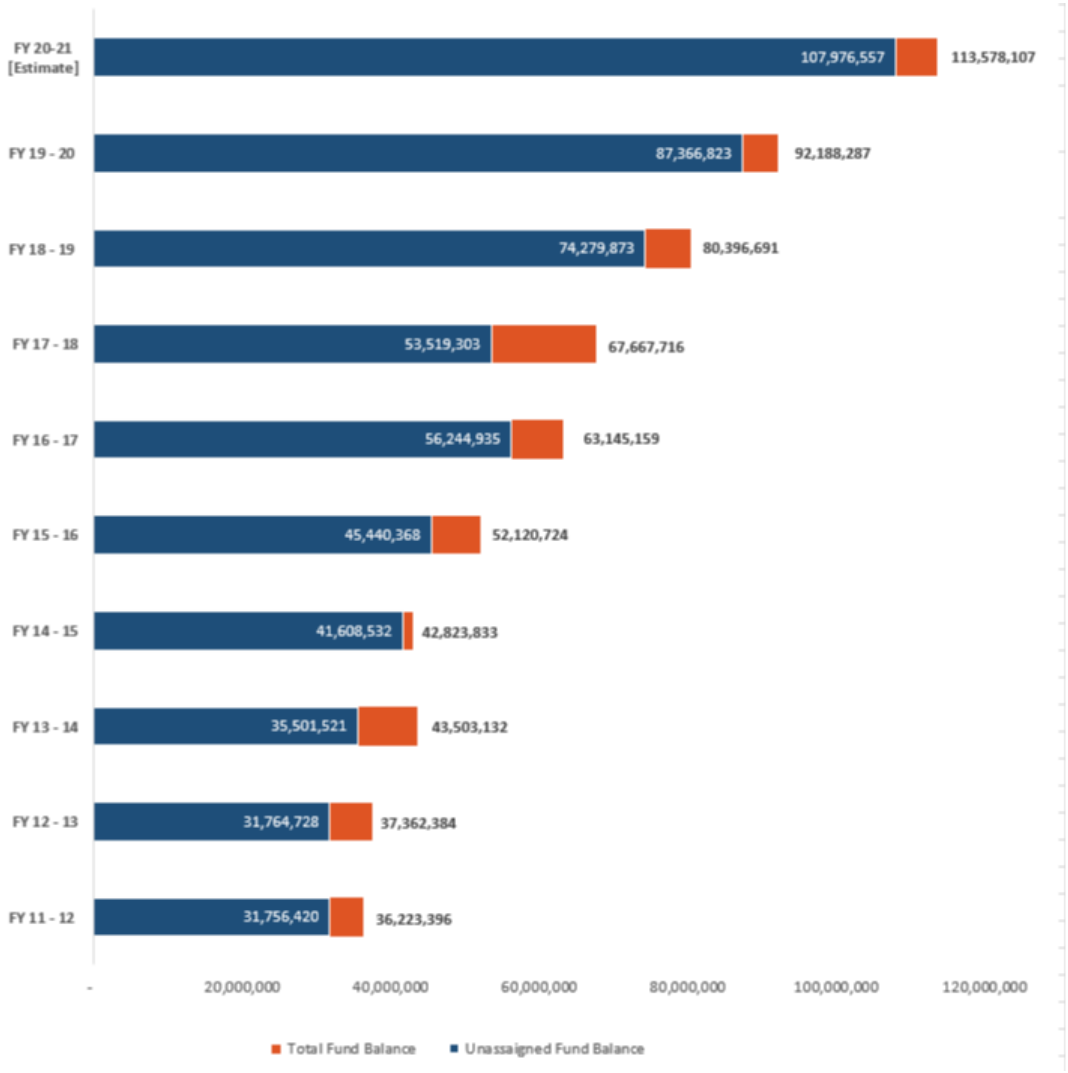
Budget at a Glance (cont'd)

	General Fund	Special Revenue Fund	Capital Assets Fund	Grant Fund	Debt Service Fund	Enterprise Fund	Total Funds
Health and Welfare							
General health - county	425,000						425,000
Health and Wellness Center	525,000						525,000
Health - indigents	16,000						16,000
Department of Family and Children Services	100,000						100,000
Transit system	2,454,479						2,454,479
Senior Services	4,517,141			-			4,517,141
Total Health and Welfare	8,037,620	-	-	-	-	-	8,037,620
Culture and Recreation							
Recreation	6,624,420						6,624,420
Libraries	2,300,000						2,300,000
Total Culture and Recreation	8,924,420	-	-	-	-	-	8,924,420
Housing and Development							
County Extension (AG)	326,994						326,994
Soil & Water - NRCS	66,972						66,972
Building Department	2,643,983						2,643,983
Planning and Zoning	1,204,298						1,204,298
Code Enforcement	1,012,011						1,012,011
Total Housing and Development	5,254,258	-	-	-	-	-	5,254,258
Intergovernmental		10,884,035	48,898,379	4,500,000			64,282,414
Payments to other agencies							-
Capital outlay			166,005,057				166,005,057
Debt service:							-
Principal					11,057,015		11,057,015
Interest					2,272,354		2,272,354
Depreciation							-
Total Intergovernmental/Debt Service	-	10,884,035	214,903,436	4,500,000	13,329,369	-	243,616,840
Operating Expenditures	180,495,645	10,884,035	214,903,436	6,284,576	13,329,369	7,470,674	433,367,735
Other Financing Uses							
Transfers out	9,149,273	854,759	7,026,250			301,000	17,331,282
Total Other Financing Uses	9,149,273	854,759	7,026,250	-	-	301,000	17,331,282
Total Expenditures & other financing uses	189,644,918	11,738,794	221,929,686	6,284,576	13,329,369	7,771,674	450,699,017
Excess(deficiency) revenues over (under) expenditures	-	-	(15,276,764)	-	-	-	(15,276,764)
Net change in fund balance	-	-	(15,276,764)	-	-	-	(15,276,764)
Fund balance, beginning of year	92,188,287	12,197,933	74,761,222	(2,115,422)	-	33,130,567	210,162,587
Fund balance, end of year	92,188,287	12,197,933	59,484,458	(2,115,422)	-	33,130,567	194,885,823

Budget Resolution

This is the budget resolution for the Adopted Fiscal Year 2022 Budget.

General Fund-Fund Balance



Fund Balance Summary-Special Revenue Funds

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
Law Library Fund [Fund 205]					
Balance July 1		79,446	64,760		
Sources		95,495	141,320		
Uses		110,181	141,320		
Ending Fund Balance	**$ 79,446**	**$ 64,760**	**$ 64,760**	**$ 64,760**	**$ -**
Neighborhood Stabilization Fund [Fund 206]					
Balance July 1		546,695	225,826		
Sources		46,446	572,437		
Uses		367,315	572,437		
Ending Fund Balance	**$ 546,695**	**$ 225,826**	**$ 225,826**	**$ 225,826**	**$ -**
Neighborhood Stabilization 3 Fund [Fund 207]					
Balance July 1		257,670	526,912		
Sources		270,745	1,317,991		
Uses		1,503	1,317,991		
Ending Fund Balance	**$ 257,670**	**$ 526,912**	**$ 526,912**	**$ 526,912**	**$ -**
CDBG Fund [Fund 209]					
Balance July 1		(91,887)	29,909		
Sources		1,318,111	1,786,883		
Uses		1,196,315	1,786,883		
Ending Fund Balance	**$ (91,887)**	**$ 29,909**	**$ 29,909**	**$ 29,909**	**$ -**
Confiscated Assets Fund [Fund 210]					
Balance July 1		1,812,746	1,726,622		
Sources		390,592	300,000		
Uses		476,716	300,000		
Ending Fund Balance	**$ 1,812,746**	**$ 1,726,622**	**$ 1,726,622**	**$ 1,726,622**	**$ -**
Police RedSpeed Fund [Fund 213]					
Balance July 1		-	1,734,289		
Sources		1,787,540	526,157		
Uses		53,251	526,157		
Ending Fund Balance	**$ -**	**$ 1,734,289**	**$ 1,734,289**	**$ 1,734,289**	**$ -**
E-911 Fund [Fund 215]					
Balance July 1		8,550,890	9,651,195		
Sources		4,779,064	5,337,469		
Uses		3,678,759	5,337,469		
Ending Fund Balance	**$ 8,550,890**	**$ 9,651,195**	**$ 9,651,195**	**$ 9,651,195**	**$ -**
Special Court Fund [Fund 261]					
Balance July 1		127,851	9,815		
Sources		773,396	965,942		
Uses		891,432	965,942		
Ending Fund Balance	**$ 127,851**	**$ 9,815**	**$ 9,815**	**$ 9,815**	**$ -**
Technology Fund [Fund 262]					
Balance July 1		12,043	61,718		
Sources		67,599	62,050		
Uses		17,924	62,050		
Ending Fund Balance	**$ 12,043**	**$ 61,718**	**$ 61,718**	**$ 61,718**	**$ -**

Juvenile Assistance Fund [Fund 263]					
Balance July 1		467,432	474,505		
Sources		18,788	28,445		
Uses		11,715	28,445		
Ending Fund Balance	**$ 467,432**	**$ 474,505**	**$ 474,505**	**$ 474,505**	**$ -**
Hotel/Motel Fund [Fund 275]					
Balance July 1		435,047	896,161		
Sources		735,001	700,100		
Uses		273,887	700,100		
Ending Fund Balance	**$ 435,047**	**$ 896,161**	**$ 896,161**	**$ 896,161**	**$ -**
Henry First Fund [Fund 290]					
Balance July 1		-	40,814		
Sources		48,256	-		
Uses		7,442	-		
Ending Fund Balance	**$ -**	**$ 40,814**	**$ 40,814**	**$ 40,814**	**$ -**

Fund Balance Summary-Capital Asset Funds

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
Capital Assets Fund [Fund 351]					
Balance July 1		15,276,764	15,276,764		
Sources		31,273,774	-		
Uses		31,273,774	15,276,764		
Ending Fund Balance	**$ 15,276,764**	**$ 15,276,764**	**$ (0)**	**$ (0)**	**$ -**
Impact Fees Fund [Fund 370]					
Balance July 1		3,305,644	3,724,446		
Sources		2,324,930	1,884,849		
Uses		1,906,128	1,881,849		
Ending Fund Balance	**$ 3,305,644**	**$ 3,724,446**	**$ 3,727,446**	**$ 3,727,446**	**$ -**
Economic Development Fund [Fund 380]					
Balance July 1		1,253,943	1,661,022		
Sources		1,179,386	771,073		
Uses		772,307	771,073		
Ending Fund Balance	**$ 1,253,943**	**$ 1,661,022**	**$ 1,661,022**	**$ 1,661,022**	**$ -**

Fund Balance Summary-SPLOST Funds

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
SPLOST II 2002 Fund [Fund 322]					
Balance July 1		429,653	222,349		
Sources		399	-		
Uses		207,703	-		
Ending Fund Balance	**$ 429,653**	**$ 222,349**	**$ 222,349**	**$ 222,349**	**$ -**
SPLOST III 2008 Fund [Fund 323]					
Balance July 1		2,099,262	(3,320,721)		
Sources		310,974	-		
Uses		5,730,957	-		
Ending Fund Balance	**$ 2,099,262**	**$ (3,320,721)**	**$ (3,320,721)**	**$ (3,320,721)**	**$ -**
SPLOST IV 2014 Fund [Fund 324]					
Balance July 1		41,895,973	51,523,350		
Sources		78,777,135	-		
Uses		69,149,758	-		
Ending Fund Balance	**$ 41,895,973**	**$ 51,523,350**	**$ 51,523,350**	**$ 51,523,350**	**$ -**
SPLOST V 2020 Fund [Fund 325]					
Balance July 1		10,499,983	91,468,548		
Sources		93,485,078	204,000,000		
Uses		12,516,512	204,000,000		
Ending Fund Balance	**$ 10,499,983**	**$ 91,468,548**	**$ 91,468,548**	**$ 91,468,548**	**$ -**

Fund Balance Summary-Grant Fund

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
Grant Fund [Fund 250]					
Balance July 1		(2,115,422)	2,047,986		
Sources		8,102,406	6,284,576		
Uses		3,938,998	6,284,576		
Ending Fund Balance	**$ (2,115,422)**	**$ 2,047,986**	**$ 2,047,986**	**$ 2,047,986**	**$ -**

Fund Balance Summary-Debt Service Fund

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
Debt Service Fund [Fund 400]					
Balance July 1		-	-		
Sources		5,581,420	13,329,369		
Uses		5,581,420	13,329,369		
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Fund Balance Summary-Enterprise Funds

	2020 Audited	2021 Estimated	2022 Budgeted	Assigned	Unassigned
Stormwater Fund [Fund 505]					
Balance July 1		3,751,553	584,803		
Sources		3,464,563	5,940,213		
Uses		6,631,314	5,940,213		
Ending Fund Balance	**$ 3,751,553**	**$ 584,803**	**$ 584,803**	**$ 584,803**	**$ -**
Airport Fund [Fund 550]					
Balance July 1		29,400,683	29,467,401		
Sources		1,137,712	1,078,419		
Uses		1,070,994	1,078,419		
Ending Fund Balance	**$ 29,400,683**	**$ 29,467,401**	**$ 29,467,401**	**$ 29,467,401**	**$ -**
Cottonfields Golf Course Fund [Fund 555]					
Balance July 1		(21,669)	(125,352)		
Sources		643,711	753,042		
Uses		747,394	753,042		
Ending Fund Balance	**$ (21,669)**	**$ (125,352)**	**$ (125,352)**	**$ (125,352)**	$ -

FUND SUMMARIES

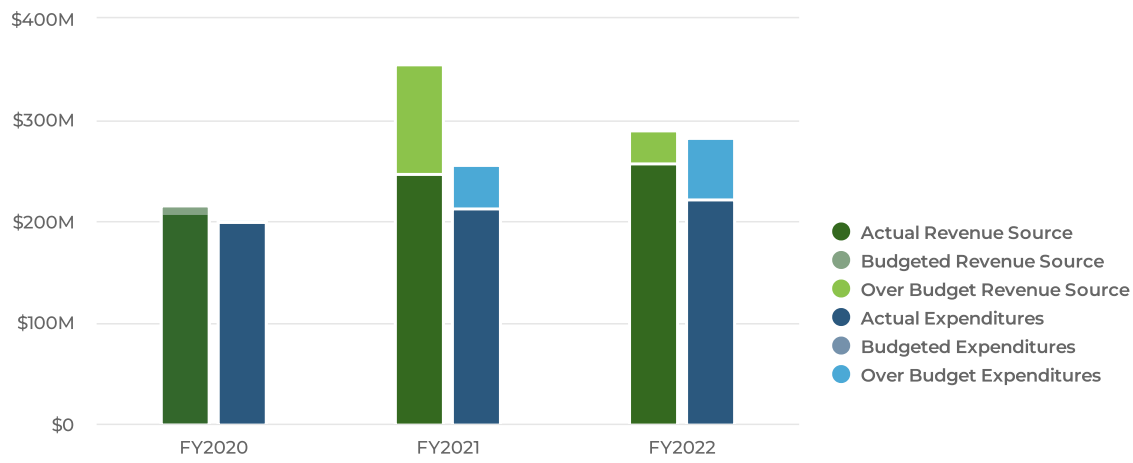
All Funds

Henry County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the County can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Source: Page 24, 2020 CAFR

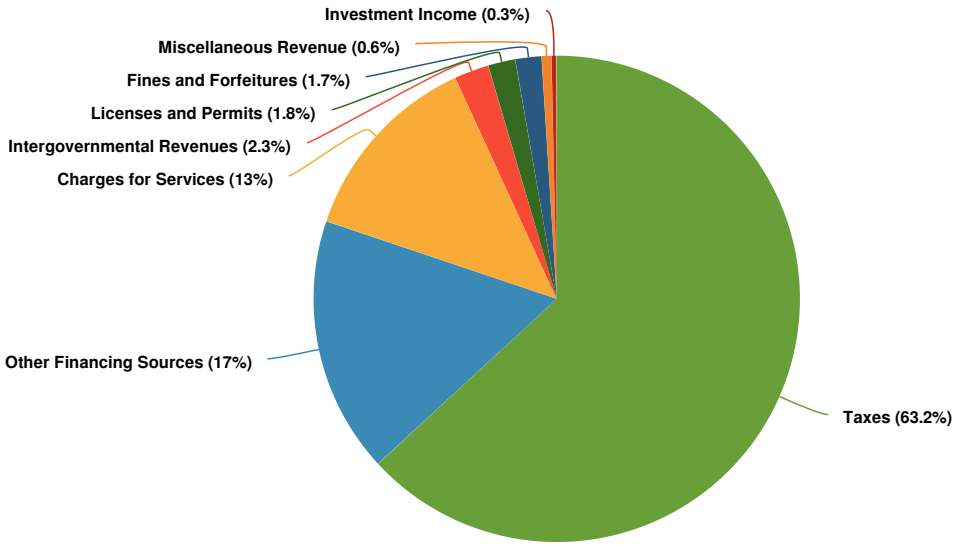
Summary

The County of Henry is projecting $257.25M of revenue in FY2022, which represents a 3.8% increase over the prior year. Budgeted expenditures are projected to increase by 4% or $8.47M to $222.24M in FY2022.

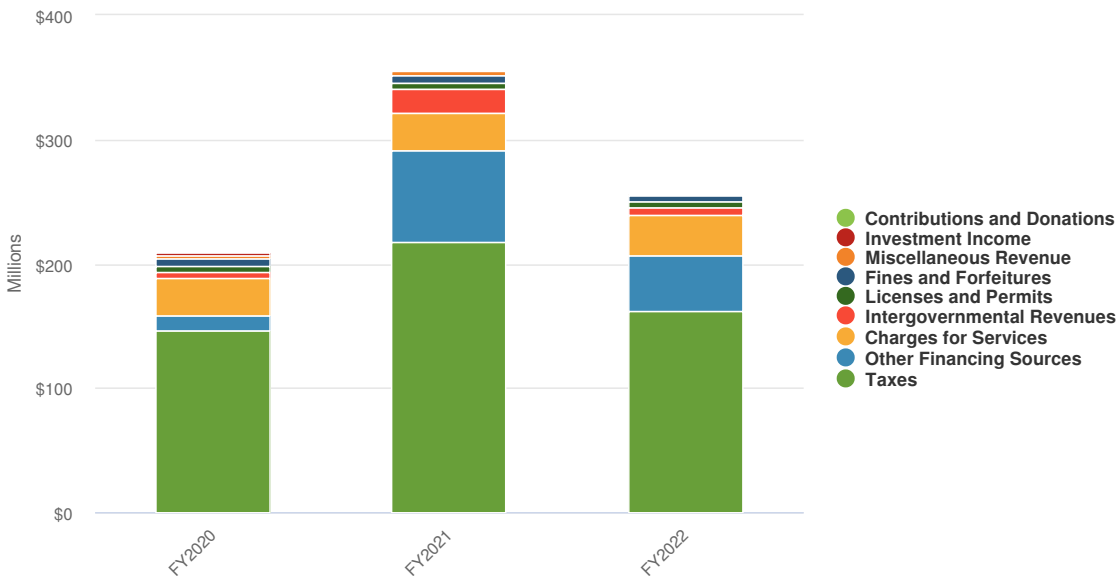


Revenues by Source

Projected 2022 Revenues by Source



Budgeted and Historical 2022 Revenues by Source

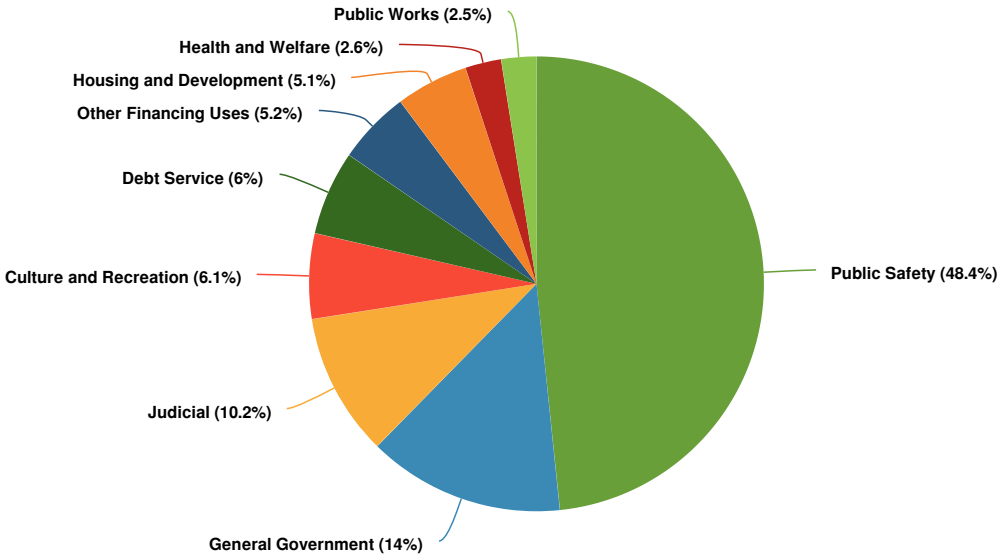


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Taxes	$217,100,470	$147,073,707	$162,452,698	10.5%
Licenses and Permits	$5,632,379	$4,894,692	$4,649,844	-5%
Intergovernmental Revenues	$19,358,969	$5,552,696	$5,935,953	6.9%
Charges for Services	$30,215,116	$30,238,249	$33,378,888	10.4%

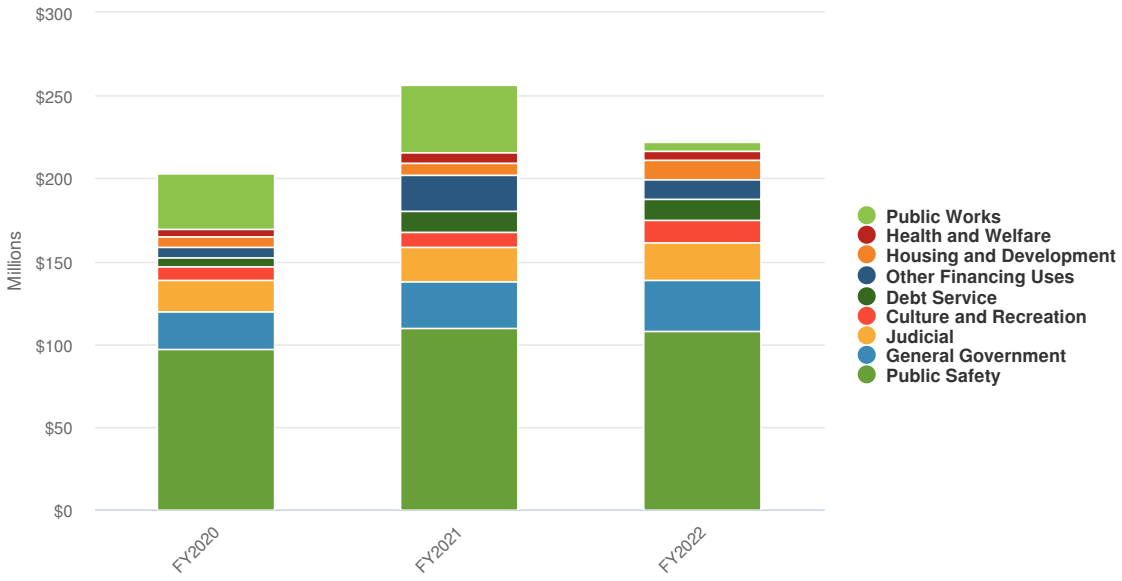
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Fines and Forfeitures	$5,513,951	$5,823,016	$4,484,813	-23%
Investment Income	$188,440	$1,220,848	$847,500	-30.6%
Contributions and Donations	$122,318	$5,500	$47,314	760.3%
Miscellaneous Revenue	$4,155,507	$2,112,367	$1,639,123	-22.4%
Other Financing Sources	$73,760,217	$50,946,568	$43,808,990	-14%
Total Revenue Source:	**$356,047,368**	**$247,867,643**	**$257,245,123**	**3.8%**

Expenditures by Function

Budgeted Expenditures by Function



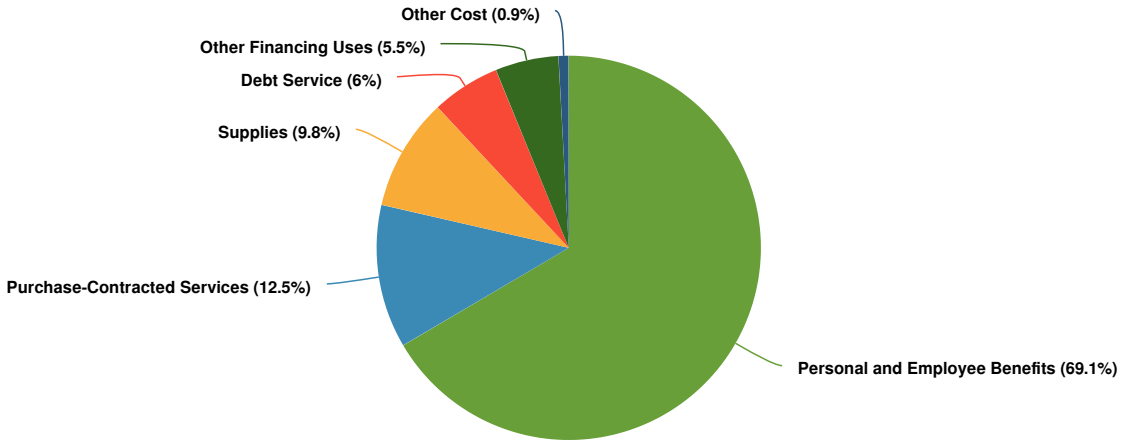
Budgeted and Historical Expenditures by Function



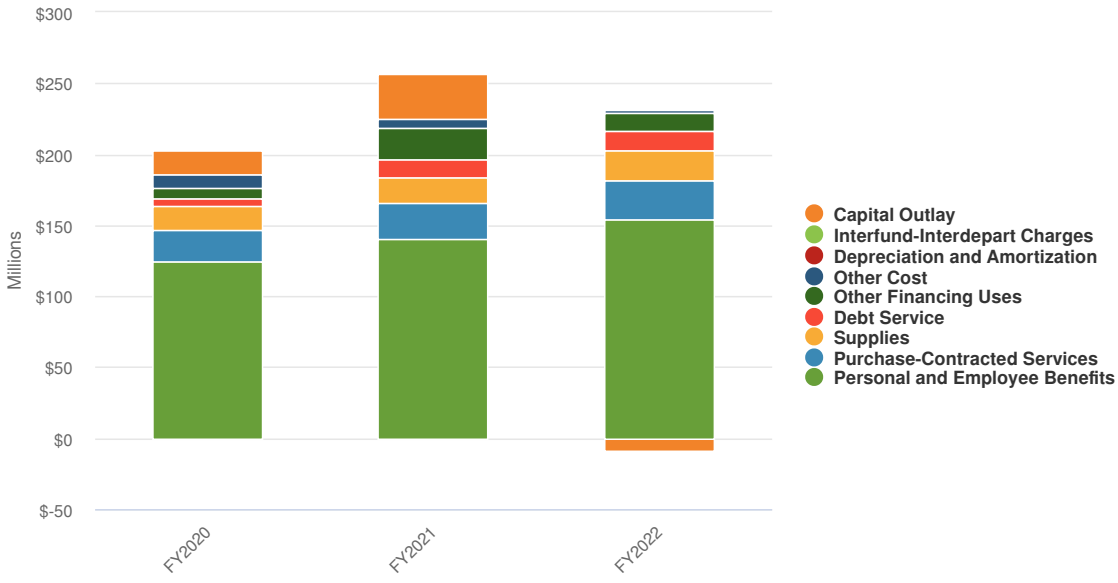
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
General Government	$28,490,066	$38,909,366	$31,062,039	-20.2%
Judicial	$20,098,610	$20,567,470	$22,612,620	9.9%
Public Safety	$109,585,394	$102,224,300	$107,496,129	5.2%
Public Works	$40,751,969	$9,132,742	$5,538,804	-39.4%
Health and Welfare	$5,736,941	$5,760,374	$5,702,441	-1%
Culture and Recreation	$9,535,619	$13,553,566	$13,484,102	-0.5%
Housing and Development	$7,762,884	$10,112,468	$11,443,330	13.2%
Other Financing Uses	$21,815,185	$7,685,022	$11,571,964	50.6%
Debt Service	$12,376,945	$5,821,142	$13,329,369	129%
Total Expenditures:	**$256,153,614**	**$213,766,450**	**$222,240,799**	**4%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects				
Personal and Employee Benefits	$139,973,045	$141,611,523	$153,569,364	8.4%

Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Purchase-Contracted Services	$25,454,335	$24,278,182	$27,824,428	14.6%
Supplies	$18,046,072	$17,456,523	$21,813,404	25%
Capital Outlay	$30,738,732	$9,674,056	-$8,544,811	-188.3%
Interfund-Interdepart Charges	$400,000	$0	$0	0%
Depreciation and Amortization	$263,734	$0	$0	0%
Other Cost	$6,668,999	$6,132,943	$1,958,471	-68.1%
Debt Service	$12,793,512	$5,821,142	$13,329,369	129%
Other Financing Uses	$21,815,185	$8,792,080	$12,290,574	39.8%
Total Expense Objects:	**$256,153,614**	**$213,766,450**	**$222,240,799**	**4%**

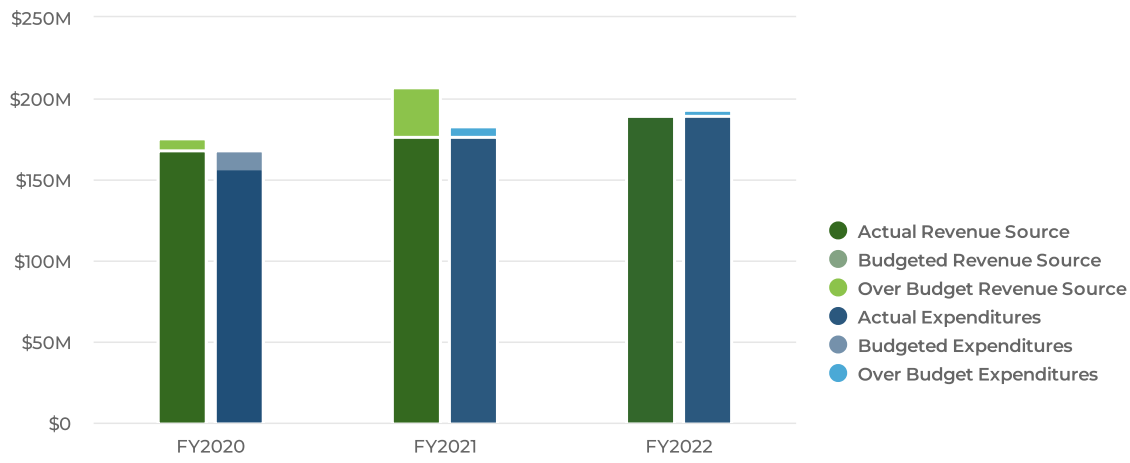
General Fund Summary

The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Source: Page 66, 2020 CAFR

Summary

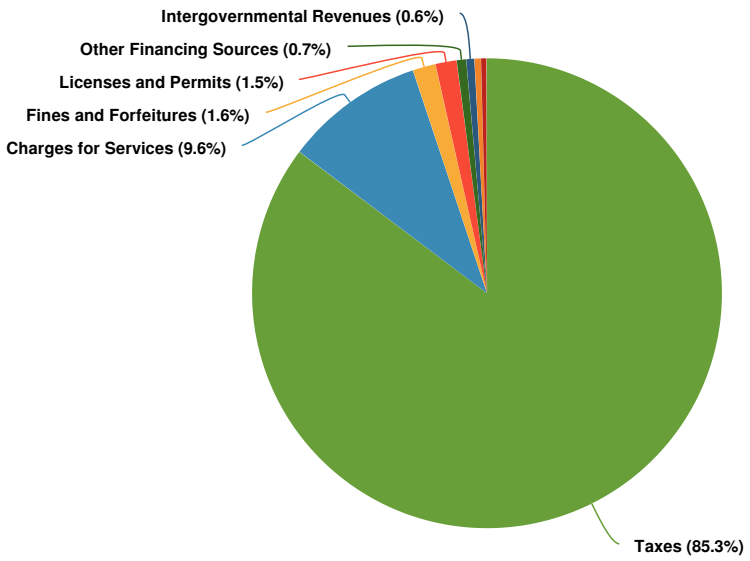
The County of Henry is projecting $189.64**M** of revenue in FY2022, which represents a 12.9% increase over the prior year. Budgeted expenditures are projected to increase by 12.5% or $21**M** to $189.64**M** in FY2022.



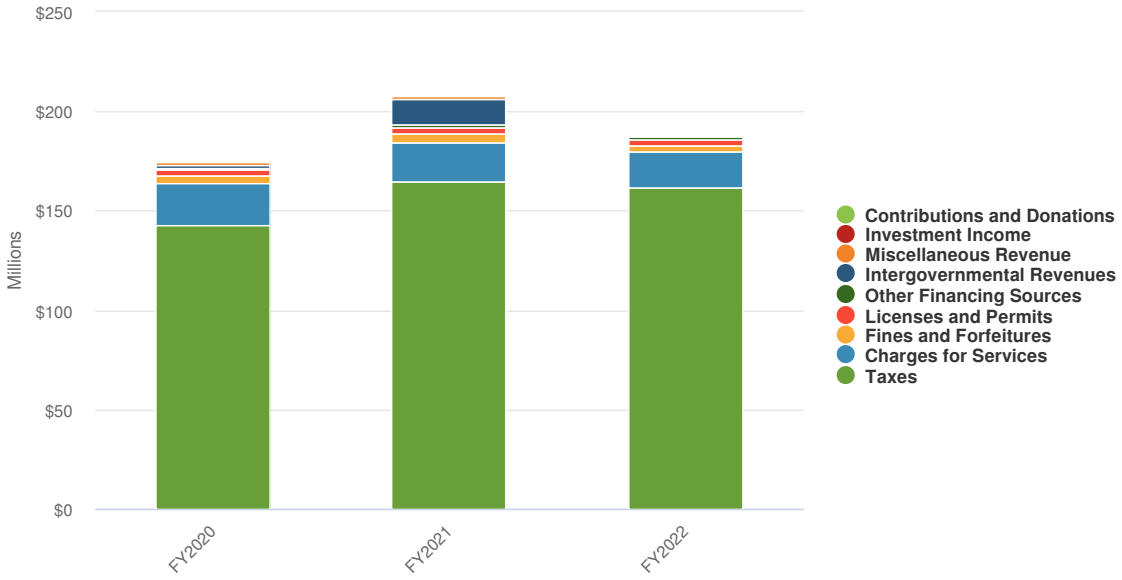
Revenues by Source

Henry County derives its revenues from ten basic categories: Property Taxes, Sales Taxes, Other Taxes, Licenses and Permits, Intergovernmental, Charges for Services, Fines and Forfeitures, Investment Income, Contributions, and Miscellaneous. The following revenue section includes a summary of revenues for the general fund, an analysis of actual revenues by category and a revenue budget summary for the upcoming fiscal year.

Projected 2022 Revenues by Source



Budgeted and Historical 2022 Revenues by Source



Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted

Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted
Revenue Source				
Taxes				
Real Property Current Tax	$89,884,190	$94,899,952	$91,897,982	$97,113,188
Timber Tax	$8,957	$548	$2,084	$3,056
Real Property Tax-Prior Year	$586,745	$965,038	$416,800	$755,694
Motor Vehicle / Pers Prop	$875,049	$439,408	$1,960,991	$976,794
Motor Vehicle TAVT Fee	$1,939	$4,067	$1,563	$2,502
Mobile Home	$85,302	$67,303	$83,360	$92,830
Railroad Equipment	$3,105	$0	$29,437	$37,287
Personal Property Other Taxes	$2,034,410	$3,749,413	$1,875,600	$2,804,726
Real Estate Transfer	$607,323	$977,377	$521,000	$769,627
Franchise Taxes-Cable	$1,372,524	$1,773,523	$1,793,750	$1,812,106
Local Option Sales Tax	$23,736,670	$33,951,298	$27,238,757	$29,522,234
LOST/Motor Vehicle Ad Valorem	$10,773,164	$14,311,331	$7,989,081	$14,635,390
TAVT 1% ADMIN FEE-STATE	$202,331	$149,831	$219,350	$230,374
TAVT 1% ADMIN FEE-LOCAL	$51,946	$145,720	$0	$44,276
Local Option Mixed Drink	$110,765	$148,695	$70,004	$120,696
Business & Occupational Taxes	$1,391,538	$1,670,943	$1,276,125	$1,480,677
Insurance Premium Tax	$9,859,185	$10,467,789	$10,105,663	$10,467,789
Financial Institutions Tax	$294,114	$153,399	$210,125	$236,370
Pen & Int-Del Property Taxes	$543,809	$836,805	$512,500	$523,911
Pen & Int-Del Motor Vehicle	$52,923	$59,900	$112,750	$67,733
Pen & Int-Del Taxes-FI FA	$51,675	$62,993	$56,785	$55,438
Total Taxes:	**$142,527,663**	**$164,835,332**	**$146,373,707**	**$161,752,698**
Licenses and Permits				
Business License-Alcohol Tax	$310,425	$338,993	$348,500	$316,950
Zoning & Land Use Permit	$41,568	$121,134	$0	$58,031
House Moving Permits	$0	$0	$205	$55
Sign Permits	$5,150	$7,575	$166,050	$6,125
Marriage Licenses	$54,764	$69,504	$76,875	$70,317
Animal Licenses	$67,120	$40,118	$48,029	$45,376
Other Fees	$164,401	$139,024	$127,715	$146,506
Firearm Permits	$127,398	$180,120	$108,959	$184,235
Other Land Disturbance	$14,171	$21,970	$10,250	$20,027
Building & Signs	$3,742	$5,100	$13,044	$4,521
Building Permits	$1,405,389	$1,780,842	$1,933,285	$1,482,388
Building Inspections	$264,968	$376,545	$256,250	$271,013
Pen & Int-Late Tag	$148,153	$203,627	$160,904	$162,451
Total Licenses and Permits:	**$2,607,248**	**$3,284,552**	**$3,250,066**	**$2,767,995**
Intergovernmental Revenues				
Federal Government Grants	$628,497	$11,955,418	$433,903	$496,531
State Government Grants	$464,705	$823,819	$584,121	$549,971

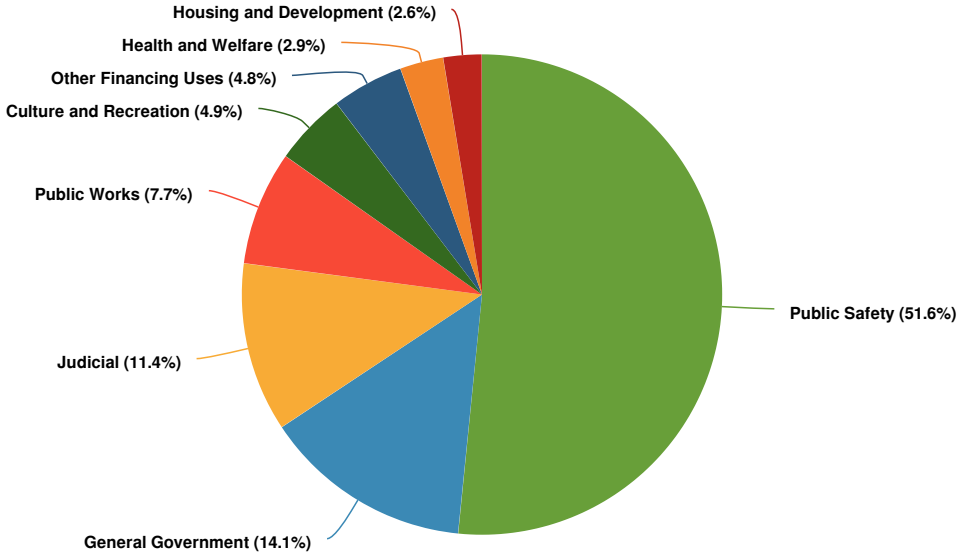
Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted
Total Intergovernmental Revenues:	**$1,093,202**	**$12,779,237**	**$1,018,024**	**$1,046,502**
Charges for Services				
Court-Indigent Defense App Fee	$11,653	$11,502	$31,250	$20,542
Court-Pub Defender-Indigent	$6,495	$1,599	$75,000	$6,471
Court-DA Pre-Trial Diversion	$30,133	$5,000	$12,500	$19,990
Court Fees-Superior Court	$142,410	$208,336	$265,625	$182,126
Solicitor Pre-Trial Diversion	$110,524	$0	$187,867	$187,867
Court-Superior Ct-Notary Fees	$17,859	$34,839	$28,125	$24,322
Acct Court-Participant Fees	$71,460	$63,180	$80,664	$73,533
Court-Public Defend-Restitutio	$415	$1,758	$0	$2,272
Juvenile Public Defender Fees	$0	$0	$625	$0
Code Enforcement Restitution	$50	$188	$0	$0
Court-Probation Fee	$623,579	$508,654	$1,372,037	$602,097
Court-Drug Testing Fees	$94,873	$35,938	$0	$55,808
Recording of Legal Instruments	$870,289	$1,585,915	$1,012,500	$1,236,994
Planning & Develop Fees & Chgs	$198,042	$213,678	$118,800	$181,119
Plan & Dev-Plat Reduction Fee	$71,549	$128,216	$50,000	$100,906
Printing & Duplicating Service	$283,815	$310,767	$430,810	$288,637
Motor Vehicle Tag Collect Fee	$312,116	$341,928	$419,314	$366,744
Motor Vehicle Inspect Fees	$146,639	$145,896	$118,750	$184,479
Election Qualifying Fee	$40,827	$3,150	$0	$40,827
Comm-State Tax Collection	$14	$122	$125	$0
Comm-School Tax Collection	$3,360,000	$3,272,442	$3,667,816	$3,272,442
Comm-Hospital Tax Collection	$5,089	$49	$0	$0
Comm-Water Auth Tx Coll	$100,000	$100,000	$125,000	$100,000
Special Police Services	$437,626	$1,352,325	$526,157	$0
ID Card Fees-Alchl Badges	$20,891	$15,260	$38,750	$15,129
False Alarms 911	$0	$0	$6,250	$0
Board of Education Reimb	$1,834,923	$1,858,884	$1,540,199	$2,082,687
Police OT Reimbursement	$26,990	$36,615	$22,500	$33,606
Special Fire Protection Svc	$281,958	$374,750	$343,750	$265,768
Paramedic Training School	$10,750	$28,080	$21,250	$35,905
Inmate Medical Fee-SS Inc	$1,800	$16,400	$30,000	$10,800
Prisoner Housing Fee	$15,409	$76,170	$44,823	$20,492
Ambulance Fees	$7,064,472	$6,240,925	$5,866,623	$6,647,397
Sheriff Special Services	$147,613	$181,285	$172,500	$163,441
Sher Criminal Investigation	$19,795	$22,478	$37,500	$27,779
Warrants	$92,006	$79,586	$96,299	$83,740
Sheriff OT Reimbursement	$19,592	$34,030	$57,500	$35,015
Turnkey & Arrest Fees-Sher	$50,230	$40,070	$81,250	$38,890
Special Assessments	$1,313,192	$1,351,927	$1,829,009	$1,336,722
General Fund - LMIG	$2,420,078	$87,760	$0	$0
Program Fees	$0	$0	$2,000	$0

Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted
Sale of Recycled Material	$110	$0	$0	$131
Transit-Passenger Fares	$368,609	$126,922	$662,019	$152,700
Activity Fees	$210,936	$351,990	$0	$65,000
Program Fees	$146,190	$109,615	$0	$50,000
Senior Center Cafeteria Fees	$176,890	$69,212	$0	$150,000
Cul & Rec Out of Co Fees	$77,233	$65,308	$0	$62,500
Bad Check Fees	$4,460	$4,428	$4,866	$2,838
Total Charges for Services:	**$21,239,584**	**$19,497,177**	**$19,380,053**	**$18,227,716**
Fines and Forfeitures				
Superior Court Fine & Forf	$76,027	$106,154	$87,125	$81,535
State Court Fine & Forf	$2,903,589	$3,089,781	$3,417,995	$2,136,579
Magistrate Court Fine & Forf	$954,862	$824,920	$940,950	$569,213
Probate Court Fine & Forf	$153,461	$236,122	$169,125	$186,359
Juvenile Court Fine & Forf	$9,004	$11,879	$19,475	$14,339
Total Fines and Forfeitures:	**$4,096,943**	**$4,268,856**	**$4,634,670**	**$2,988,025**
Investment Income				
Interest Revenues	$1,309,034	$105,121	$1,088,151	$715,703
Total Investment Income:	**$1,309,034**	**$105,121**	**$1,088,151**	**$715,703**
Contributions and Donations				
Contributions & Donations	$120,204	$90,901	$5,500	$47,314
Total Contributions and Donations:	**$120,204**	**$90,901**	**$5,500**	**$47,314**
Miscellaneous Revenue				
Rents & Royalties	$602,137	$645,223	$611,773	$595,468
Telephone Commission	$162,631	$130,589	$160,000	$137,220
Miscellaneous Revenue-Other	$671,725	$765,780	$109,096	$126,046
Unclaimed Property	$1,984	$6,616	$0	$2,070
Total Miscellaneous Revenue:	**$1,438,476**	**$1,548,208**	**$880,869**	**$860,804**
Other Financing Sources				
Operating Trnf In-Hotel Motel	$240,195	$0	$0	$315,260
Operating Trnf In-Special Rev	$18,895	$0	$0	$173,156
Operating Trnf In-Impact Fees	$67,233	$68,994	$0	$34,790
E911 Cost Allocation	$400,000	$400,000	$0	$331,552
Stormwater Cost Allocation	$375,000	$375,000	$0	$301,000
Sale of Assets	$19,655	$474,227	$95,032	$82,403
Total Other Financing Sources:	**$1,120,977**	**$1,318,221**	**$95,032**	**$1,238,161**
Total Revenue Source:	**$175,553,331**	**$207,727,603**	**$176,726,072**	**$189,644,918**

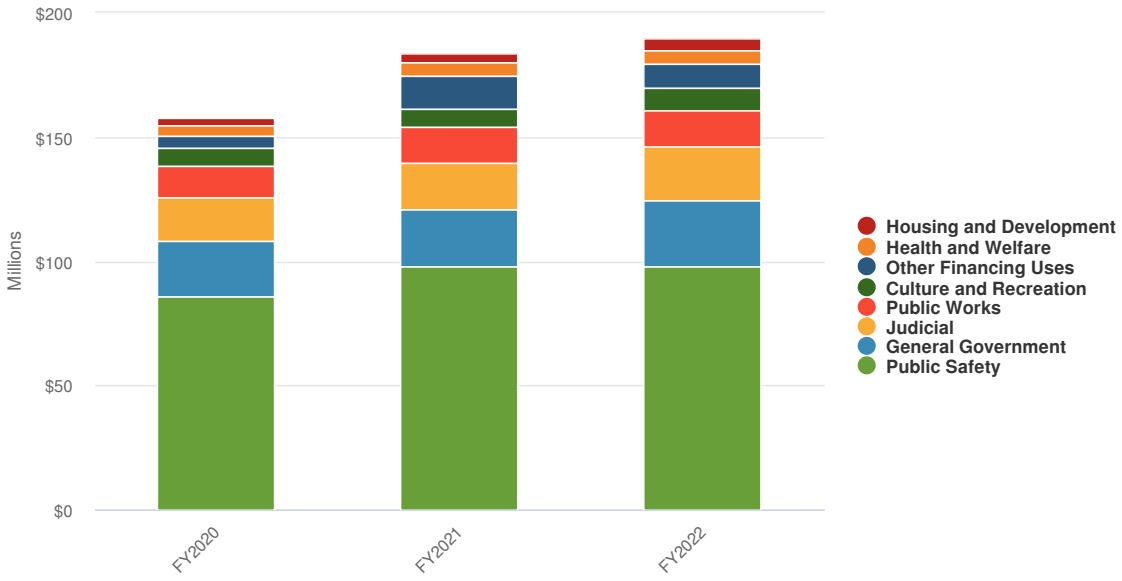
Expenditures by Function

The annual budget for Henry County, GA, for FY 2022 provides funding to maintain current levels of services, with no change in the millage rate. Funds from fund balance have not been budgeted for use with the General Fund budget for FY22. All department budgets will be held flat to prior year revised budgets with exceptions for budget priorities which include, (1) Constitutional Officers, (2) Public Safety, and (3) Judicial Services.

Budgeted Expenditures by Function



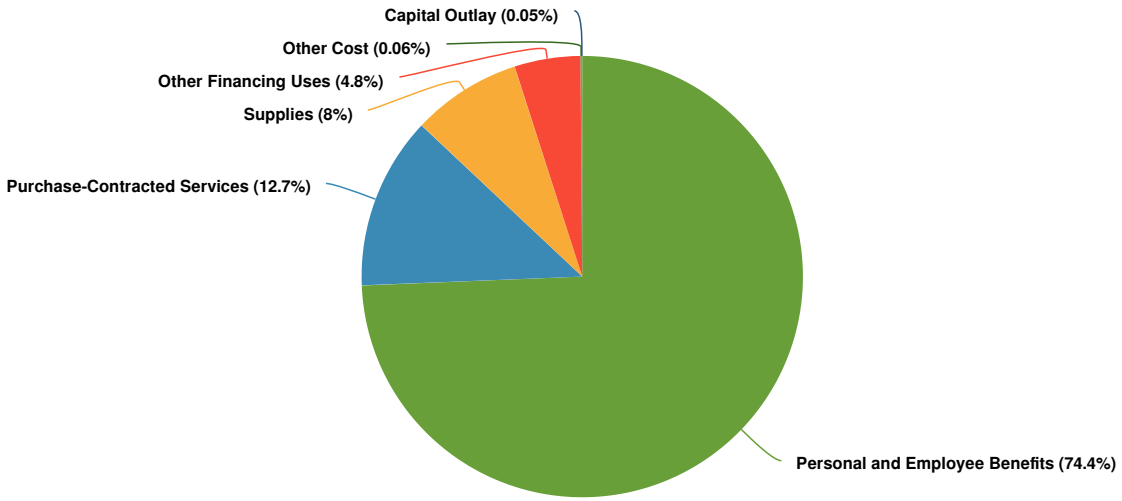
Budgeted and Historical Expenditures by Function



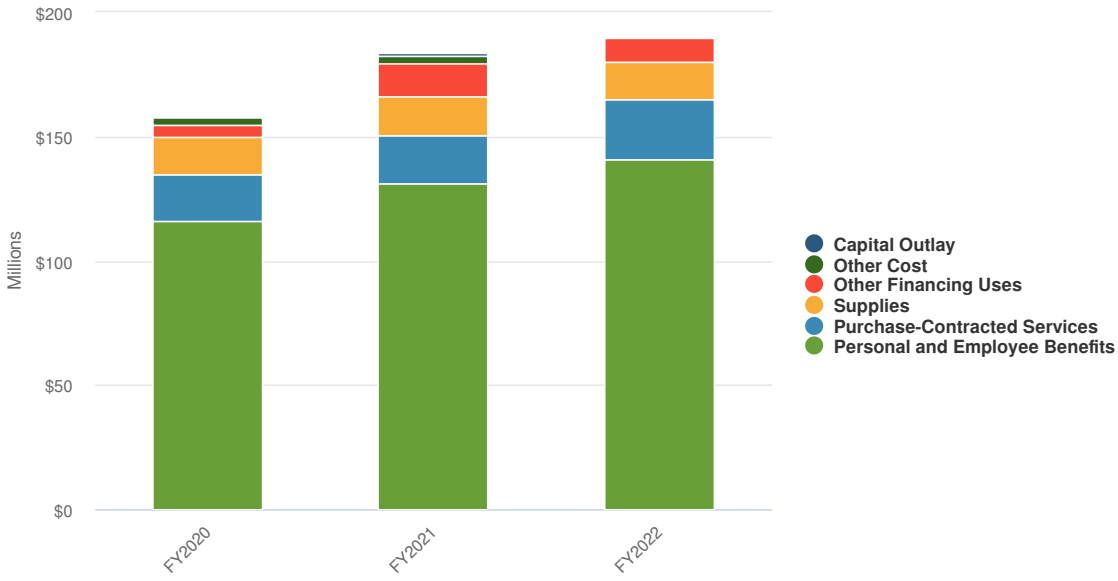
Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures					
General Government	$22,097,207	$22,830,477	$27,891,888	$26,742,285	-4.1%
Judicial	$17,643,999	$18,628,814	$19,688,400	$21,597,816	9.7%
Public Safety	$86,077,472	$98,073,362	$92,370,531	$97,850,786	5.9%
Public Works	$12,713,667	$14,412,220	$12,956,065	$14,586,065	12.6%
Health and Welfare	$4,465,426	$5,219,477	$5,357,374	$5,561,818	3.8%
Culture and Recreation	$7,165,521	$7,584,094	$9,034,534	$9,251,414	2.4%
Housing and Development	$3,117,061	$3,631,519	$3,982,359	$4,905,461	23.2%
Other Financing Uses	$4,560,968	$13,261,127	$5,444,921	$9,149,273	68%
Total Expenditures:	**$157,841,322**	**$183,641,091**	**$176,726,072**	**$189,644,918**	**7.3%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits	$115,755,701	$130,897,066	$129,710,893	$141,039,502	8.7%

Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Purchase-Contracted Services	$19,242,980	$19,553,792	$22,507,192	$24,005,574	6.7%
Supplies	$14,694,162	$15,918,833	$14,086,792	$15,205,140	7.9%
Capital Outlay	$209,117	$907,856	$611,600	$100,000	-83.6%
Other Cost	$3,178,557	$3,102,418	$4,007,667	$108,421	-97.3%
Other Financing Uses	$4,760,804	$13,261,127	$5,801,929	$9,186,281	58.3%
Total Expense Objects:	**$157,841,322**	**$183,641,091**	**$176,726,072**	**$189,644,918**	**7.3%**

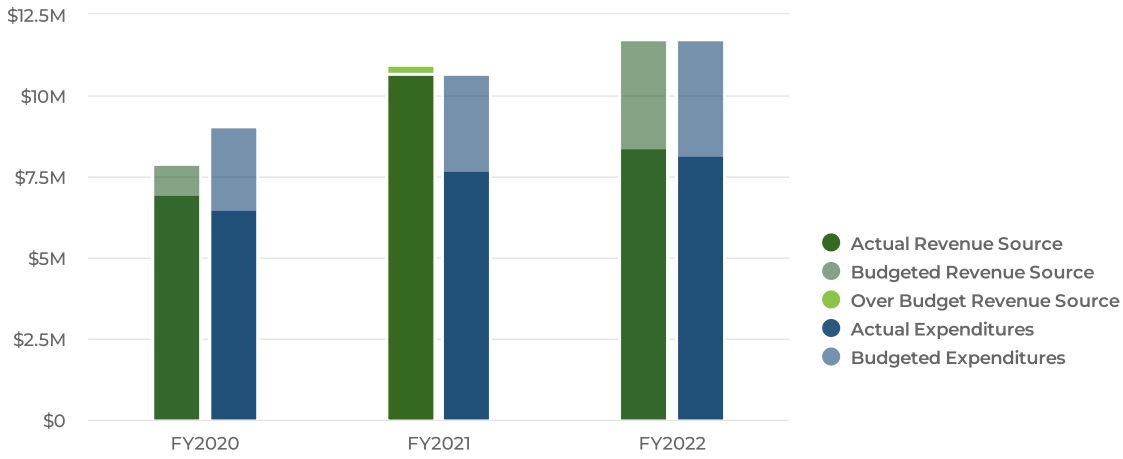
Special Revenue Fund

The Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

Source: Page 67, 2020 CAFR

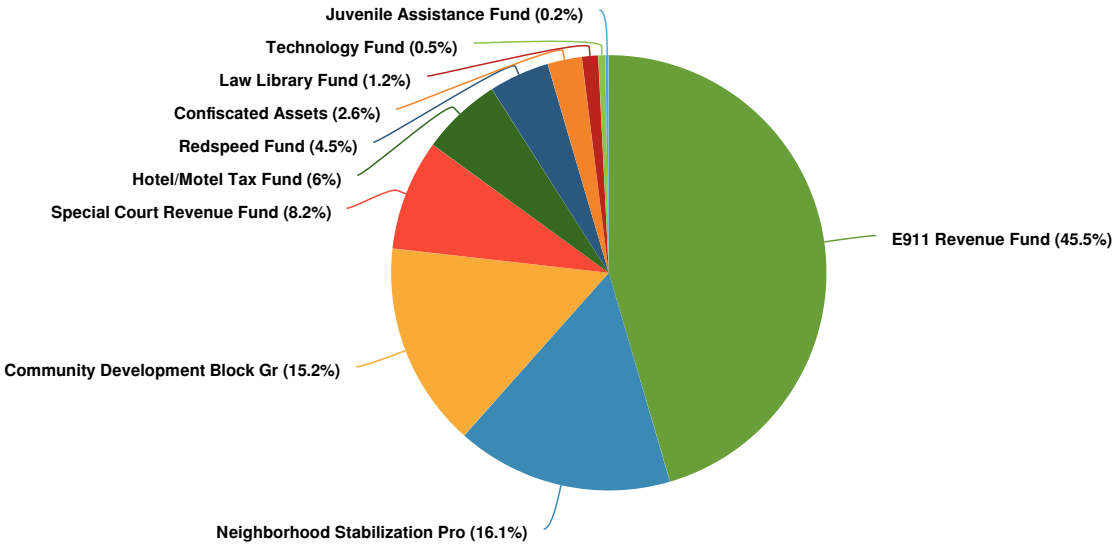
Summary

The County of Henry is projecting $11.74M of revenue in FY2022, which represents a 9.9% increase over the prior year. Budgeted expenditures are projected to increase by 9.9% or $1.06M to $11.74M in FY2022.

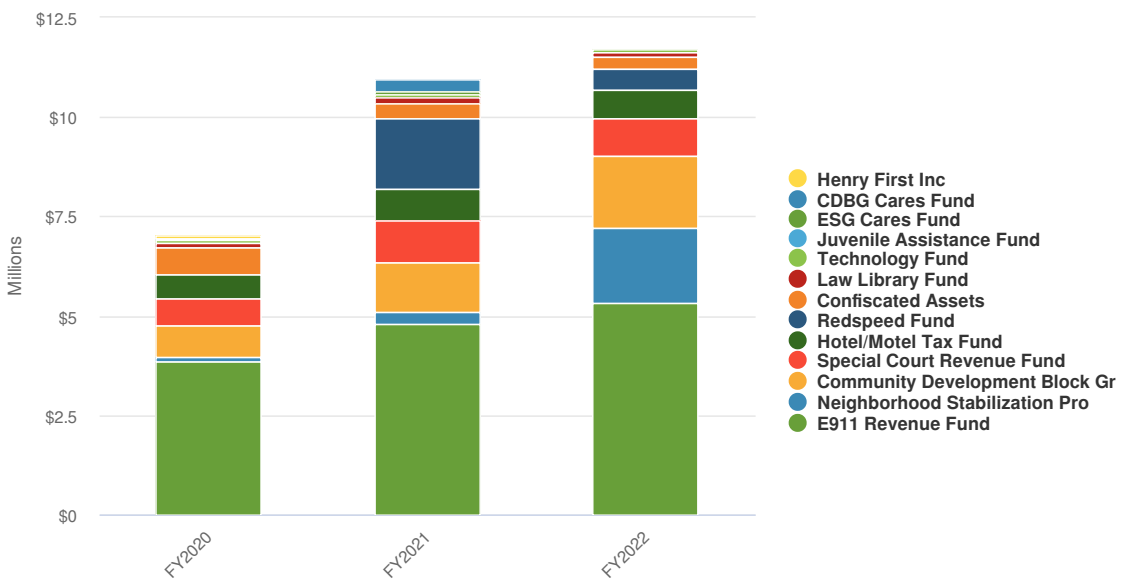


Revenue by Fund

2022 Revenue by Fund



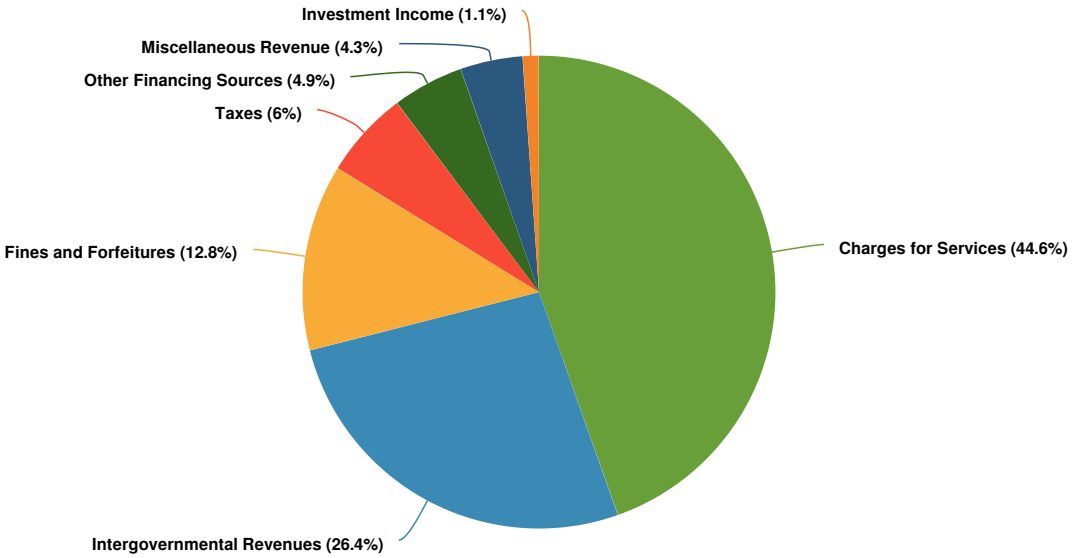
Budgeted and Historical 2022 Revenue by Fund



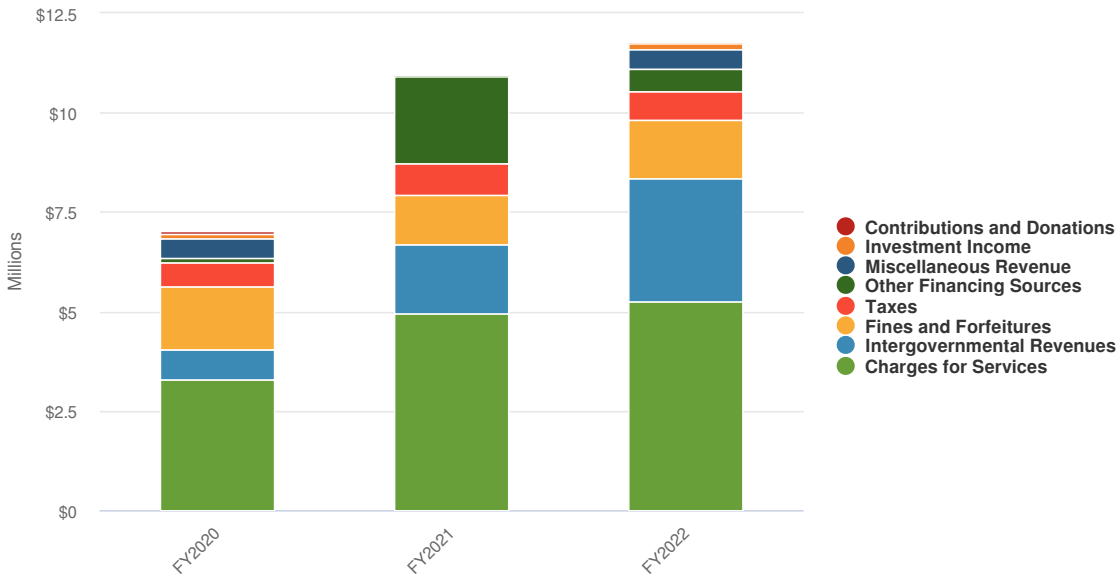
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Law Library Fund	$123,809	$141,320	$141,320	0%
Neighborhood Stabilization Pro	$308,705	$1,890,428	$1,890,428	0%
Community Development Block Gr	$1,252,565	$1,403,675	$1,786,883	27.3%
Confiscated Assets	$392,147	$0	$300,000	N/A
CDBG Cares Fund	$282,821	$0	$0	0%
ESG Cares Fund	$91,257	$0	$0	0%
Redspeed Fund	$1,787,540	$0	$526,157	N/A
E911 Revenue Fund	$4,779,064	$5,172,989	$5,337,469	3.2%
Special Court Revenue Fund	$1,051,764	$1,236,648	$965,942	-21.9%
Technology Fund	$67,599	$106,550	$62,050	-41.8%
Juvenile Assistance Fund	$18,473	$28,445	$28,445	0%
Hotel/Motel Tax Fund	$792,187	$700,100	$700,100	0%
Henry First Inc	$16,425	$0	$0	0%
Total:	**$10,964,356**	**$10,680,155**	**$11,738,794**	**9.9%**

Revenues by Source

Projected 2022 Revenues by Source



Budgeted and Historical 2022 Revenues by Source

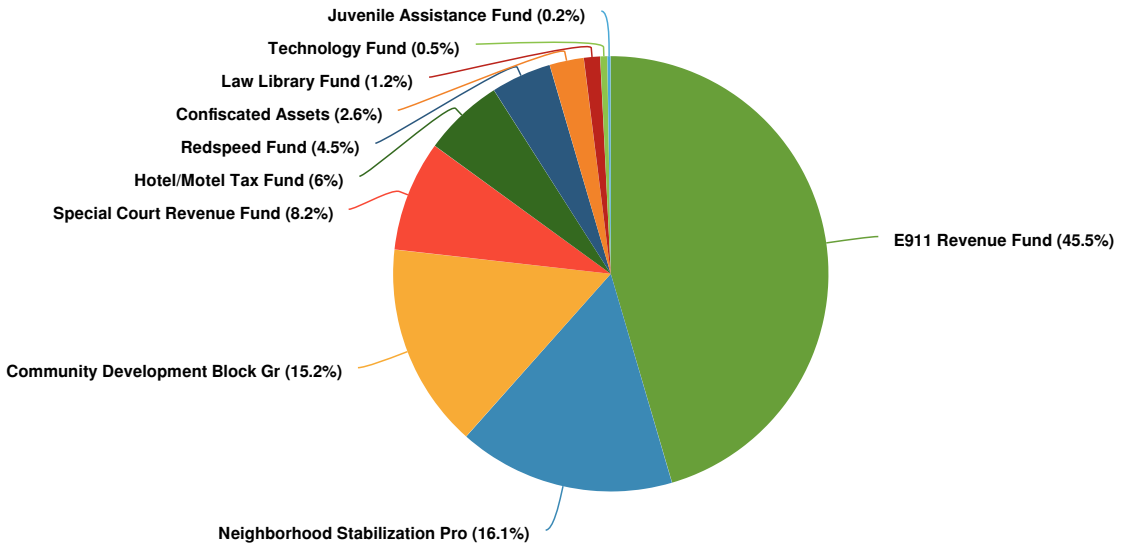


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Taxes	$792,187	$700,000	$700,000	0%
Intergovernmental Revenues	$1,718,725	$2,721,666	$3,104,874	14.1%
Charges for Services	$4,951,782	$4,055,196	$5,234,798	29.1%
Fines and Forfeitures	$1,245,095	$1,188,346	$1,496,788	26%

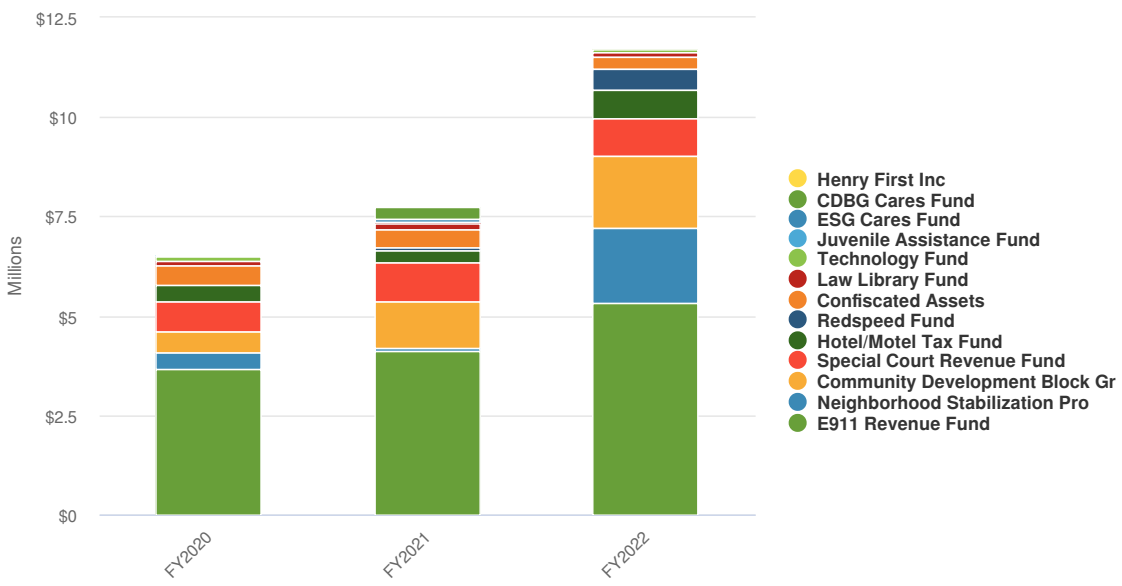
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Investment Income	$5,544	$130,197	$129,897	-0.2%
Contributions and Donations	$16,417	$0	$0	0%
Miscellaneous Revenue	$38,547	$966,498	$500,000	-48.3%
Other Financing Sources	$2,196,059	$918,252	$572,437	-37.7%
Total Revenue Source:	**$10,964,356**	**$10,680,155**	**$11,738,794**	**9.9%**

Expenditures by Fund

2022 Expenditures by Fund



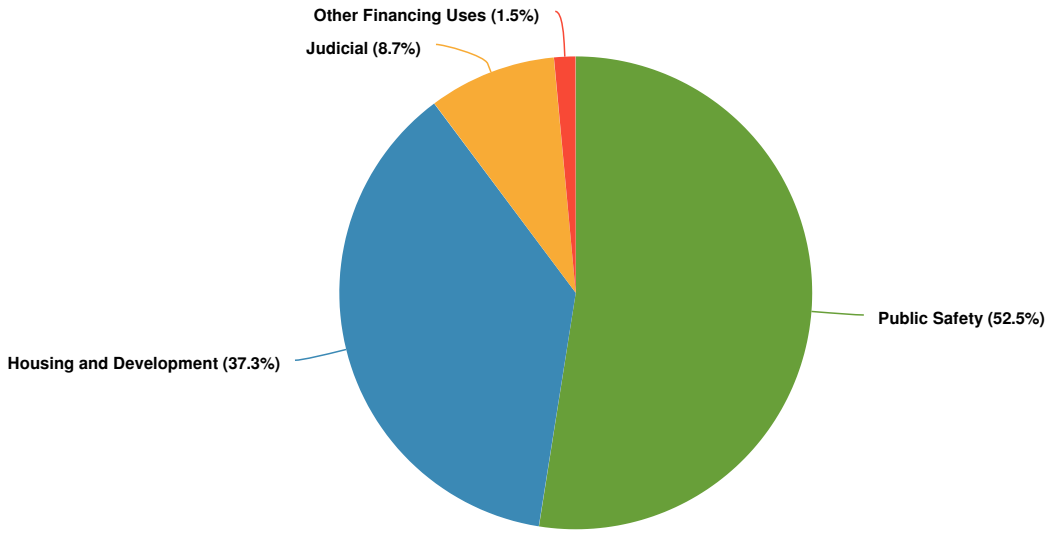
Budgeted and Historical 2022 Expenditures by Fund



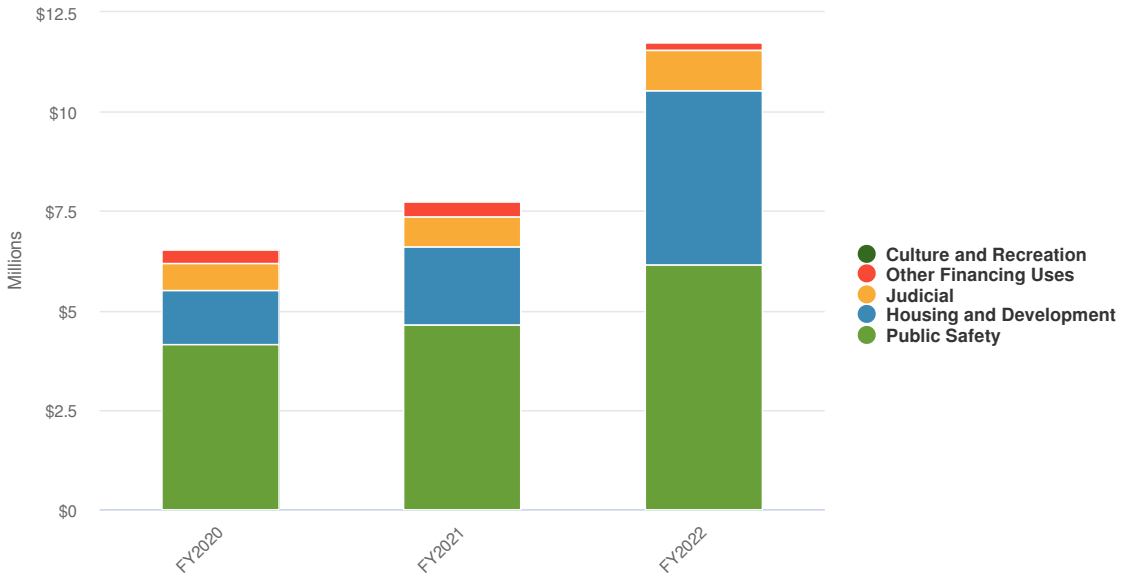
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Law Library Fund	$128,589	$141,320	$141,320	0%
Neighborhood Stabilization Pro	$76,418	$1,890,428	$1,890,428	0%
Community Development Block Gr	$1,165,872	$1,403,675	$1,786,883	27.3%
Confiscated Assets	$476,716	$0	$300,000	N/A
CDBG Cares Fund	$299,864	$0	$0	0%
ESG Cares Fund	$91,179	$0	$0	0%
Redspeed Fund	$53,426	$0	$526,157	N/A
E911 Revenue Fund	$4,115,073	$5,172,989	$5,337,469	3.2%
Special Court Revenue Fund	$982,998	$1,236,648	$965,942	-21.9%
Technology Fund	$17,924	$106,550	$62,050	-41.8%
Juvenile Assistance Fund	$11,715	$28,445	$28,445	0%
Hotel/Motel Tax Fund	$316,875	$700,100	$700,100	0%
Henry First Inc	$7,442	$0	$0	0%
Total:	**$7,744,091**	**$10,680,155**	**$11,738,794**	**9.9%**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

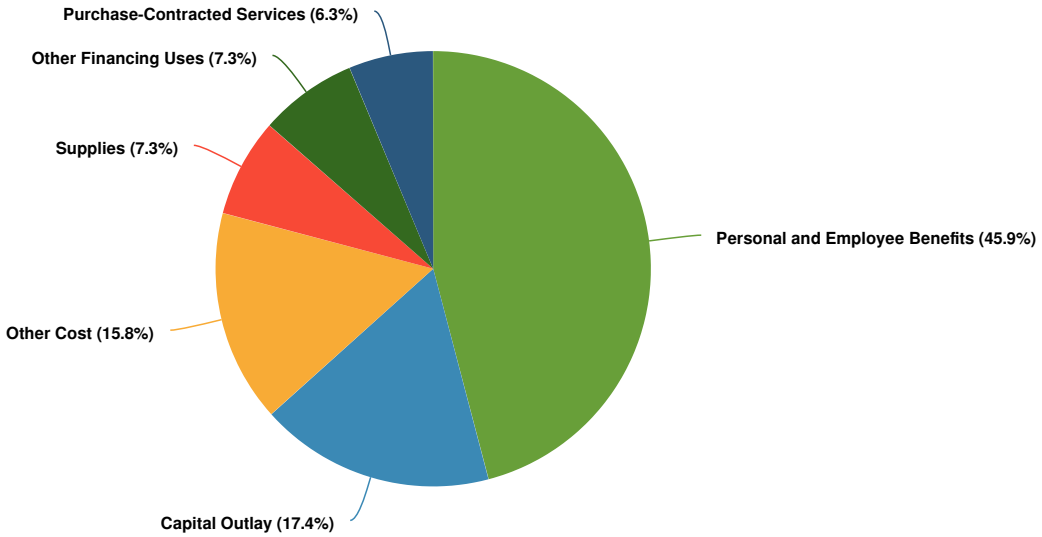


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
Judicial	$775,800	$809,070	$1,024,601	26.6%
Public Safety	$4,652,658	$5,172,989	$6,163,626	19.2%

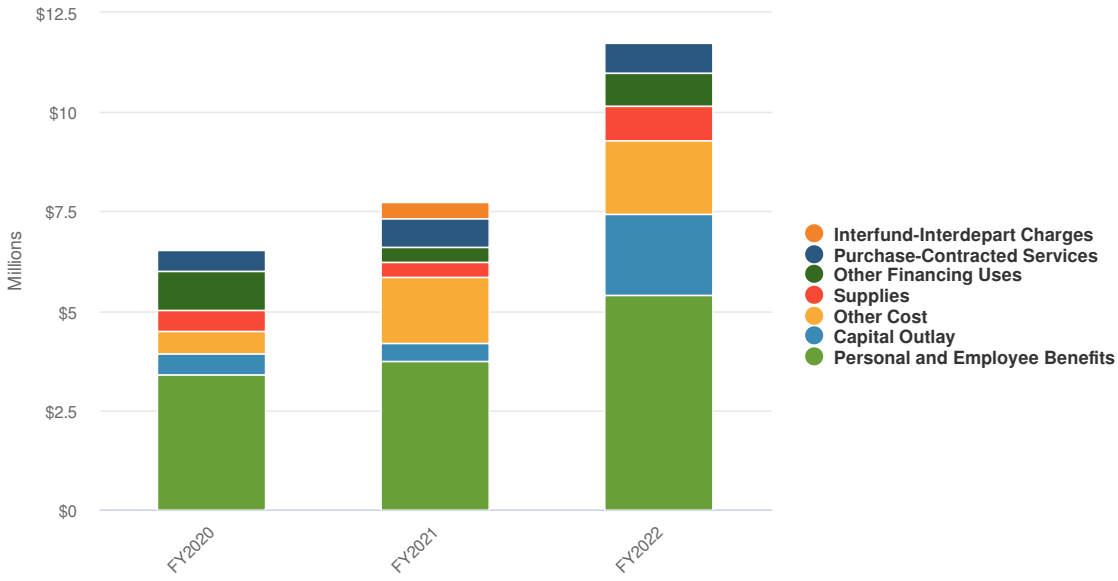
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Housing and Development	$1,950,208	$3,994,203	$4,377,411	9.6%
Other Financing Uses	$365,426	$703,893	$173,156	-75.4%
Total Expenditures:	**$7,744,091**	**$10,680,155**	**$11,738,794**	**9.9%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects				
Personal and Employee Benefits	$3,746,824	$4,929,682	$5,390,156	9.3%
Purchase-Contracted Services	$741,666	$657,332	$736,307	12%
Supplies	$391,129	$390,695	$859,595	120%
Capital Outlay	$461,736	$1,898,453	$2,047,928	7.9%
Interfund-Interdepart Charges	$400,000	$0	$0	0%
Other Cost	$1,637,311	$1,350,050	$1,850,050	37%
Other Financing Uses	$365,426	$1,453,943	$854,758	-41.2%
Total Expense Objects:	**$7,744,091**	**$10,680,155**	**$11,738,794**	**9.9%**

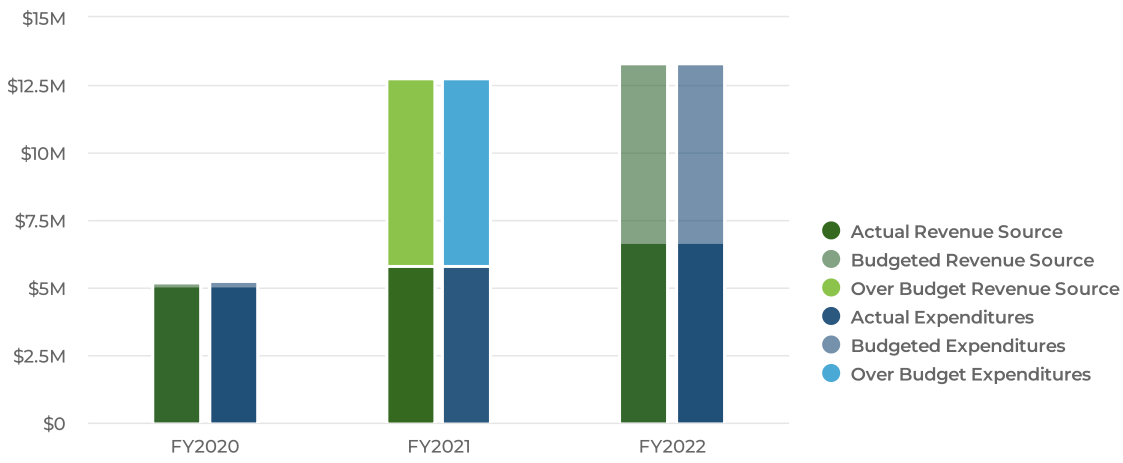
Debt Service Fund

The Debt Service Fund is used to account for accumulation of resources for the payment of general long-term debt principal and interest.

Source: Page 67, 2020 CAFR

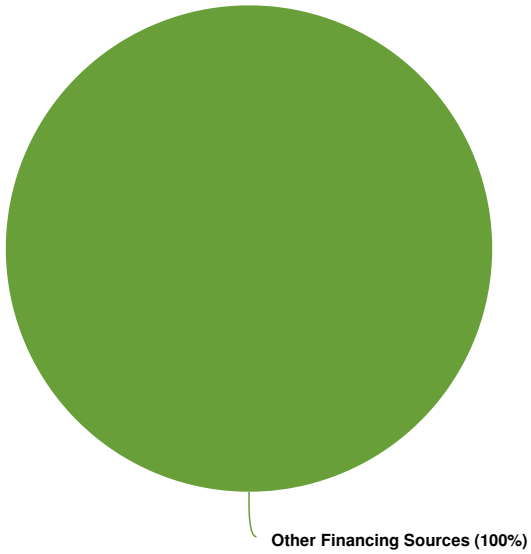
Summary

The County of Henry is projecting $13.33M of revenue in FY2022, which represents a 129% increase over the prior year. Budgeted expenditures are projected to increase by 129% or $7.51M to $13.33M in FY2022.

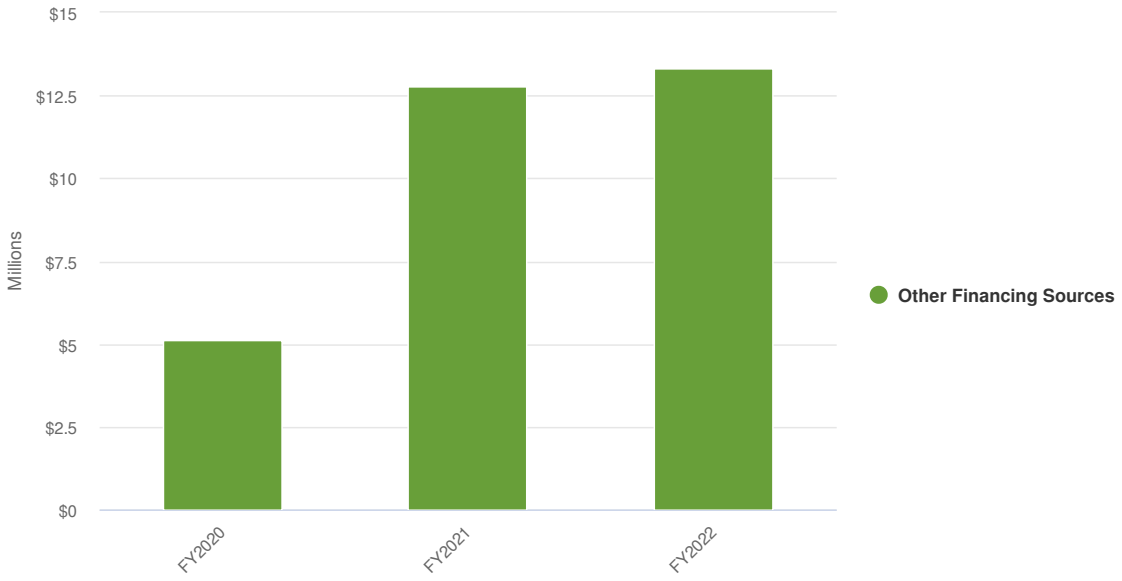


Revenues by Source

Projected 2022 Revenues by Source



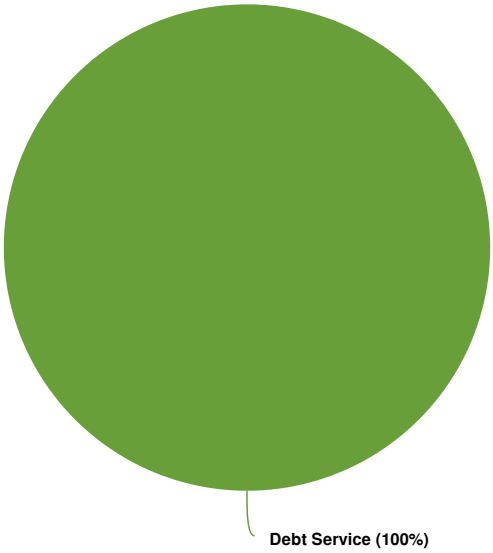
Budgeted and Historical 2022 Revenues by Source



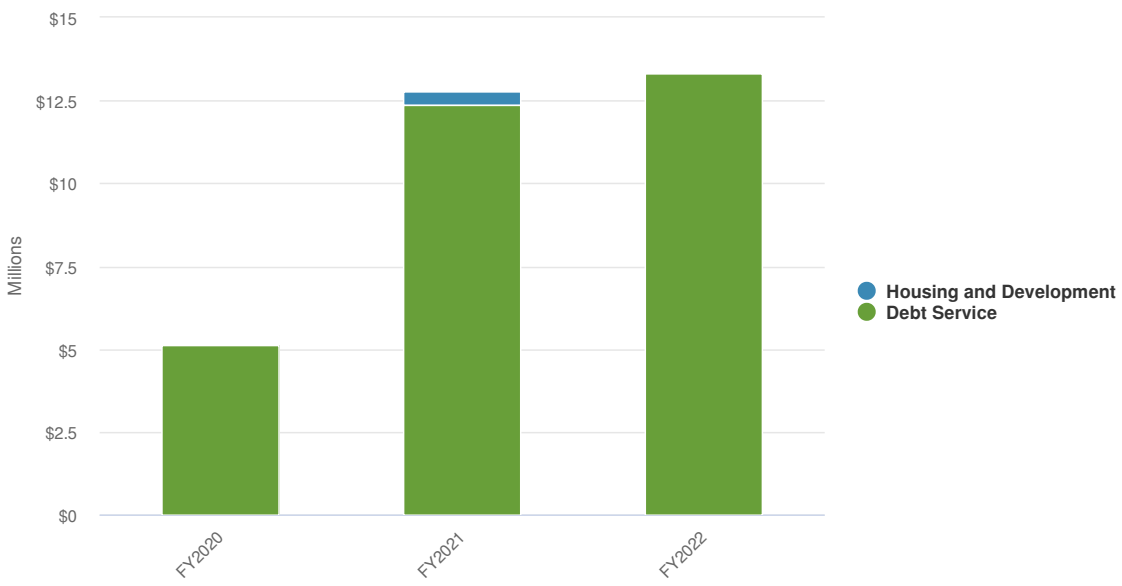
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Other Financing Sources	$12,793,512	$5,821,142	$13,329,369	129%
Total Revenue Source:	**$12,793,512**	**$5,821,142**	**$13,329,369**	**129%**

Expenditures by Function

Budgeted Expenditures by Function



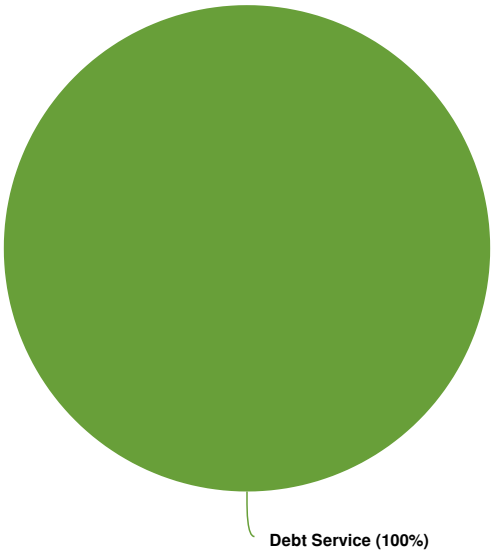
Budgeted and Historical Expenditures by Function



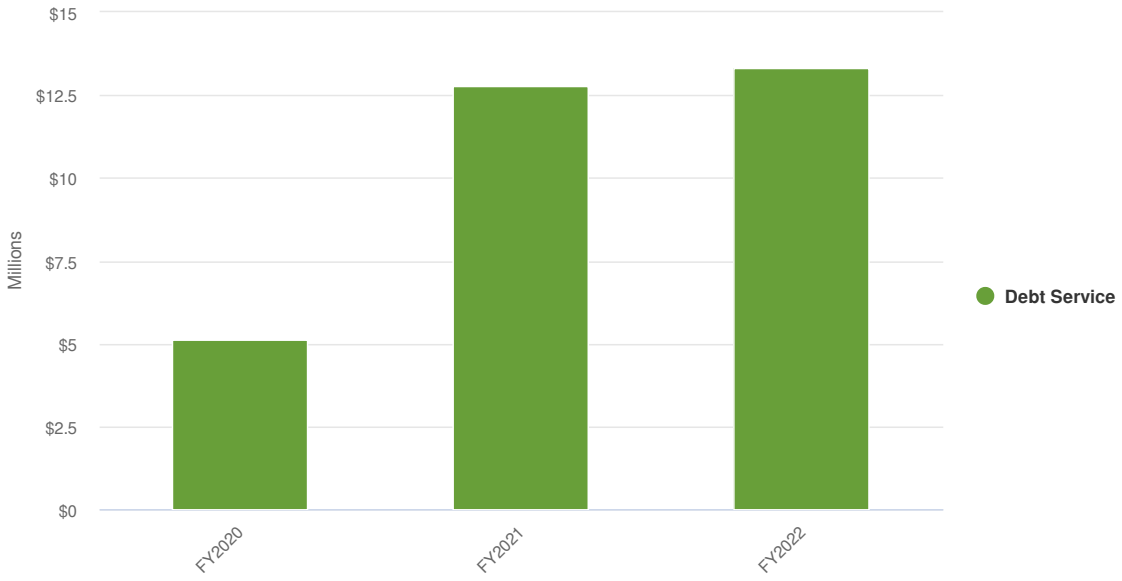
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
Housing and Development	$416,566	$0	$0	0%
Debt Service	$12,376,945	$5,821,142	$13,329,369	129%
Total Expenditures:	**$12,793,512**	**$5,821,142**	**$13,329,369**	**129%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects				
Debt Service	$12,793,512	$5,821,142	$13,329,369	129%
Total Expense Objects:	**$12,793,512**	**$5,821,142**	**$13,329,369**	**129%**

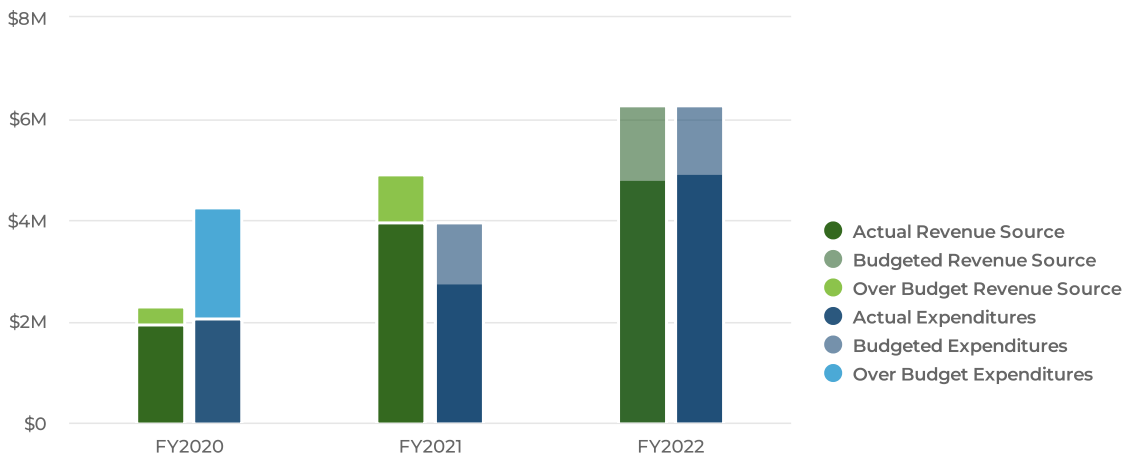
Grant Fund

The Grant Fund is used to account for the revenues and expenditures relating to the monies received by the County for Federal Awards.

Source: Page 66. 2020 CAFR

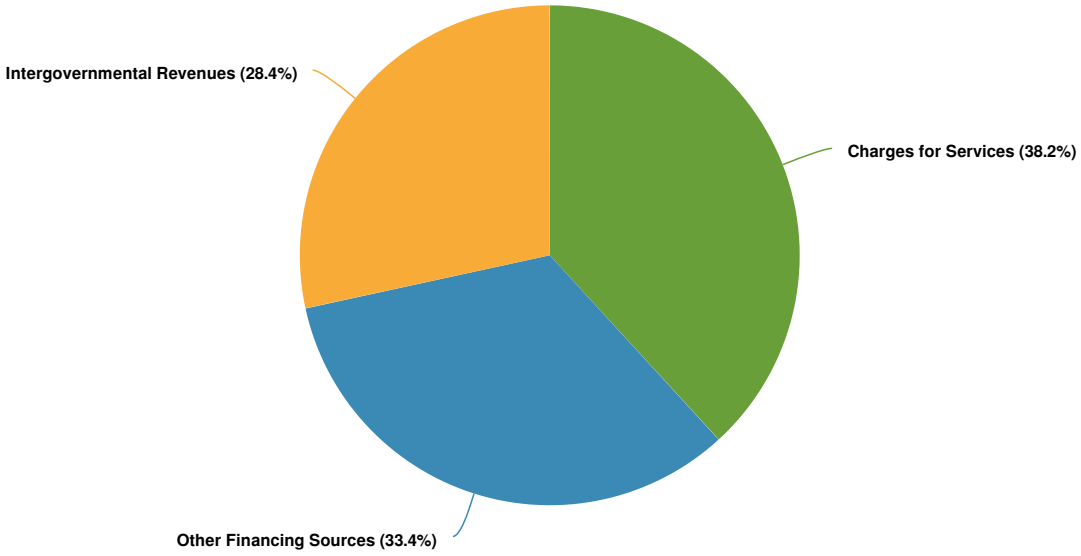
Summary

The County of Henry is projecting $6.28M of revenue in FY2022, which represents a 58.3% increase over the prior year. Budgeted expenditures are projected to increase by 58.3% or $2.31M to $6.28M in FY2022.

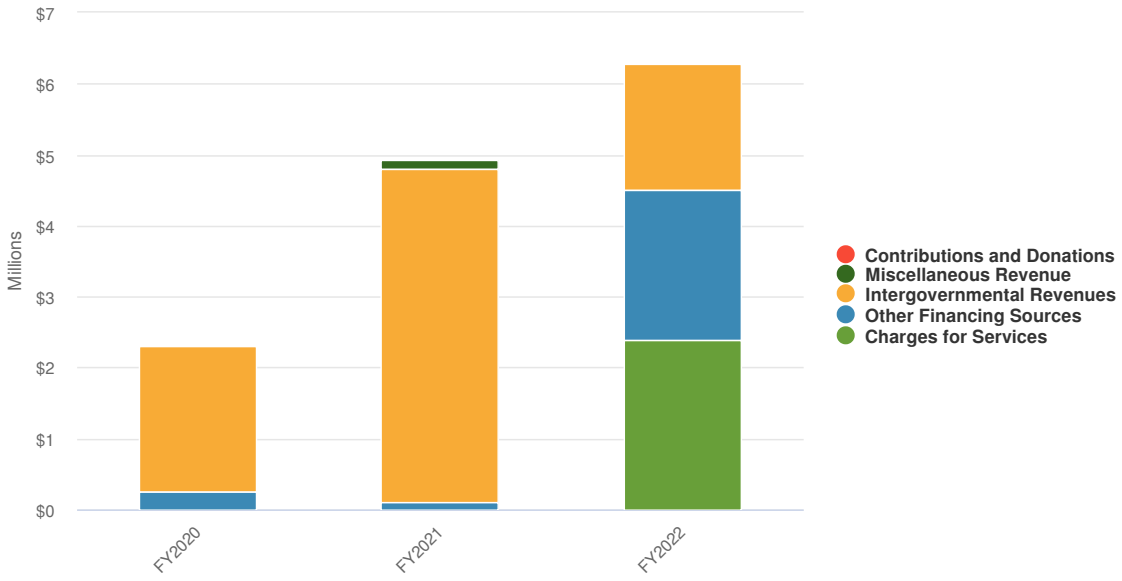


Revenues by Source

Projected 2022 Revenues by Source



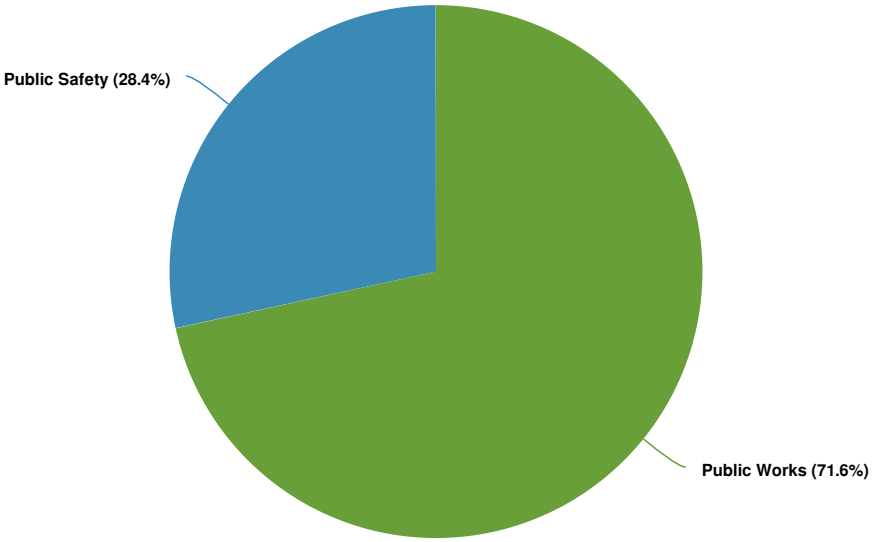
Budgeted and Historical 2022 Revenues by Source



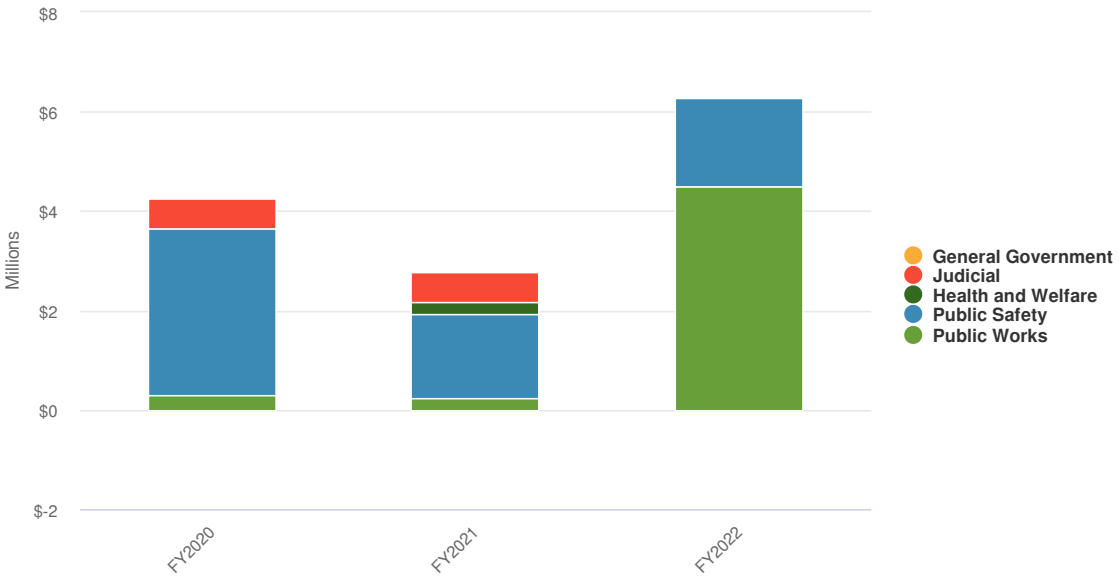
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Intergovernmental Revenues	$4,693,372	$1,813,006	$1,784,577	-1.6%
Charges for Services	$0	$1,800,000	$2,400,000	33.3%
Contributions and Donations	$5,000	$0	$0	0%
Miscellaneous Revenue	$124,914	$0	$0	0%
Other Financing Sources	$102,676	$357,008	$2,100,000	488.2%
Total Revenue Source:	**$4,925,962**	**$3,970,014**	**$6,284,577**	**58.3%**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

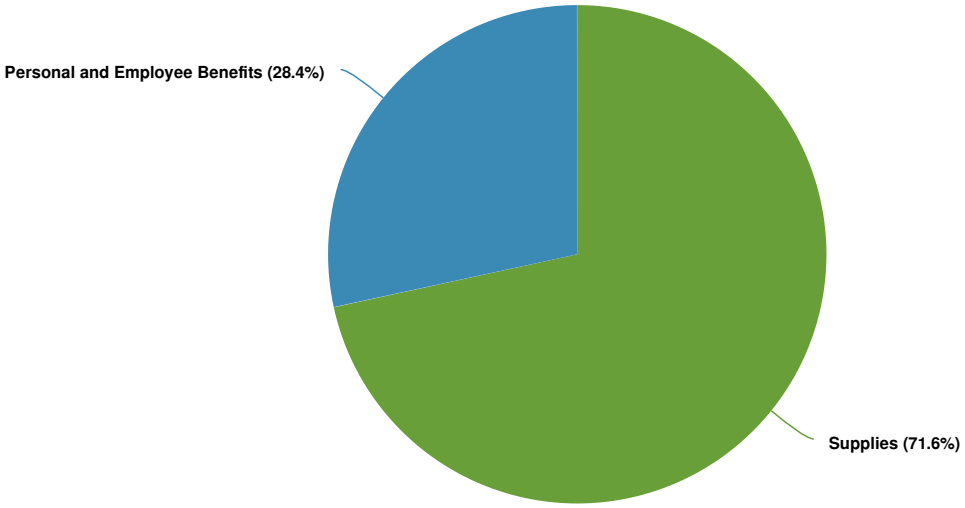


Name	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
General Government	$6,872	-$2	$0	-100%
Judicial	$594,331	$614,199	$0	0%

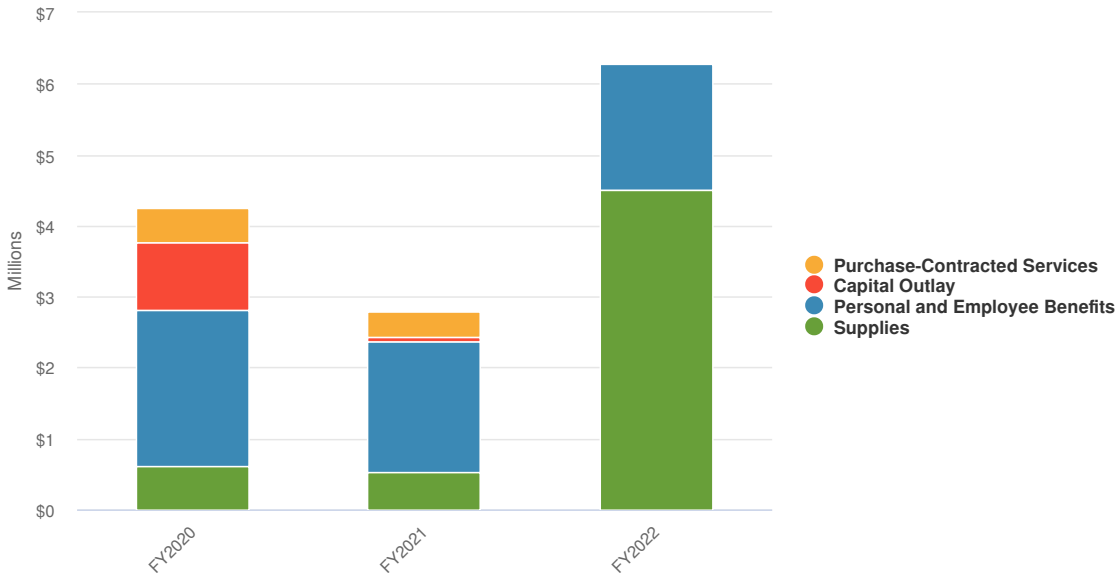
Name	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Public Safety	$3,370,560	$1,686,881	$1,784,577	6.1%
Public Works	$285,811	$228,491	$4,500,000	150%
Health and Welfare	$0	$255,087	$0	0%
Total Expenditures:	**$4,257,574**	**$2,784,657**	**$6,284,577**	**58.3%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects				
Personal and Employee Benefits	$2,185,237	$1,839,091	$1,784,577	-17.8%
Purchase-Contracted Services	$501,822	$360,341	$0	0%
Supplies	$621,123	$533,305	$4,500,000	150%
Capital Outlay	$949,392	$51,919	$0	0%
Total Expense Objects:	**$4,257,574**	**$2,784,657**	**$6,284,577**	**58.3%**

Capital Projects Funds

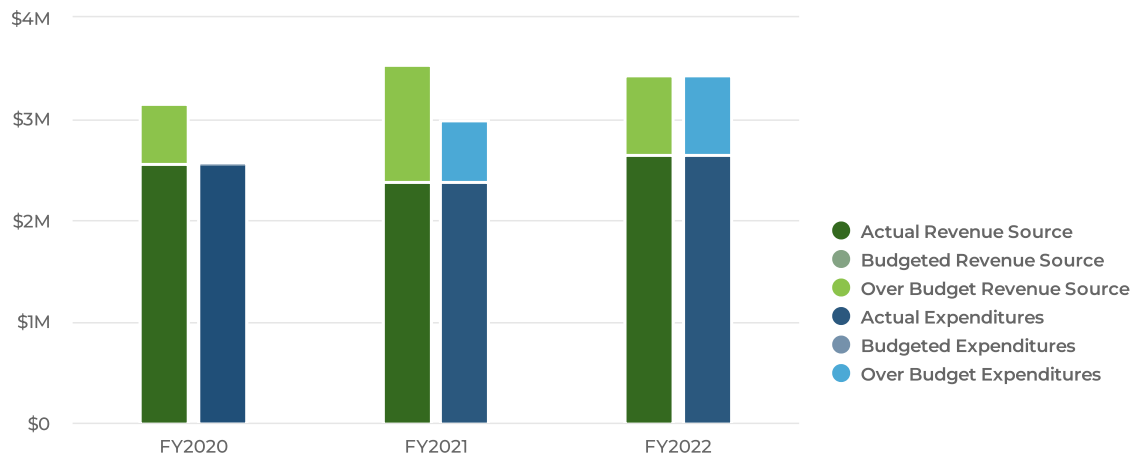
The Capital Projects Funds are used to account for specific revenues that are legally restricted to capital expenditures for particular purposes.

Source: Page 67, 2020 CAFR

Summary

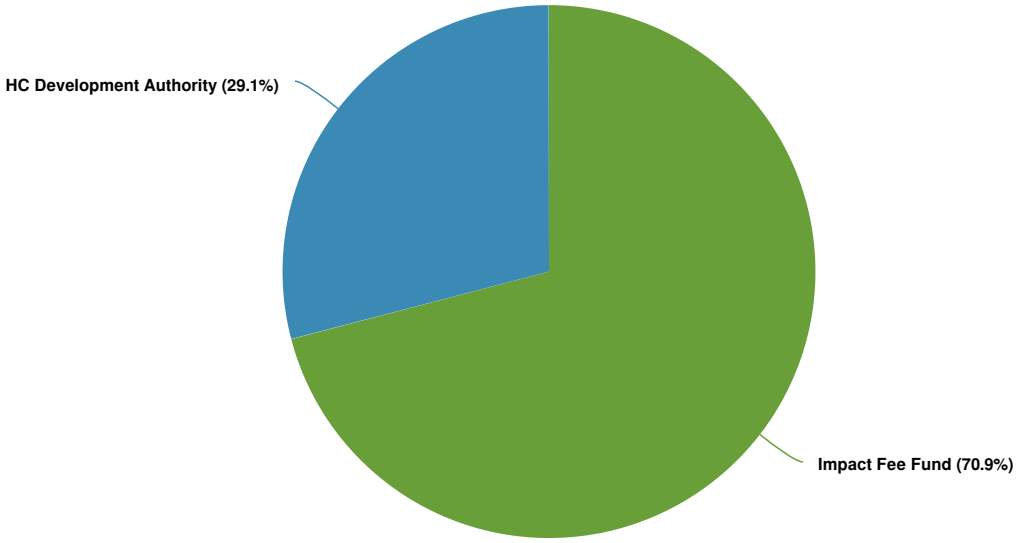
The County of Henry is projecting $2.65**M** of revenue in FY2022, which represents a 11.6% increase over the prior year. Budgeted expenditures are projected to increase by 11.6% or $275.94**K** to $2.65**M** in FY2022.

**SPLOST and Capital Asset Fund budgets are maintained outside of our current financial software due to the project length budgeting methodology.

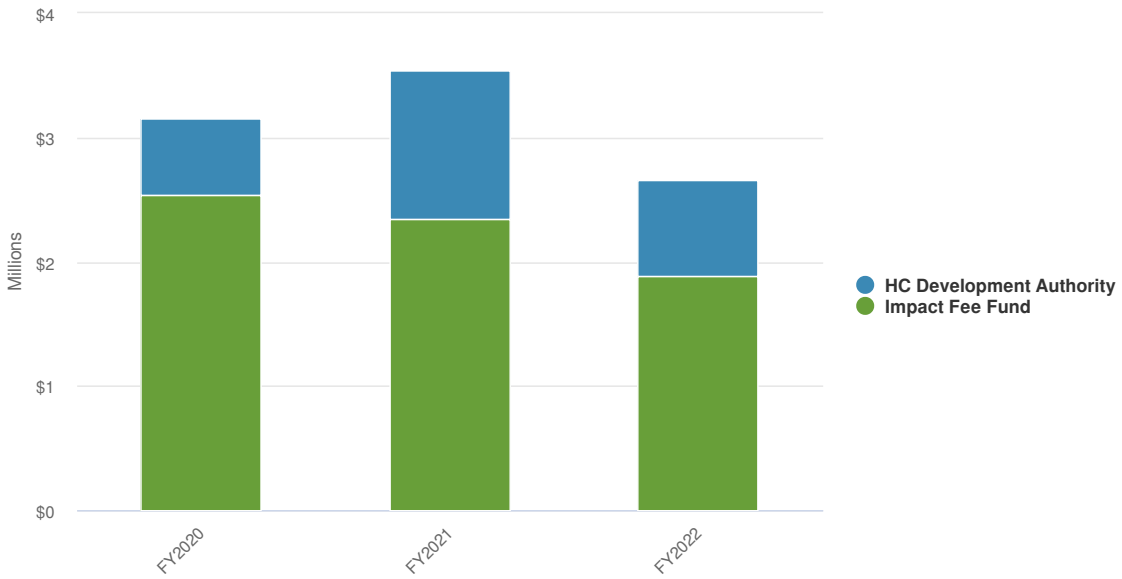


Revenue by Fund

2022 Revenue by Fund



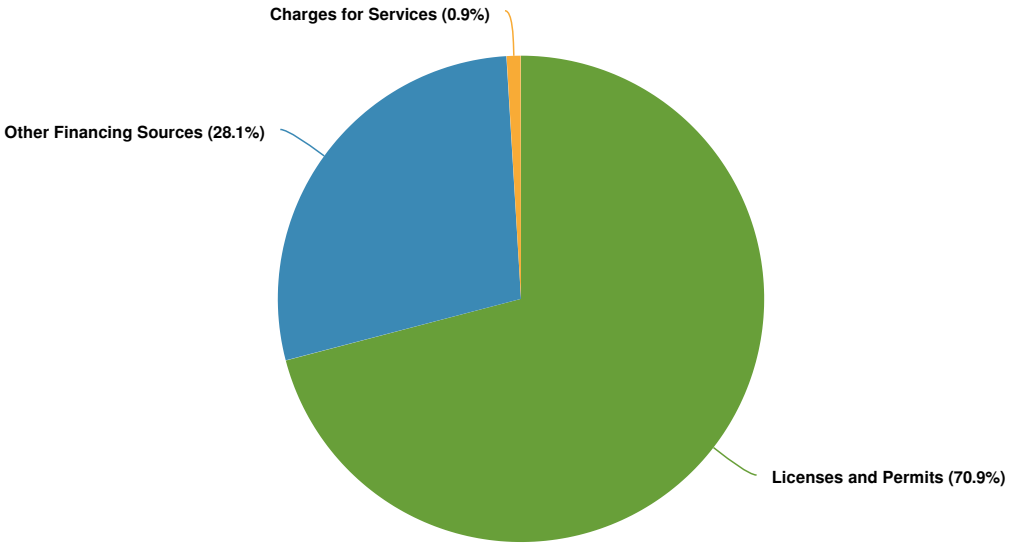
Budgeted and Historical 2022 Revenue by Fund



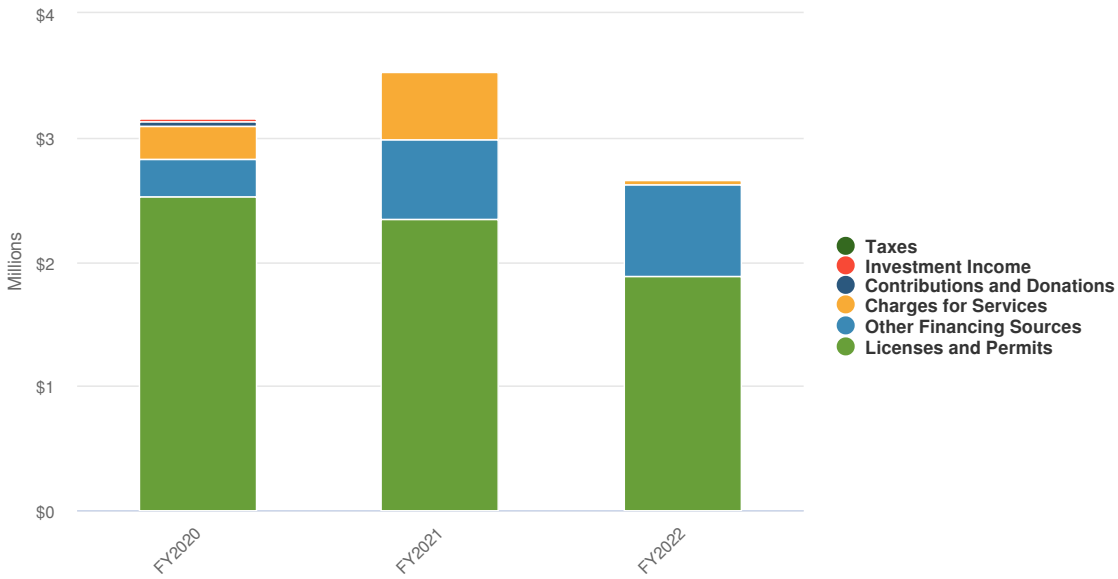
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Impact Fee Fund	$2,348,191	$1,645,226	$1,881,849	14.4%
HC Development Authority	$1,193,759	$738,954	$771,073	4.3%
Total:	**$3,541,951**	**$2,384,180**	**$2,652,922**	**11.3%**

Revenues by Source

Projected 2022 Revenues by Source



Budgeted and Historical 2022 Revenues by Source

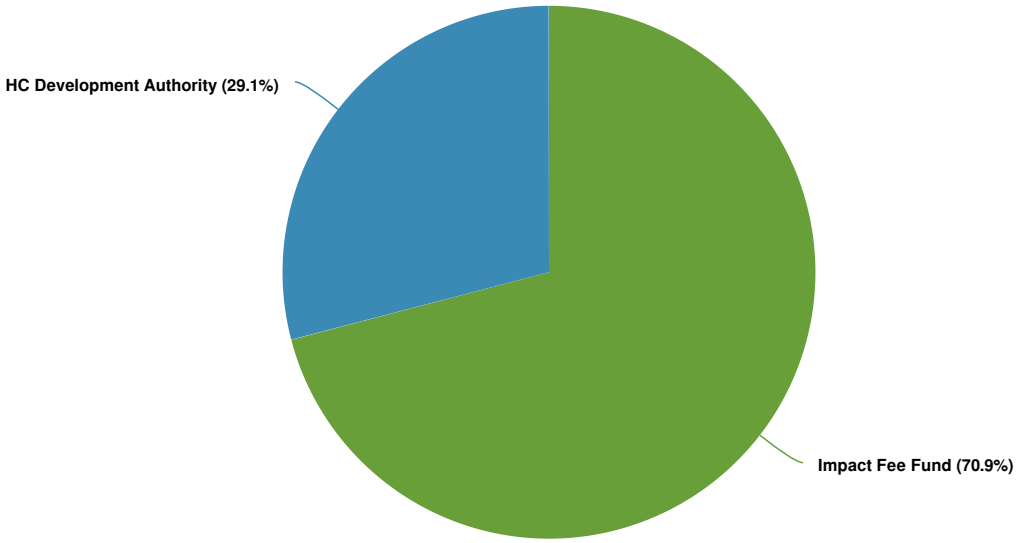


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Licenses and Permits	$2,347,828	$1,644,626	$1,881,849	14.4%
Charges for Services	$538,650	$0	$24,919	N/A
Investment Income	$5,814	$600	$0	-100%
Contributions and Donations	$10,000	$0	$0	0%

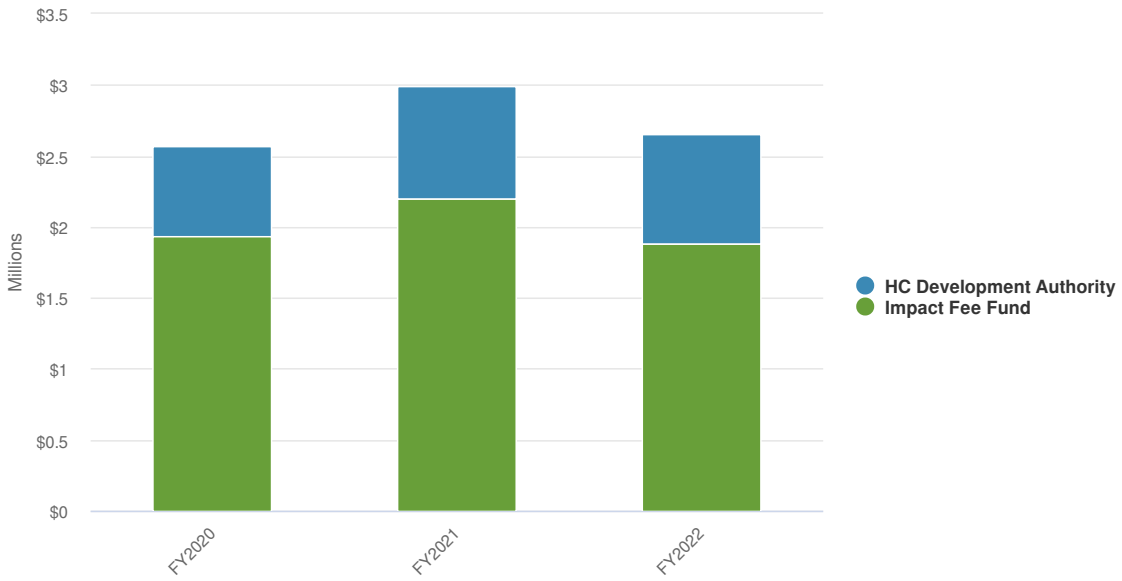
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Other Financing Sources	$639,659	$738,954	$746,154	1%
Total Revenue Source:	**$3,541,951**	**$2,384,180**	**$2,652,922**	**11.3%**

Expenditures by Fund

2022 Expenditures by Fund



Budgeted and Historical 2022 Expenditures by Fund

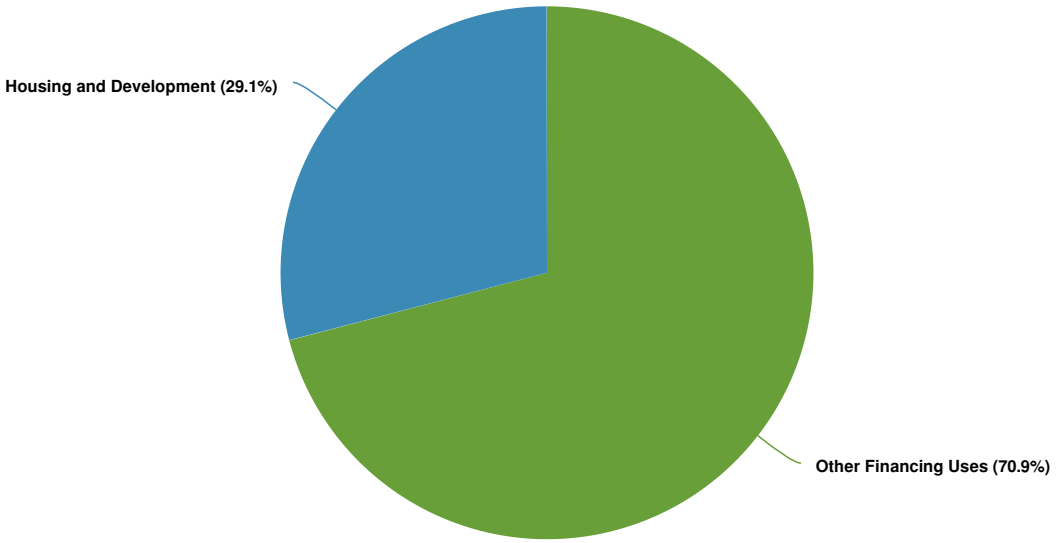


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)

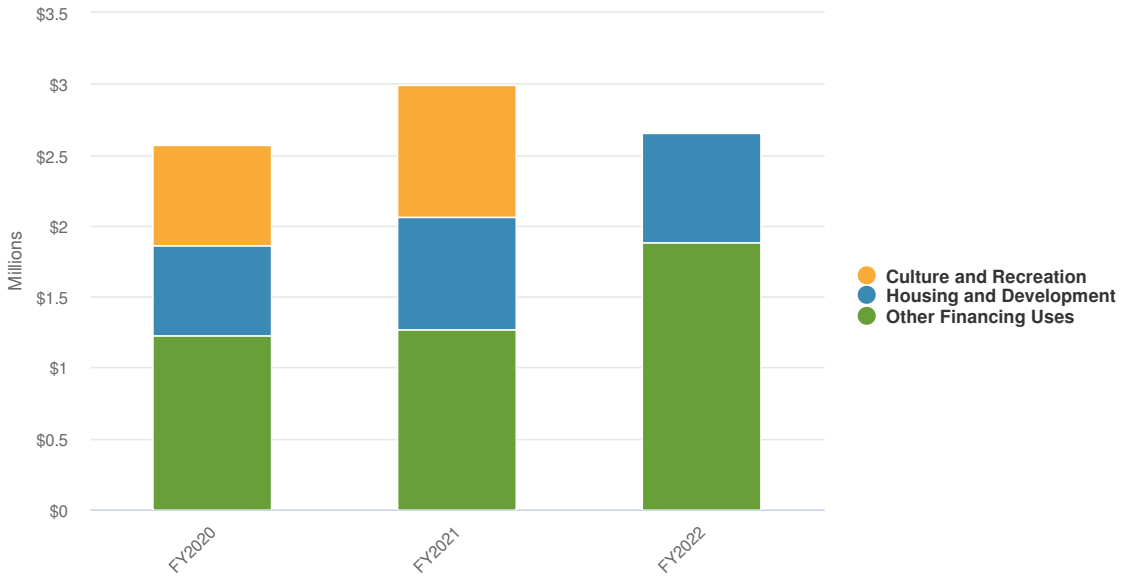
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Impact Fee Fund	$2,203,303	$1,645,226	$1,881,849	14.4%
HC Development Authority	$786,925	$738,954	$771,073	4.3%
Total:	**$2,990,227**	**$2,384,180**	**$2,652,922**	**11.3%**

Expenditures by Function

Budgeted Expenditures by Function



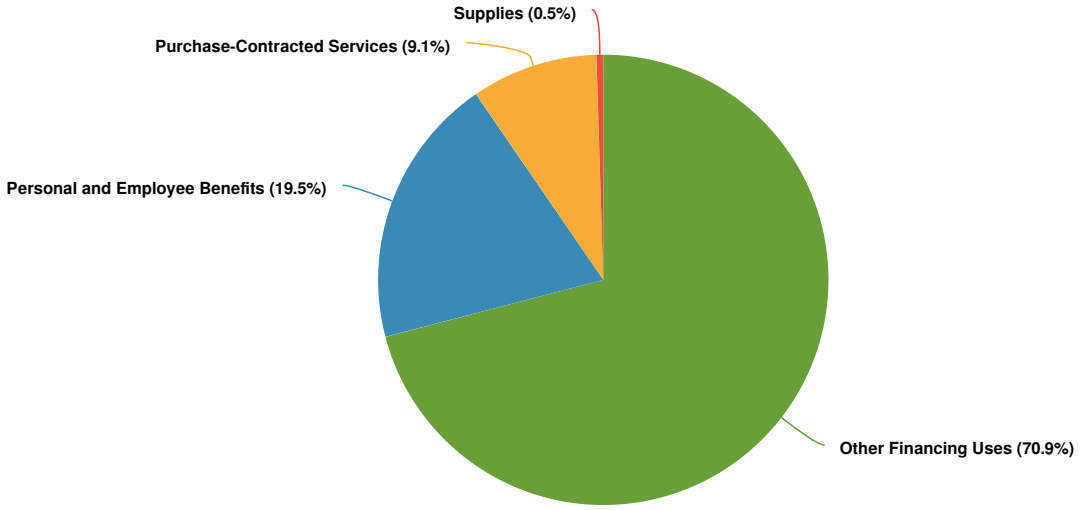
Budgeted and Historical Expenditures by Function



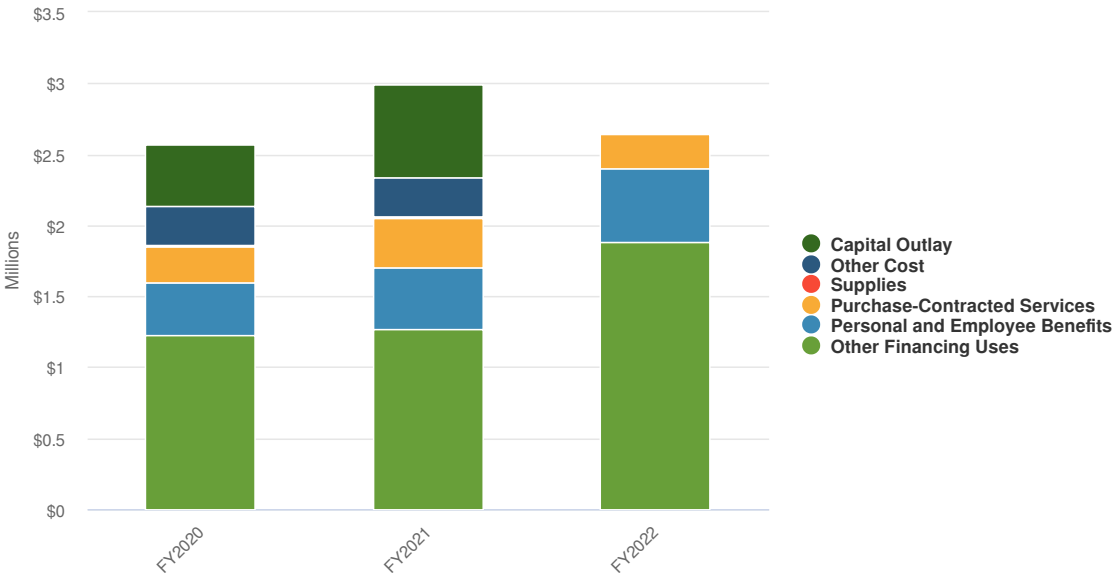
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
General Government	$0	$575,226	$0	-100%
Culture and Recreation	$931,237	$200,000	$0	-100%
Housing and Development	$786,925	$738,954	$771,073	4.3%
Other Financing Uses	$1,272,065	$870,000	$1,881,849	116.3%
Total Expenditures:	**$2,990,227**	**$2,384,180**	**$2,652,922**	**11.3%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits	$365,498	$431,756	$492,729	$517,648	5.1%

Name	FY2020 Actual	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Purchase-Contracted Services	$256,212	$345,944	$233,779	$240,469	2.9%
Supplies	$11,169	$8,425	$12,446	$12,956	4.1%
Capital Outlay	$434,901	$649,167	$0	$0	0%
Other Cost	$271,357	$282,870	$775,226	$0	-100%
Other Financing Uses	$1,231,076	$1,272,065	$870,000	$1,881,849	116.3%
Total Expense Objects:	**$2,570,213**	**$2,990,227**	**$2,384,180**	**$2,652,922**	**11.3%**

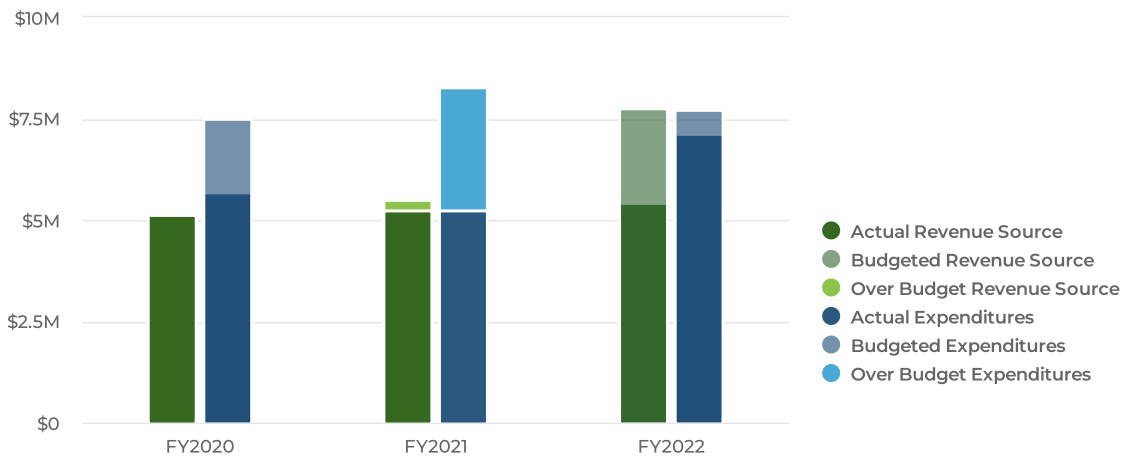
Enterprise Funds

The Enterprise Fund is used to account for the operation and activities of the Cotton Field Golf Course.

Source: Page 67, 2020 CAFR

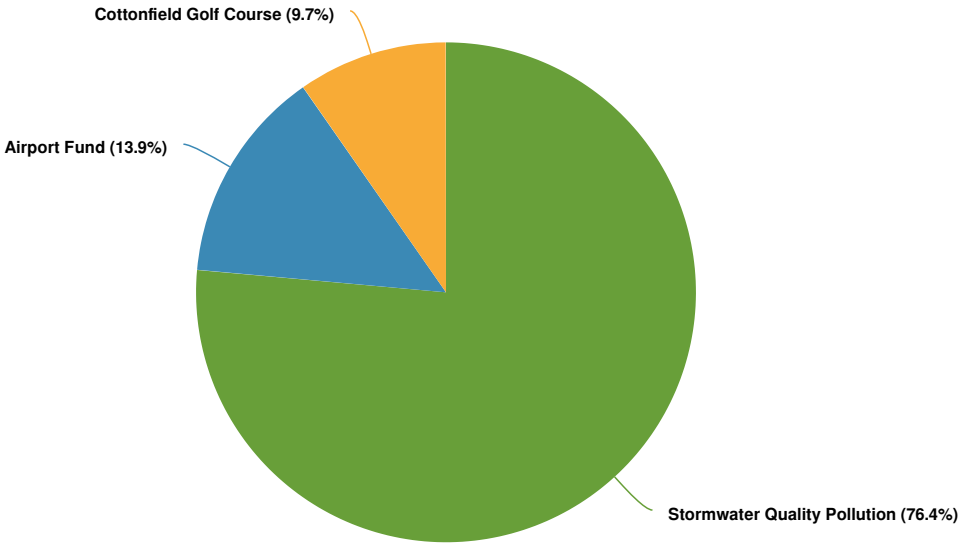
Summary

The County of Henry is projecting $7.77M of revenue in FY2022, which represents a 47.5% increase over the prior year. Budgeted expenditures are projected to increase by 47.2% or $2.49M to $7.76M in FY2022.

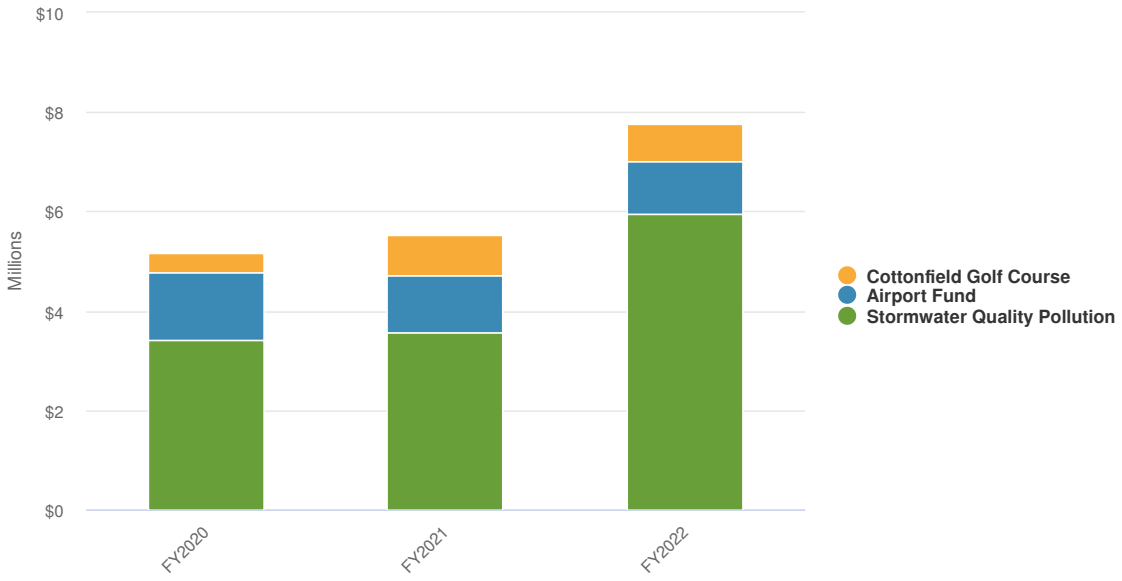


Revenue by Fund

2022 Revenue by Fund



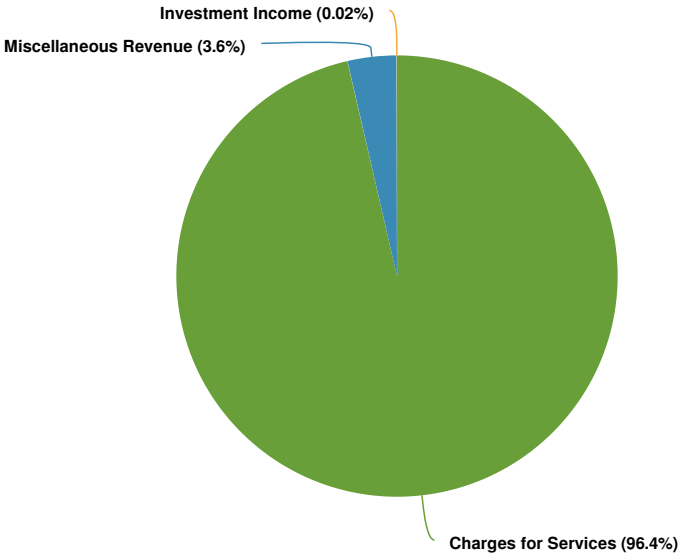
Budgeted and Historical 2022 Revenue by Fund



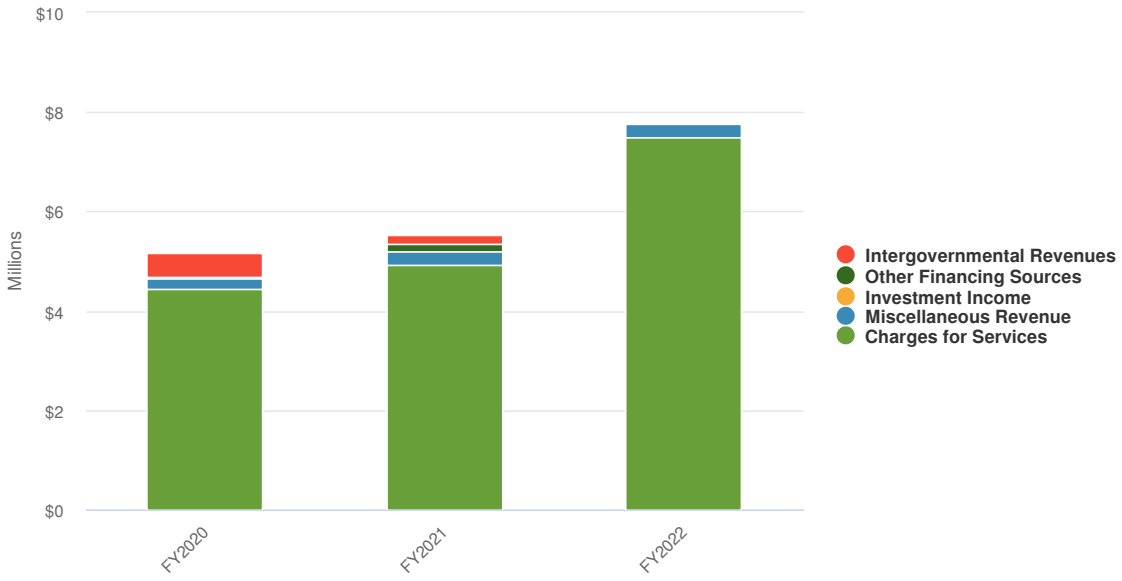
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Stormwater Quality Pollution	$3,559,596	$3,526,800	$5,940,213	68.4%
Airport Fund	$1,160,712	$1,065,100	$1,078,419	1.3%
Cottonfield Golf Course	$793,711	$678,000	$753,042	11.1%
Total:	**$5,514,019**	**$5,269,900**	**$7,771,674**	**47.5%**

Revenues by Source

Projected 2022 Revenues by Source



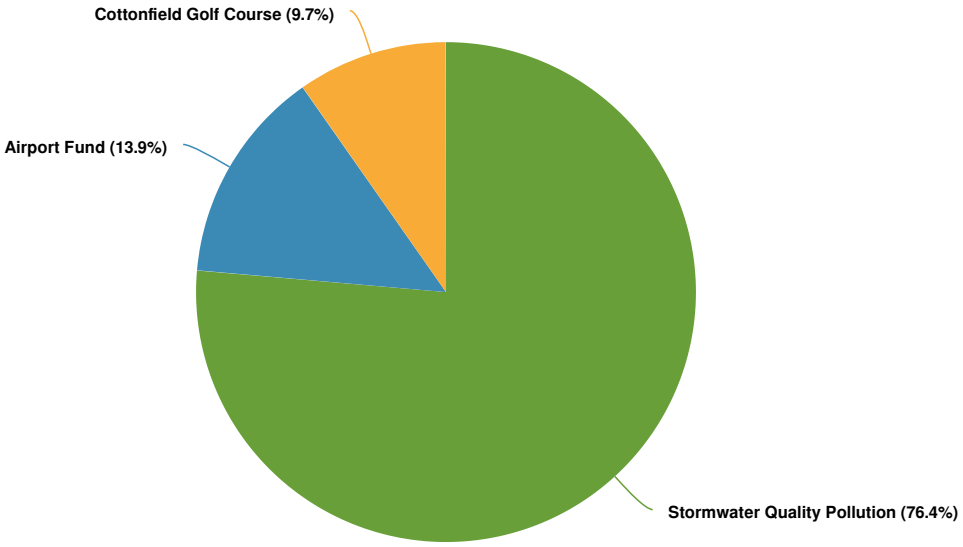
Budgeted and Historical 2022 Revenues by Source



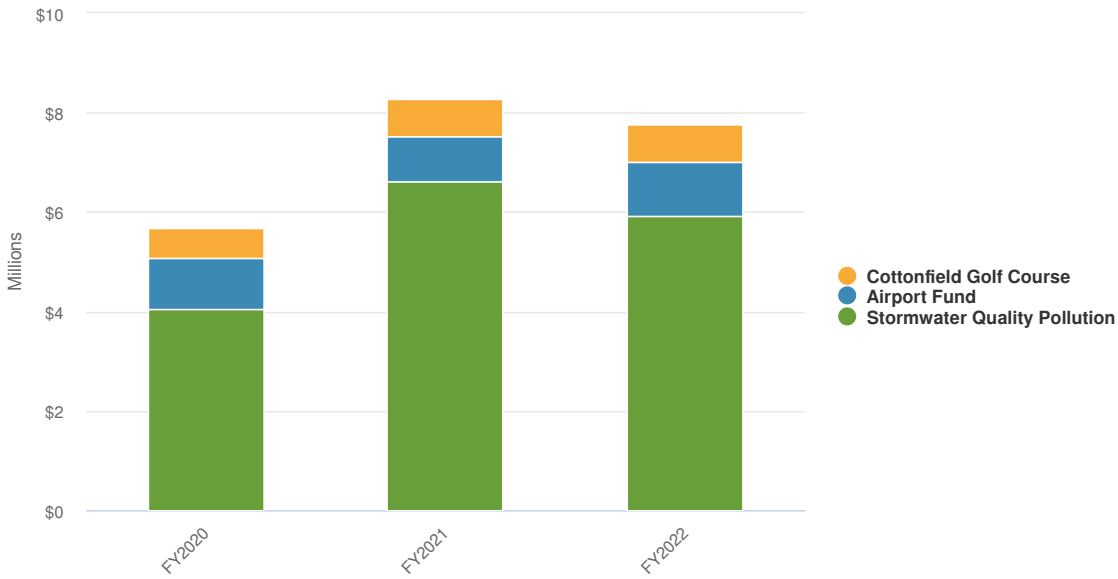
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Revenue Source				
Intergovernmental Revenues	$167,635	$0	$0	0%
Charges for Services	$4,917,558	$5,003,000	$7,491,455	49.7%
Investment Income	$362	$1,900	$1,900	0%
Miscellaneous Revenue	$278,464	$265,000	$278,319	5%
Other Financing Sources	$150,000	$0	$0	0%
Total Revenue Source:	**$5,514,019**	**$5,269,900**	**$7,771,674**	**47.5%**

Expenditures by Fund

2022 Expenditures by Fund



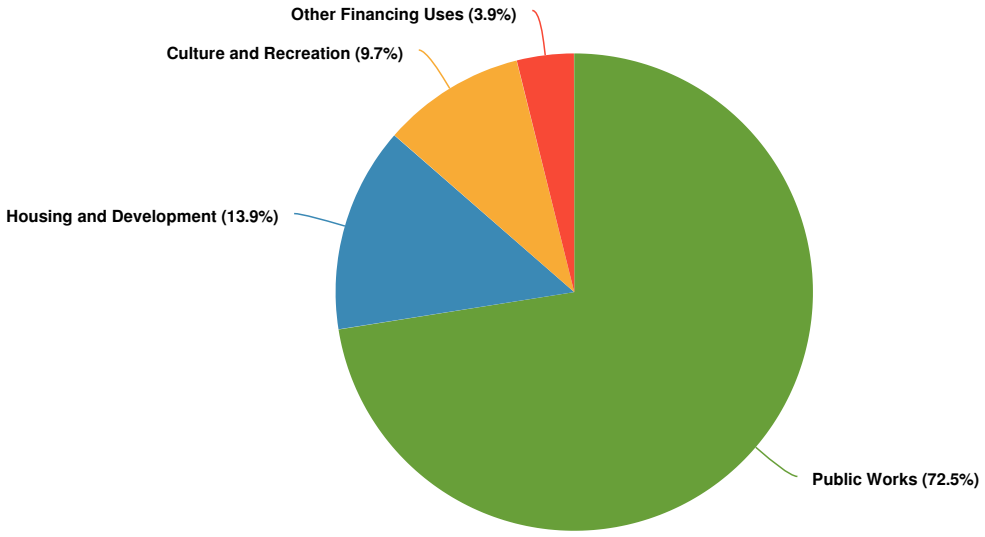
Budgeted and Historical 2022 Expenditures by Fund



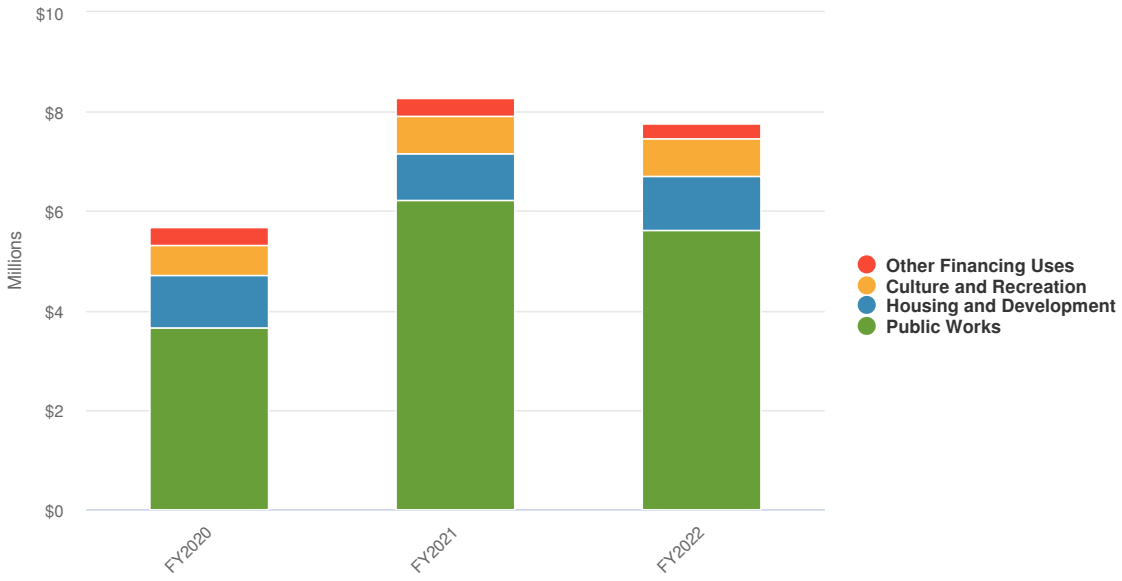
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Stormwater Quality Pollution	$6,603,978	$3,526,800	$5,926,463	68%
Airport Fund	$921,138	$1,065,100	$1,078,419	1.3%
Cottonfield Golf Course	$756,603	$678,000	$753,042	11.1%
Total:	**$8,281,719**	**$5,269,900**	**$7,757,924**	**47.2%**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

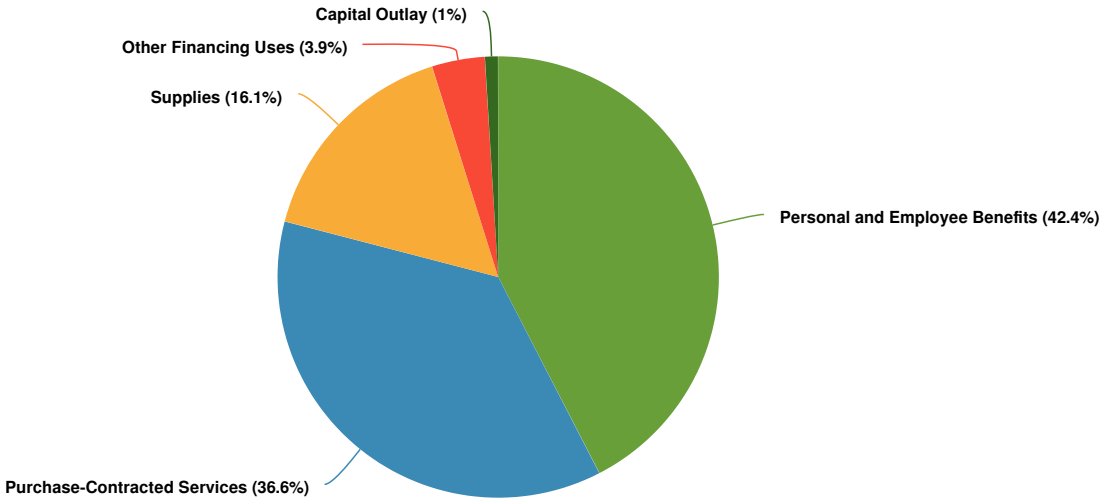


Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expenditures				
Public Works	$6,228,978	$3,151,800	$5,625,463	78.5%
Culture and Recreation	$756,603	$678,000	$753,042	11.1%

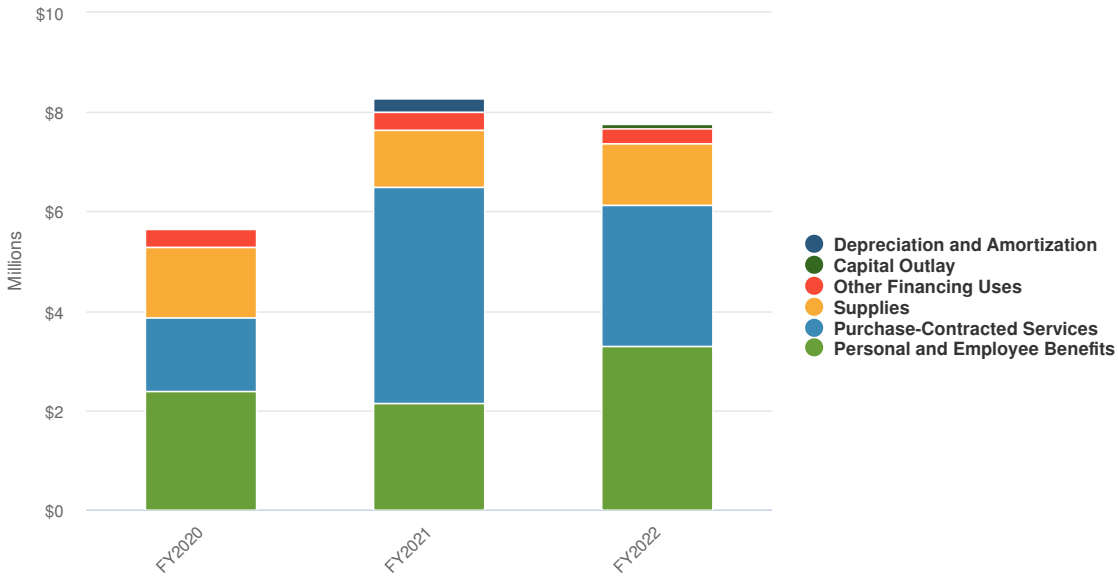
Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Housing and Development	$921,138	$1,065,100	$1,078,419	1.3%
Other Financing Uses	$375,000	$375,000	$301,000	-19.7%
Total Expenditures:	**$8,281,719**	**$5,269,900**	**$7,757,924**	**47.2%**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects				
Personal and Employee Benefits	$2,141,466	$2,762,583	$3,291,858	19.2%
Purchase-Contracted Services	$4,366,921	$879,879	$2,842,078	223%
Supplies	$1,134,598	$1,177,438	$1,247,988	6%
Capital Outlay	$0	$75,000	$75,000	0%
Depreciation and Amortization	$263,734	$0	$0	0%
Other Financing Uses	$375,000	$375,000	$301,000	-19.7%
Total Expense Objects:	**$8,281,719**	**$5,269,900**	**$7,757,924**	**47.2%**

DEPARTMENTS

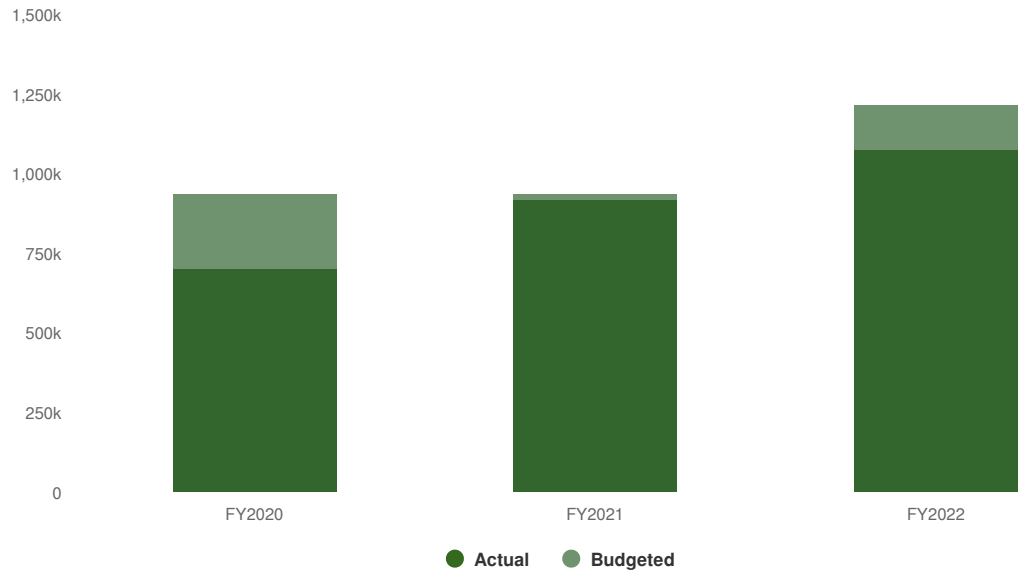
Board of Commissioners

The Board of Commissioners serves as the governing authority for Henry County government by setting public policy, enacting local laws and regulations, administering county property, setting the annual tax rate and exercising general financial management. The Commissioners partner with citizens to make Henry County a community of pride and choice for people to live, work and recreate. The Commission consists of a Chair elected county-wide and five members. In FY 2022, the Board's major initiatives will be to strengthen its relationships with the state and federal government, focus on economic development, and continued stewardship of the County's finances.

Expenditures Summary

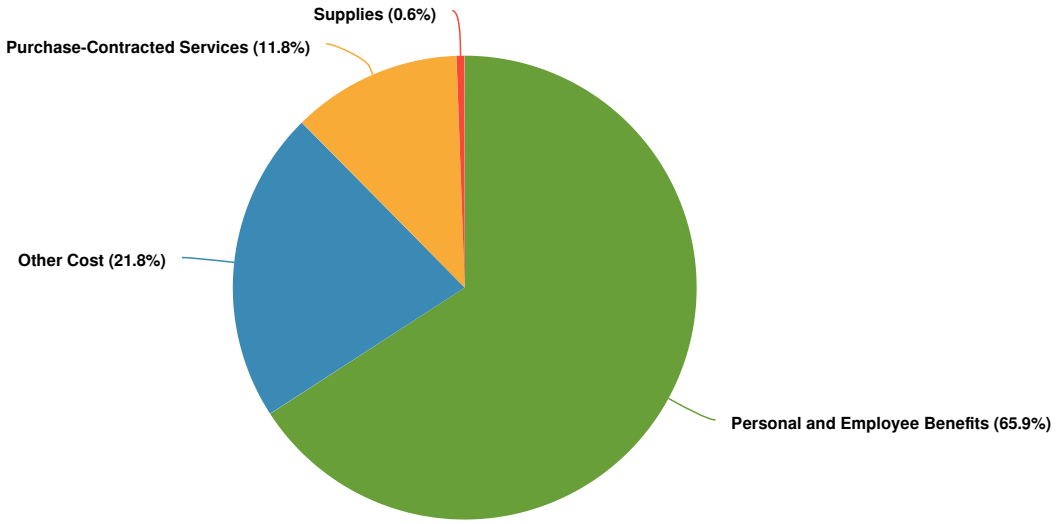
$1,218,316 **$277,686**
(29.52% vs. prior year)

Board of Commissioners Proposed and Historical Budget vs. Actual

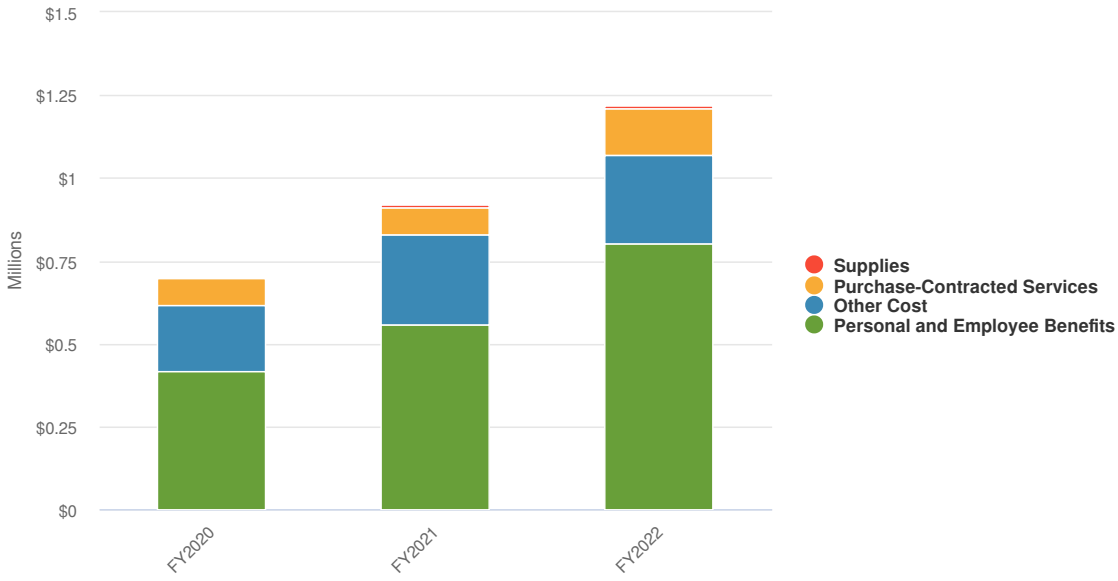


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000440-511100	$303,730	$359,993	$620,328
Travel Allowance	10000440-511600	$7,200	$14,400	$20,557

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Group Insurance	10000450-512100	$42,493	$108,075	$75,454
Social Security	10000450-512200	$18,545	$22,239	$24,428
Medicare	10000450-512300	$4,337	$5,201	$5,759
Retirement Contributions	10000450-512400	$33,105	$36,844	$48,757
Workers' Compensation	10000450-512700	$8,293	$10,101	$7,083
Total Personal and Employee Benefits:		**$417,703**	**$556,854**	**$802,366**
Purchase-Contracted Services				
Professional Contracted Servic	10000451-521200	$37,000	$36,185	$54,000
Professional-Medical	10000451-521400	$102	$149	$0
Repairs & Maintenance	10000460-522200	$0	$0	$500
Communications	10000460-523200	$3,601	$4,380	$4,000
Travel	10000460-523500	$0	$291	$0
Dues and Fees	10000460-523600	$22,935	$27,113	$25,000
Other Purchased Services	10000460-523900	$86	$915	$500
Travel	10000500-523500	$3,709	$4,407	$8,000
Education & Training	10000500-523700	$450	$3,355	$2,000
Travel	10000510-523500	$675	$0	$8,000
Education & Training	10000510-523700	$685	$0	$2,000
Travel	10000520-523500	$2,465	$876	$8,000
Education & Training	10000520-523700	$670	$0	$2,000
Travel	10000530-523500	$0	$115	$8,000
Education & Training	10000530-523700	$0	$475	$2,000
Travel	10000540-523500	$6,071	$1,184	$8,000
Education & Training	10000540-523700	$2,762	$767	$2,000
Travel	10000550-523500	$1,711	$2,605	$8,000
Education & Training	10000550-523700	$670	$515	$2,000
Total Purchase-Contracted Services:		**$83,591**	**$83,332**	**$144,000**
Supplies				
General Supplies & Materials	10000470-531100	$734	$2,063	$1,500
Gasoline	10000470-531270	$437	$695	$650
Food	10000470-531300	$1,386	$1,434	$1,500
Small Equipment	10000470-531600	$1,312	$2,376	$2,500
Tires, Batteries, Parts	10000470-531710	$507	$132	$800
Total Supplies:		**$4,377**	**$6,700**	**$6,950**
Other Cost				
Payments to Other Agencies	10000490-572000	$198,565	$272,558	$265,000
Total Other Cost:		**$198,565**	**$272,558**	**$265,000**
Total Expense Objects:		**$704,236**	**$919,444**	**$1,218,316**

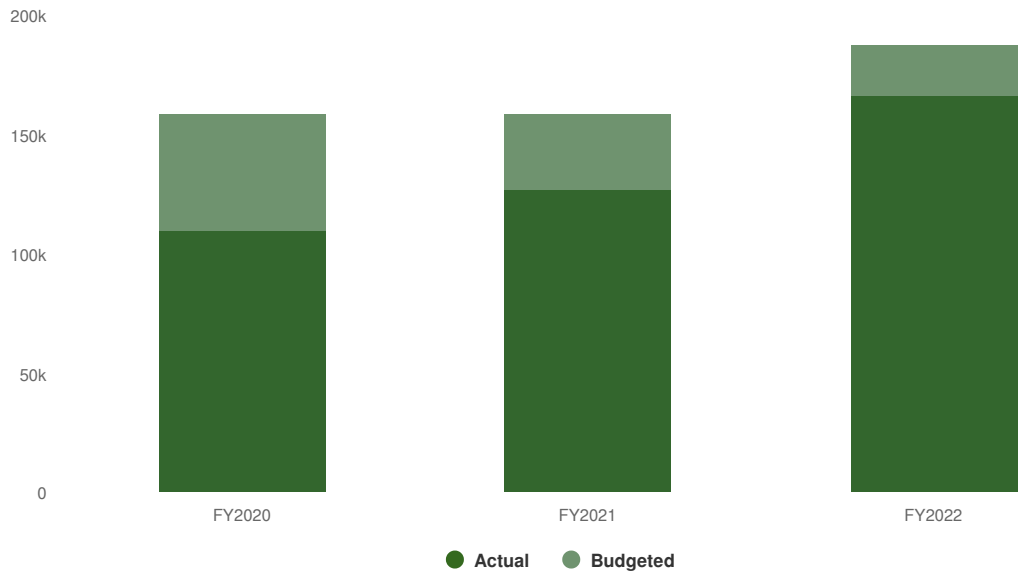
County Clerk

The Clerk of the County serves the Board of Commissioners as executive secretary by recording its official actions, preparing correspondence and reports and maintaining county records; preparing and administering official minutes and proceedings of the Board of Commissioners; and, acting as a liaison to the County Manager.

Expenditures Summary

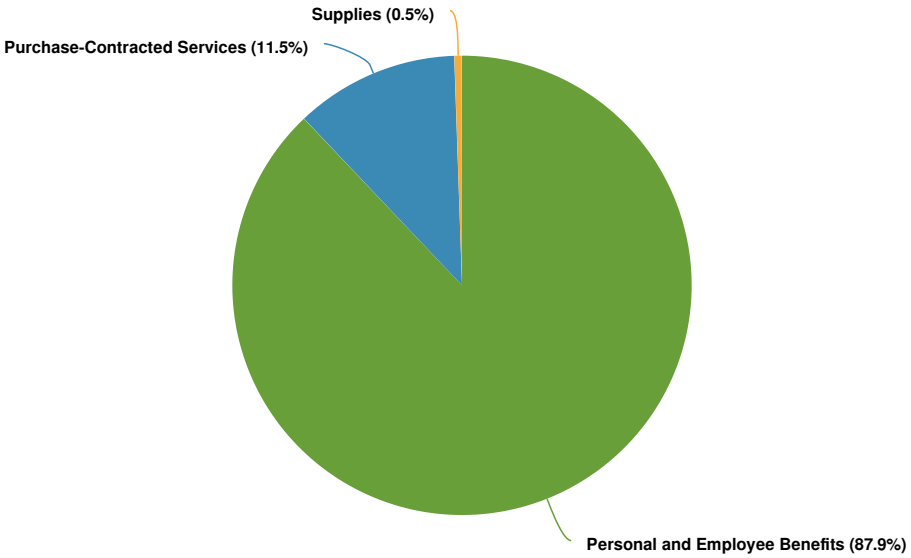
$187,821 $28,527
(17.91% vs. prior year)

County Clerk Proposed and Historical Budget vs. Actual

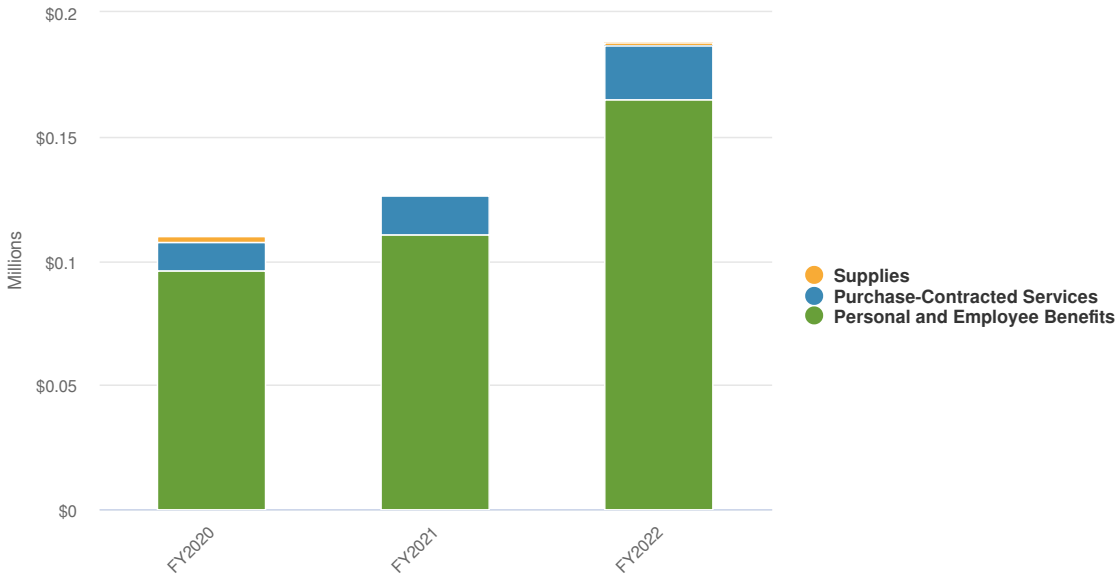


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000560-511100	$70,009	$82,046	$122,410
Group Insurance	10000570-512100	$10,513	$9,811	$19,983

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Social Security	10000570-512200	$4,229	$5,028	$6,354
Medicare	10000570-512300	$989	$1,176	$1,486
Retirement Contributions	10000570-512400	$9,731	$11,642	$14,247
Workers' Compensation	10000570-512700	$471	$606	$681
Total Personal and Employee Benefits:		**$95,942**	**$110,309**	**$165,161**
Purchase-Contracted Services				
Official/Administrative Contra	10000580-521100	$5,475	$9,408	$9,854
Technical Contracted Services	10000580-521300	$1,430	$2,023	$2,500
Rentals	10000590-522300	$3,978	$2,713	$4,000
Communications	10000600-523200	$441	$968	$900
Advertising	10000600-523300	$250	$0	$896
Printing and Binding	10000600-523400	$0	$0	$800
Travel	10000600-523500	$0	$266	$1,030
Dues and Fees	10000600-523600	$0	$40	$80
Education & Training	10000600-523700	$57	$760	$1,600
Total Purchase-Contracted Services:		**$11,630**	**$16,178**	**$21,660**
Supplies				
General Supplies & Materials	10000610-531100	$886	$678	$1,000
Small Equipment	10000610-531600	$1,338	$0	$0
Total Supplies:		**$2,224**	**$678**	**$1,000**
Total Expense Objects:		**$109,796**	**$127,165**	**$187,821**

Goal #1

Maintain ordinances, resolutions, contracts, records, etc.
authorized by the
BOC.

Deliverables:

- BOC document database

Goal #2

Prepare and distribute BOC meeting agendas.

Deliverables:

- BOC meeting agendas
- BOC meeting booklets and materials

Performance Measures

Measure 1: BOC Document Database
- Metrics: Database completion
- Inputs: Resources Needed, Staff working on project, needs of document database

Due Dates: END OF FY 22, Intermediate milestones every quarter

Measure 2: BOC Meeting Agendas
- Metrics: Quality of Agendas
- Inputs: Satisfaction of Board Members and Agenda recipients

Due Dates: END OF FY 22, Intermediate milestones every quarter

County Manager



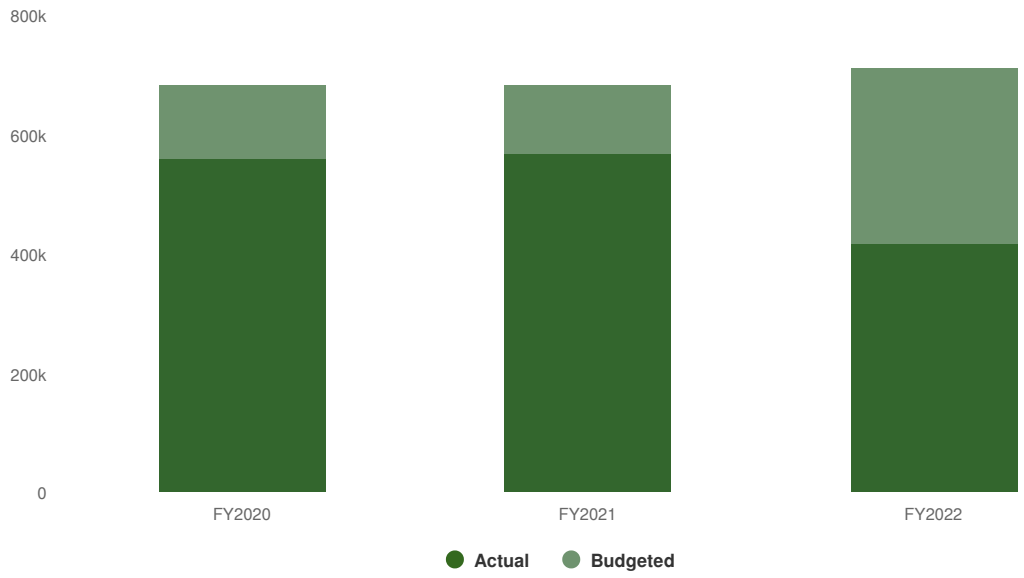
Cheri Hobson-Matthews
County Manager

The mission of the County Manager's Office is to create a culture of high expectation within its workforce and to ensure that Henry County is a premier place to live, work and play by providing quality services to its citizens.

Expenditures Summary

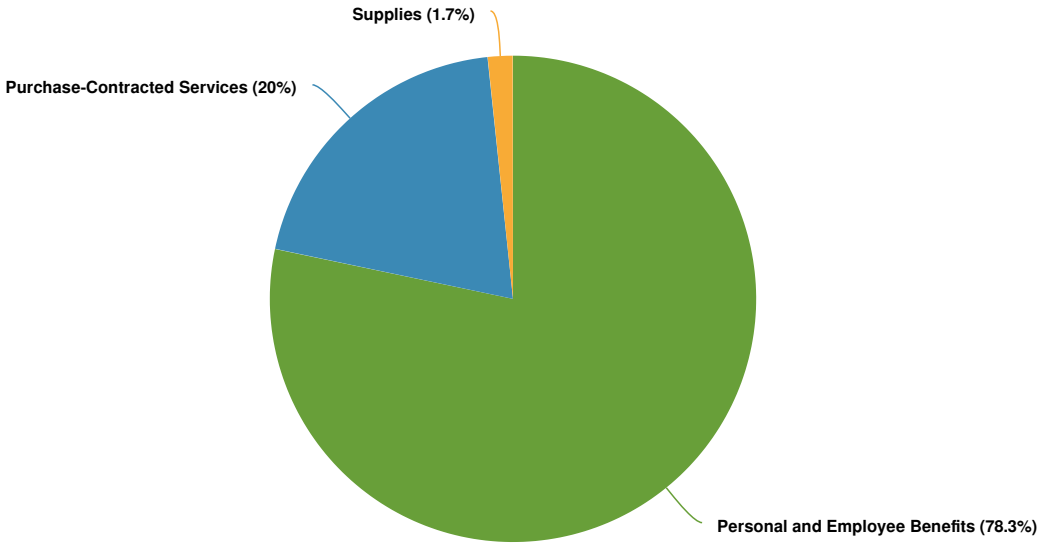
$711,056 **$27,781**
(4.07% vs. prior year)

County Manager Proposed and Historical Budget vs. Actual

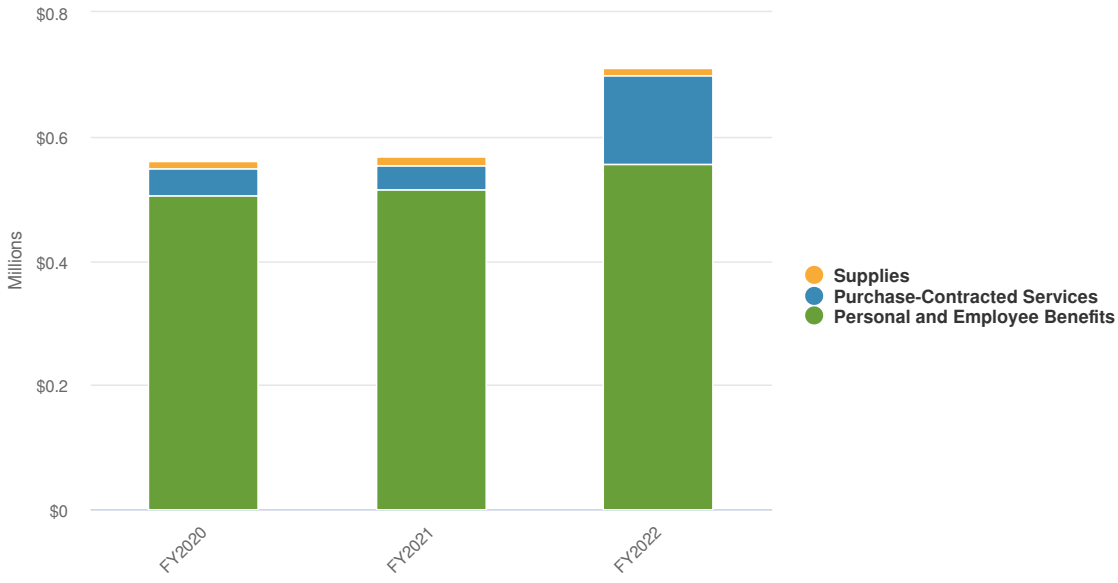


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000620-511100	$354,938	$357,918	$394,899
Group Insurance	10000630-512100	$74,162	$79,041	$76,599

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Social Security	10000630-512200	$19,799	$19,758	$22,495
Medicare	10000630-512300	$4,940	$5,009	$5,261
Retirement Contributions	10000630-512400	$49,336	$50,629	$54,891
Workers' Compensation	10000630-512700	$2,391	$2,644	$2,611
Total Personal and Employee Benefits:		**$505,568**	**$514,998**	**$556,756**
Purchase-Contracted Services				
Professional Contracted Servic	10000640-521200	$18,173	$20,885	$107,000
Technical Contracted Services	10000640-521300	$2,448	$3,573	$2,692
Rentals	10000650-522300	$3,458	$2,183	$4,500
Communications	10000660-523200	$2,816	$2,131	$3,300
Travel	10000660-523500	$4,778	$546	$7,441
Dues and Fees	10000660-523600	$1,807	$1,911	$4,000
Education & Training	10000660-523700	$6,388	$4,446	$7,559
Other Purchased Services	10000660-523900	$2,563	$3,167	$6,000
Total Purchase-Contracted Services:		**$42,431**	**$38,843**	**$142,492**
Supplies				
General Supplies & Materials	10000670-531100	$2,312	$4,746	$2,300
Gasoline	10000670-531270	$30	$43	$1,200
Food	10000670-531300	$3,626	$1,652	$1,500
Small Equipment	10000670-531600	$4,524	$7,034	$5,608
Other Supplies	10000670-531700	$2,357	$0	$0
Tires, Batteries, Parts	10000670-531710	$0	$1,339	$1,200
Total Supplies:		**$12,849**	**$14,814**	**$11,808**
Total Expense Objects:		**$560,847**	**$568,654**	**$711,056**

Goal #1

Implement a strategic plan across all departments.

Deliverables:

- The Five-Year Strategic Blueprint, 2022-2026
- Subsidiary strategic plans
- Qualified and motivated executive leadership team
- Strategic relationships with third parties
- Approved Agency-level and Department-level operational and tactical plans

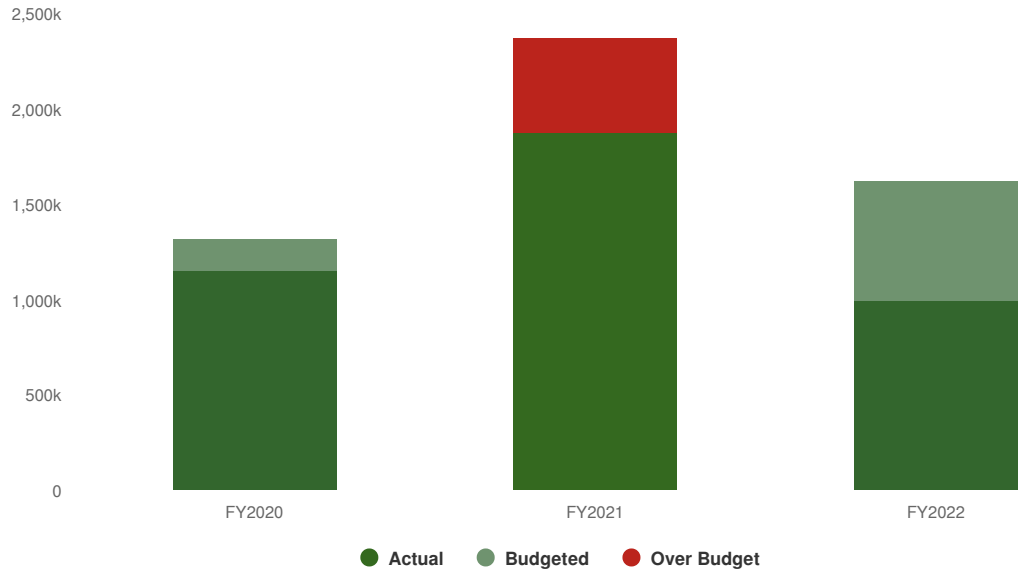
Elections

The mission of the Henry County Board of Elections and Voter Registration is to enhance voter and electoral experiences of citizens by providing effective, efficient and equitable elections, voter registration and absentee-balloting services through the use of performance management systems and processes.

Expenditures Summary

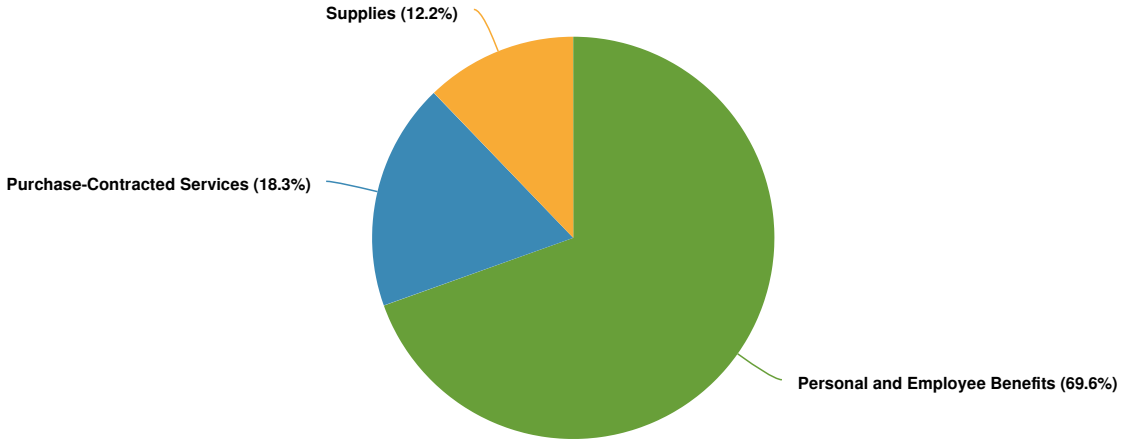
$1,627,785 -$252,693
(-13.44% vs. prior year)

Elections Proposed and Historical Budget vs. Actual

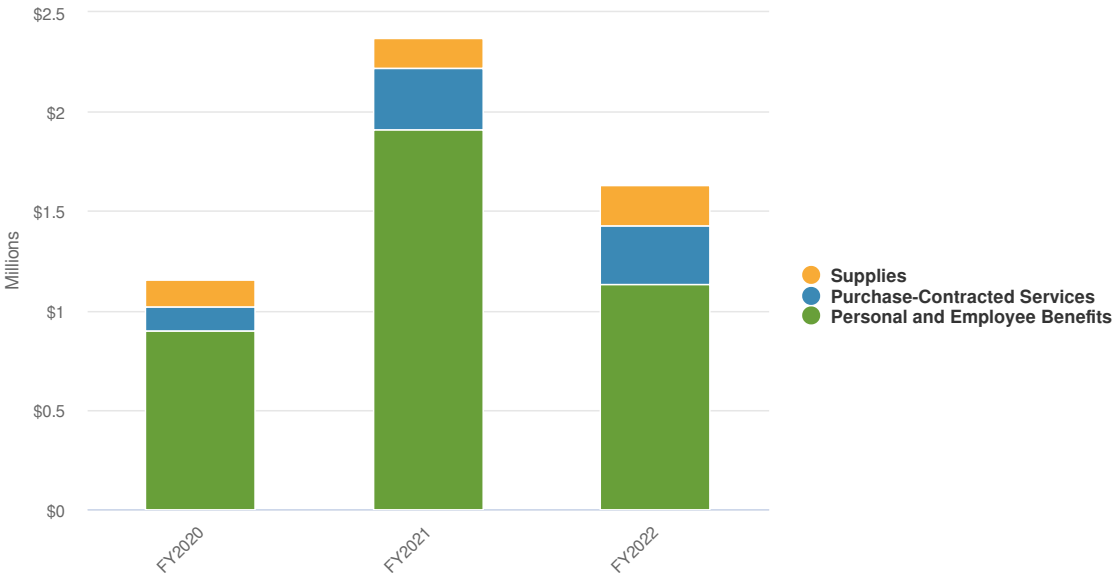


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000680-511100	$636,950	$1,408,119	$897,515
Overtime	10000680-511300	$67,866	$212,374	$31,000

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Group Insurance	10000690-512100	$84,162	$103,707	$95,073
Social Security	10000690-512200	$42,700	$99,448	$42,876
Medicare	10000690-512300	$9,987	$23,275	$10,027
Retirement Contributions	10000690-512400	$50,934	$47,433	$50,985
Workers' Compensation	10000690-512700	$5,258	$13,225	$4,701
Total Personal and Employee Benefits:		**$897,856**	**$1,907,581**	**$1,132,177**
Purchase-Contracted Services				
Official/Administrative Contra	10000700-521100	$12,000	$11,800	$18,000
Professional Contracted Servic	10000700-521200	$3,959	$44,312	$18,090
Technical Contracted Services	10000700-521300	$924	$2,650	$2,500
Professional-Medical	10000700-521400	$180	$54	$150
Disposal	10000710-522110	$739	$2,101	$2,249
Repairs & Maintenance	10000710-522200	$5,941	$3,735	$10,000
Rental of Land and Buildings	10000710-522310	$26,944	$50,604	$35,793
Rental of Equipment & Vehicles	10000720-522320	$8,244	$48,730	$45,925
Communications	10000720-523200	$27,810	$37,153	$45,000
Advertising	10000720-523300	$8,170	$9,293	$7,000
Printing and Binding	10000720-523400	$21,121	$84,657	$65,000
Travel	10000720-523500	$3,968	$10	$16,000
Dues and Fees	10000720-523600	$740	$15,000	$17,165
Education & Training	10000720-523700	$4,533	$0	$14,560
Total Purchase-Contracted Services:		**$125,273**	**$310,098**	**$297,432**
Supplies				
General Supplies & Materials	10000730-531100	$36,353	$44,714	$10,000
Maintenance Supplies	10000730-531110	$174	$2,585	$3,000
Water/Sewerage	10000730-531210	$2,831	$1,126	$3,000
Natural Gas	10000730-531220	$1,202	$949	$3,000
Electricity	10000730-531230	$19,746	$24,325	$43,578
Gasoline	10000730-531270	$446	$429	$2,500
Food	10000730-531300	$113	$950	$1,000
Small Equipment	10000730-531600	$73,262	$79,821	$129,098
Tires, Batteries, Parts	10000730-531710	$0	$42	$3,000
Total Supplies:		**$134,127**	**$154,941**	**$198,176**
Total Expense Objects:		**$1,157,256**	**$2,372,621**	**$1,627,785**

Goal #1

Immediate access to every voter's signature for ease in verification required for
petitions and absentee voting by mail

Deliverables:

- Verify that a digital image of all voter registration applications for each voter is archived

Goal #2

Obtain Georgia Election Officials Certification (GEOC) of every full time staff member.

Deliverables:

- 100% GEOC certification of all full time staff

Performance Measures

Measure 1: Creation and completion of a digital imaging archive process for all registration applications.

Metrics: Process completion metrics such as percentage of registration applications archived

Inputs: Resources needed, number of staff working on project, process requirements

Due Dates: 90 Days prior to next election, intermediate deadlines as needed

Measure 2: GEOC Certification of all staff

Metrics: GEOC certification requirements

Inputs: Number of staff, time to completion of requirements for one person

Due Dates: 90 Days prior to next election, intermediate deadlines as needed

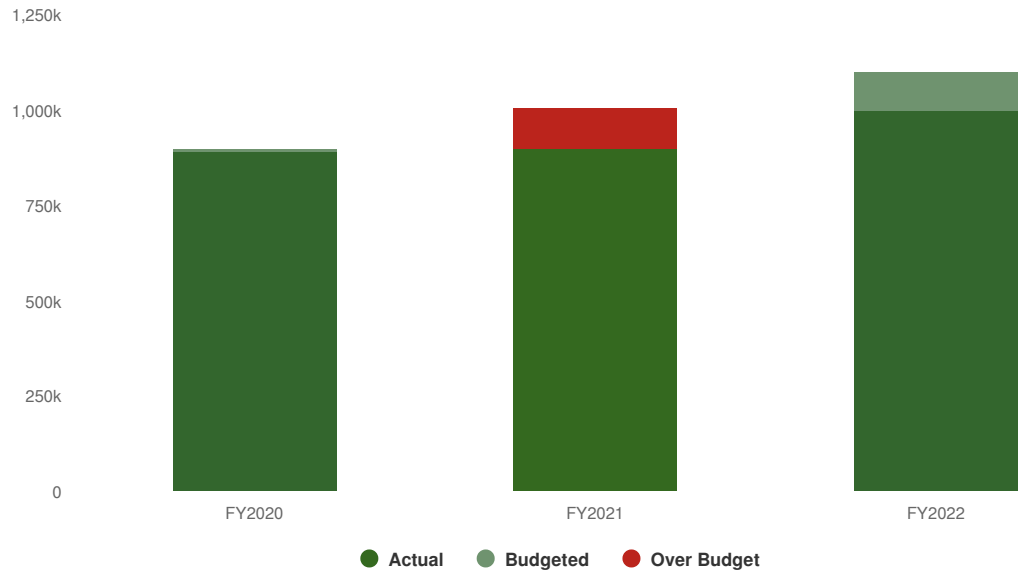
Finance

To establish, conduct and maintain the financial operations and reporting system of Henry County in accordance with all applicable laws and standards and Generally Accepted Accounting Principles as prescribed by legal and regulatory oversight bodies; to ensure the effective and economical use of public resources through proper budgeting and prudent cash management, procurement and debt issuance; and to generate and distribute timely, accurate and meaningful financial information to management.

Expenditures Summary

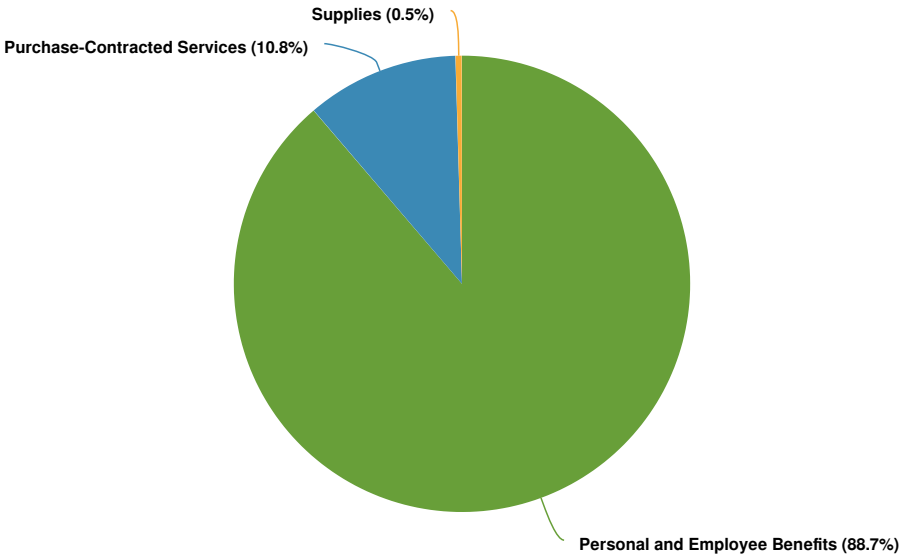
$1,102,575 $200,802
(22.27% vs. prior year)

Finance Proposed and Historical Budget vs. Actual

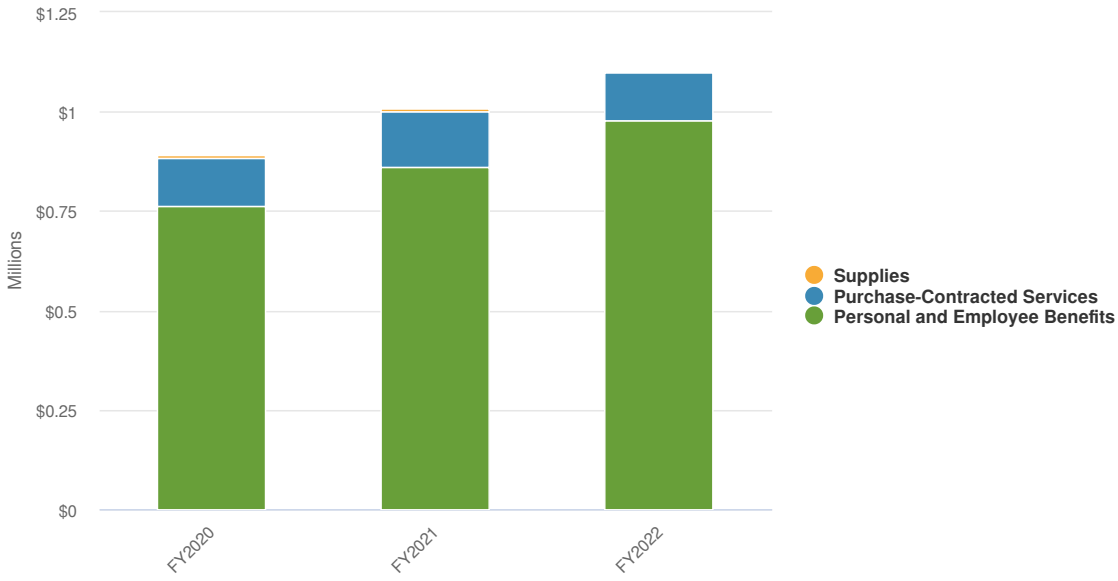


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000740-511100	$538,465	$592,037	$743,745
Overtime	10000740-511300	$742	$0	$0

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Group Insurance	10000750-512100	$106,514	$138,799	$104,439
Social Security	10000750-512200	$32,150	$35,328	$36,364
Medicare	10000750-512300	$7,519	$8,262	$8,505
Retirement Contributions	10000750-512400	$72,749	$83,769	$81,527
Workers' Compensation	10000750-512700	$3,654	$4,366	$3,911
Total Personal and Employee Benefits:		**$761,792**	**$862,561**	**$978,491**
Purchase-Contracted Services				
Professional Contracted Servic	10000760-521200	$101,700	$114,729	$97,584
Professional-Medical	10000760-521400	$130	$1,036	$0
Rentals	10000770-522300	$2,002	$2,305	$1,300
Communications	10000780-523200	$7,250	$11,049	$5,200
Advertising	10000780-523300	$1,886	$2,912	$1,500
Printing and Binding	10000780-523400	$899	$0	$1,500
Travel	10000780-523500	$1,930	$13	$5,000
Dues and Fees	10000780-523600	$3,261	$2,898	$2,000
Education & Training	10000780-523700	$1,969	$1,562	$5,000
Total Purchase-Contracted Services:		**$121,026**	**$136,504**	**$119,084**
Supplies				
General Supplies & Materials	10000790-531100	$5,390	$6,603	$5,000
Small Equipment	10000790-531600	$2,207	$1,224	$0
Total Supplies:		**$7,598**	**$7,828**	**$5,000**
Total Expense Objects:		**$890,415**	**$1,006,893**	**$1,102,575**

Goal #1

Produce timely, high-quality financial documentation, both required and
complementary, to the Board of Commissioners and County Administration.

Deliverables:

- Produce timely, high-quality financial documentation, both required and complementary, to the Board of Commissioners and County Administration
  a. Comprehensive Annual Financial Report (CAFR) with Single Audit Report
  b. Popular Annual Financial Report for the citizens of Henry County
  c. Reduce number of audit findings

Goal #2

Maximize financial stewardship and accountability.

Deliverables:

- Maintain AAA Bond Rating

Performance Measures

Measure 1: Comprehensive Annual Financial Report (CAFR) Completion
- Metrics: Comprehensive Annual Financial Report (CAFR) Requirements
- Inputs: Budgets, close-outs completed

Due Dates: END OF FY 22, Intermediate Milestones every quarter

Measure 2: Popular Annual Financial Report (PAFR) Completion
- Metrics: Popular Annual Financial Report (PAFR) Requirements
- Inputs: Budgets, close-outs completed

Due Dates: END OF FY 22, Intermediate Milestones every quarter

Measure 3: Audit Finding Reduction
- Metrics: Number of audit findings (0)
- Inputs: Financial statements

Due Dates: END OF FY 22, Intermediate Milestones every quarter

Measure 4: Maintenance of AAA Bond Rating
- Metrics: AAA Bond Rating Requirements
- Inputs: Financial statements

Due Dates: END OF FY 22, Intermediate Milestones every quarter

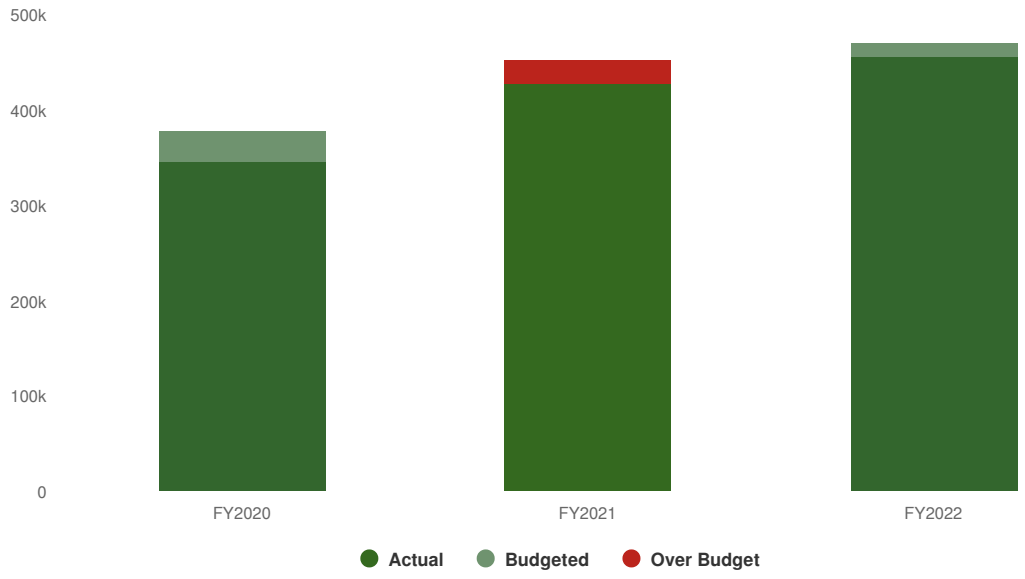
Purchasing

The Procurement department provides purchasing and administrative service and support to all County departments in a manner that facilitates and enhances their activities, while preserving tax dollar value through enforcement of necessary policies, procedures and financial controls.

Expenditures Summary

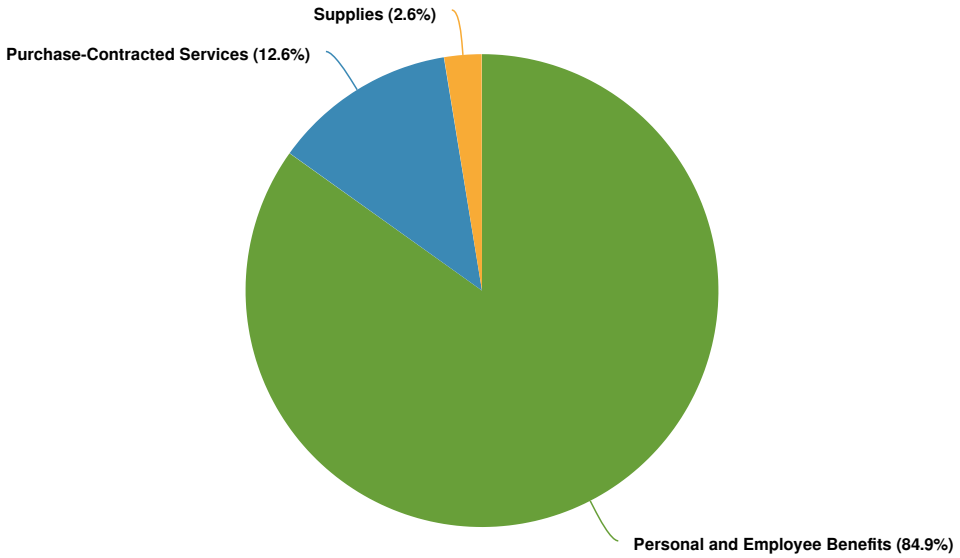
$469,771 $41,505
(9.69% vs. prior year)

Purchasing Proposed and Historical Budget vs. Actual

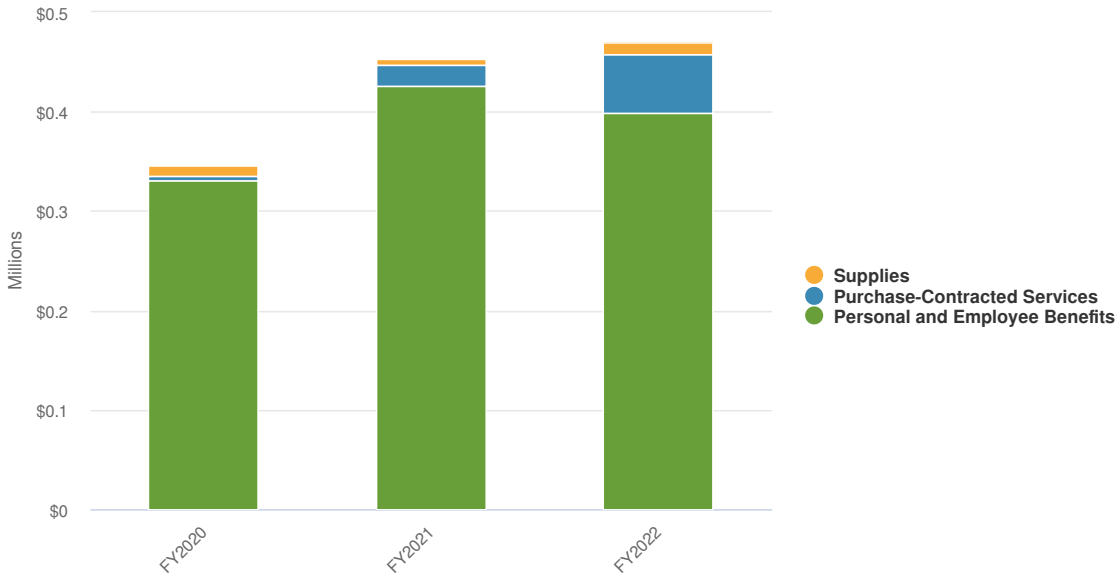


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Expense Objects				
Personal and Employee Benefits				
Regular Employees	10000840-511100	$227,335	$269,884	$279,919
Group Insurance	10000850-512100	$53,812	$96,659	$59,875

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted
Social Security	10000850-512200	$13,638	$16,153	$16,440
Medicare	10000850-512300	$3,189	$3,778	$3,845
Retirement Contributions	10000850-512400	$31,600	$38,218	$36,861
Workers' Compensation	10000850-512700	$1,541	$1,993	$1,756
Total Personal and Employee Benefits:		**$331,116**	**$426,686**	**$398,696**
Purchase-Contracted Services				
Rentals	10000860-522300	$1,895	$2,918	$1,500
Communications	10000870-523200	$591	$6,151	$51,000
Advertising	10000870-523300	$43	$0	$500
Printing and Binding	10000870-523400	$156	$410	$1,000
Travel	10000870-523500	$0	$0	$2,000
Dues and Fees	10000870-523600	$1,282	$11,283	$1,500
Education & Training	10000870-523700	$50	$0	$1,500
Total Purchase-Contracted Services:		**$4,018**	**$20,762**	**$59,000**
Supplies				
General Supplies & Materials	10000880-531100	$4,372	$4,002	$5,000
Small Equipment	10000880-531600	$7,075	$1,339	$7,075
Total Supplies:		**$11,448**	**$5,341**	**$12,075**
Total Expense Objects:		**$346,581**	**$452,789**	**$469,771**

Goal #1

Improve effectiveness of the procurement process.

Deliverables:

- Implemented proactive bidding/proposal process
- Improved evaluation tools
- Proposal development primer
- Contract expiration listing

Goal #2

Improve Local Business Participation

Deliverables:

- Roster of local vendor capabilities and contacts

Performance Measures

Measure 1: Improvement of effectiveness of the procurement process
Metrics: Completed countywide training on procurement process
Inputs: Attendance reports, training documents
Due Dates: END OF FY22, Intermediate Milestones every quarter

Measure 2: Improve Local Business Participation in procurement
Metrics: Updated roster of local vendors
Inputs: Vendor report
Due Dates: END OF FY22, Intermediate Milestones every quarter

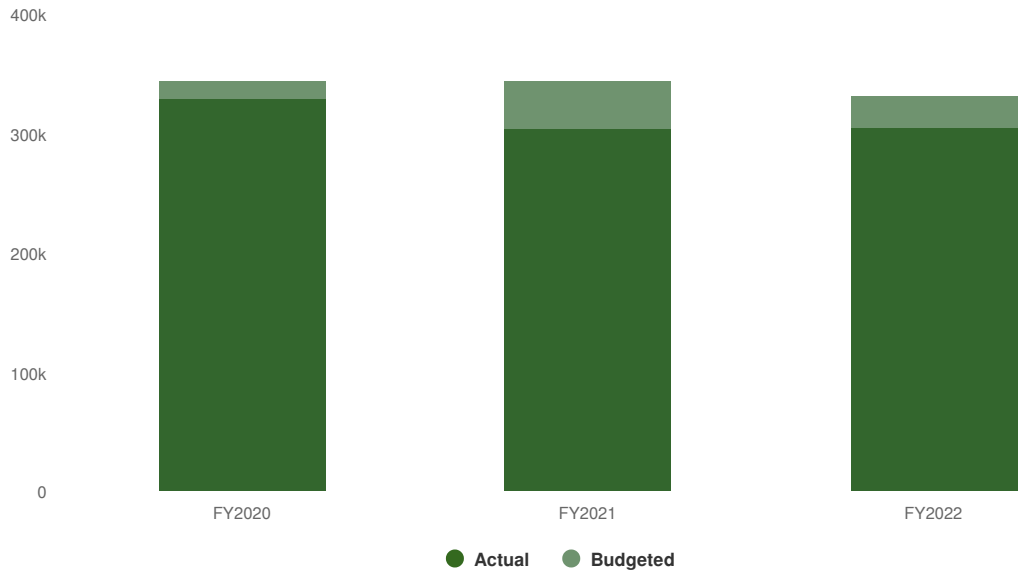
Budget

To establish, conduct and maintain the annual budget and reporting system of Henry County in accordance with all applicable laws and standards and Generally Accepted Accounting Principles as prescribed by legal and regulatory oversight bodies; to ensure the effective and economical use of public resources through proper budgeting.

Expenditures Summary

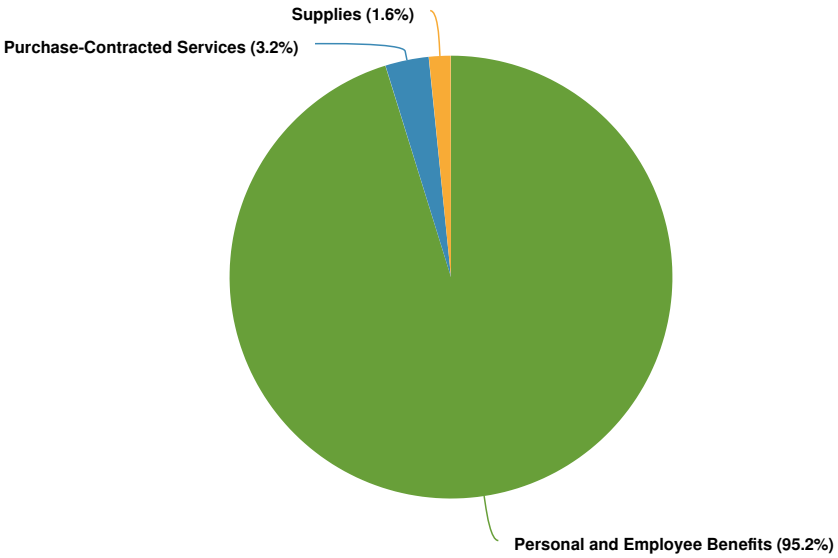
$332,690 **-$11,657**
(-3.39% vs. prior year)

Budget Proposed and Historical Budget vs. Actual

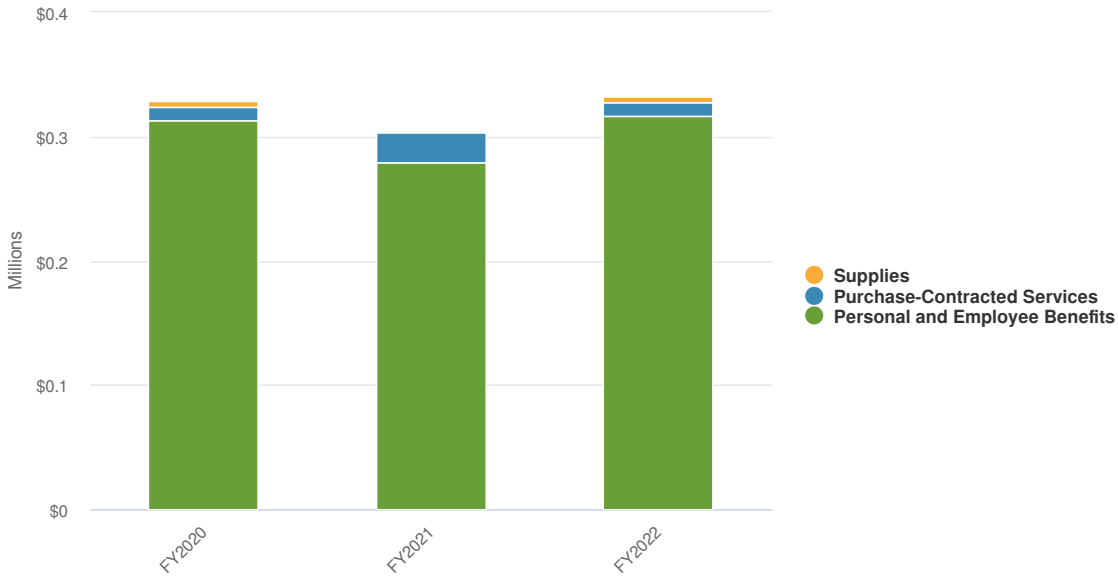


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	Notes
Expense Objects						
Personal and Employee Benefits						

Name	Account ID	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	Notes
Regular Employees	10000800-511100	$191,762	$229,356	$214,917	-6.3%	
Group Insurance	10000810-512100	$44,114	$48,196	$48,196	0%	
Social Security	10000810-512200	$11,448	$14,220	$14,985	5.4%	
Medicare	10000810-512300	$2,693	$3,325	$3,504	5.4%	
Retirement Contributions	10000810-512400	$27,158	$31,880	$33,595	5.4%	
Workers' Compensation	10000810-512700	$1,843	$1,469	$1,592	8.4%	
Total Personal and Employee Benefits:		**$279,018**	**$328,446**	**$316,789**	**-3.5%**	
Purchase-Contracted Services						
Communications	10000820-523200	$415	$950	$950	0%	
Advertising	10000820-523300	$0	$300	$300	0%	
Printing and Binding	10000820-523400	$691	$532	$532	0%	
Travel	10000820-523500	$0	$4,361	$4,361	0%	
Dues and Fees	10000820-523600	$373	$350	$350	0%	
Education & Training	10000820-523700	$425	$4,108	$4,108	0%	
Professional Contracted Servic	10000821-521200	$22,275	$0	$0	0%	
Total Purchase-Contracted Services:		**$24,179**	**$10,601**	**$10,601**	**0%**	
Supplies						
General Supplies & Materials	10000830-531100	$1,487	$2,337	$2,337	0%	
Small Equipment	10000830-531600	$46	$2,963	$2,963	0%	
Total Supplies:		**$1,533**	**$5,300**	**$5,300**	**0%**	
Total Expense Objects:		**$304,730**	**$344,347**	**$332,690**	**-3.4%**	

Goal #1

Provide financially focused strategic advice

Deliverables:

- Memos, reports, training as required

Goal #2

Produce timely, high-quality financial documentation, both required and
complementary, to the Board of Commissioners and County Administration.

Deliverables:

- Percent variance in reports of all operating fund actual revenues versus adopted budget
- FY 2022 Budget, with detailed analysis

Performance Measures

Measure 1: Provide financially focused advice, memos, reports and training
Metrics: Satisfaction of department heads, documentation of completed reports and trainings
Inputs: Feedback from department heads such as surveys
Due Dates: END OF FY 22, Intermediate Milestones as needed

Measure 2: Produce timely, high-quality financial documentation to the BOC and County Administration
Metrics: Satisfaction of Board of Commissioners and County Administration
Inputs: Feedback from Board of Commissioners and County Administration
Due Dates: END OF FY 22, Intermediate Milestones as needed

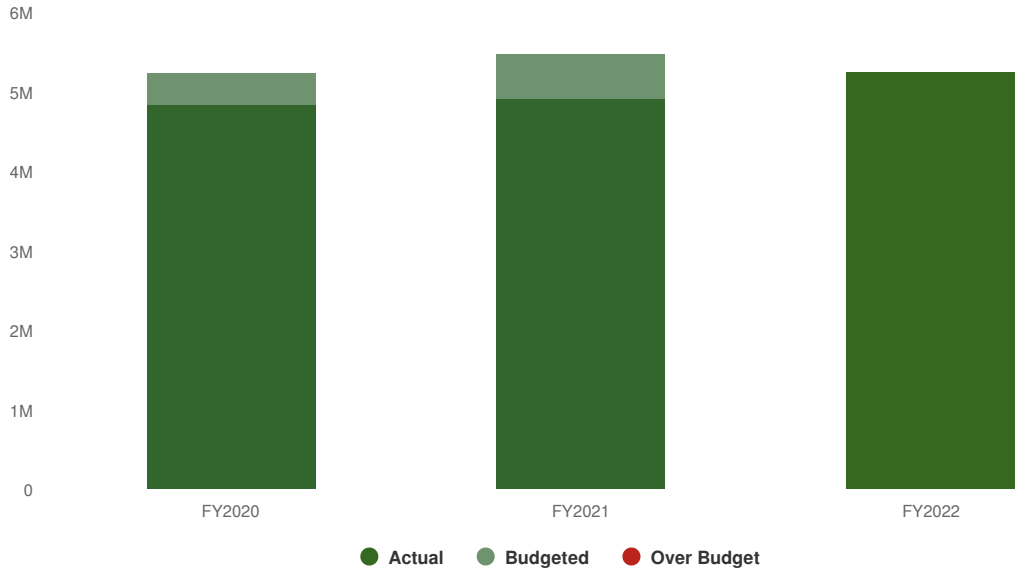
Technology Services

Technology Services is responsible for the administration of services which includes hardware and software, networking, training, software development, telephones, cell phones and communication infrastructure. Technology Services reports to the Assets Cluster Director and provides technology integration and support services. These service teams include Business Administration, Application Support, Customer Service, Network Communications, Server Support, and Training.

Expenditures Summary

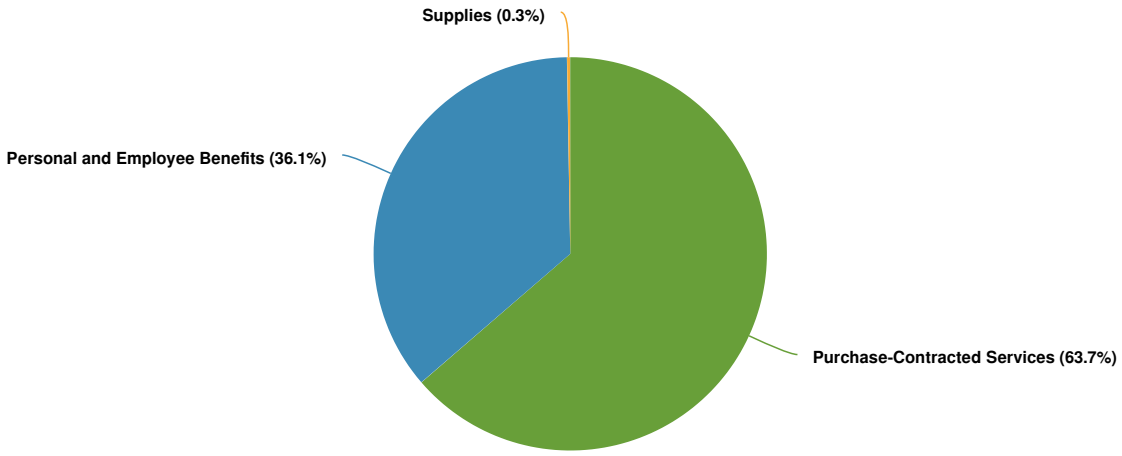
$5,256,982 -$233,619
(-4.25% vs. prior year)

Technology Services Proposed and Historical Budget vs. Actual

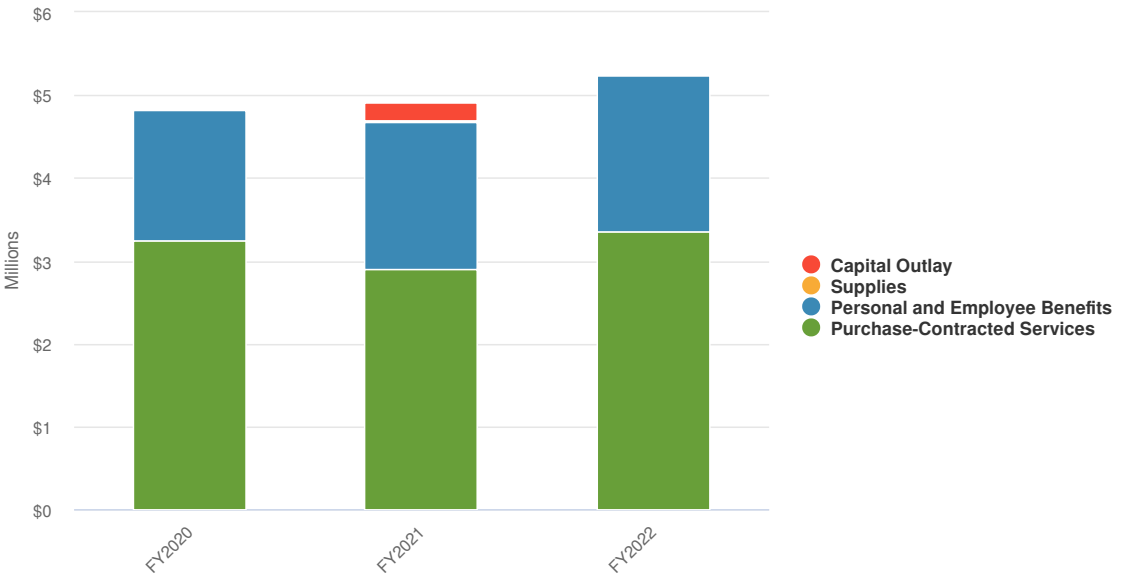


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10000910-511100	$1,075,769	$1,170,883	$1,343,908	12.5%
Overtime	10000910-511300	$0	$0	$2,000	0%
Group Insurance	10000920-512100	$261,078	$352,639	$267,938	0%
Social Security	10000920-512200	$63,456	$68,780	$78,570	6.5%
Medicare	10000920-512300	$14,841	$16,086	$18,376	6.5%
Retirement Contributions	10000920-512400	$149,532	$164,928	$176,149	6.5%
Workers' Compensation	10000920-512700	$7,220	$8,605	$8,433	10.1%
Total Personal and Employee Benefits:		**$1,571,896**	**$1,781,921**	**$1,895,374**	**9.6%**
Purchase-Contracted Services					
Professional Contracted Servic	10000930-521200	$0	$21,372	$0	0%
Repairs & Maintenance	10000940-522200	$2,407,164	$2,405,294	$2,805,148	0%
Rentals	10000940-522300	$0	$0	$2,000	0%
Communications	10000950-523200	$836,071	$470,366	$524,110	0%
Travel	10000950-523500	$2,665	$238	$6,000	0%
Dues and Fees	10000950-523600	$0	$834	$375	0%
Education & Training	10000950-523700	$1,080	$1,599	$10,000	0%
Total Purchase-Contracted Services:		**$3,246,980**	**$2,899,704**	**$3,347,633**	**0%**
Supplies					
General Supplies & Materials	10000960-531100	$8,476	$3,188	$2,000	0%
Gasoline	10000960-531270	$3,167	$3,186	$3,000	0%
Small Equipment	10000960-531600	$5,713	$3,970	$7,000	0%
Tires, Batteries, Parts	10000960-531710	$1,207	$1,958	$1,975	0%
Total Supplies:		**$18,562**	**$12,302**	**$13,975**	**0%**
Capital Outlay					
Computers Capital Outlay	10000965-542400	$7,700	$225,372	$0	-100%
Total Capital Outlay:		**$7,700**	**$225,372**	**$0**	**-100%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Total Expense Objects:		**$4,845,138**	**$4,919,299**	**$5,256,982**	**-4.3%**

Goal #1

Implement and support redundant, fault-tolerant and sustainable infrastructure
using industry best practices to maintain a reliable and secure network
infrastructure to minimize risks/threats.

Deliverables:

- Network services
- Security services
- Telecommunications services
- System and storage administration (including county wide email)
- Cybersecurity controls and tools

Goal #2

Acquire, deploy and support desktop systems to maintain productivity, service
delivery and efficient business processes

Deliverables:

- End-user desktop support
- Desktop acquisition
- Asset tracking
- Imaging

Goal #3

Acquire, deploy and maintain high quality, cost-effective application systems to
drive the productivity and efficiency of business processes

Deliverables:

- Business process analysis
- Business intelligence and reporting
- Database administration
- Web development

Performance Measures

Measure 1: Infrastructure Measures

Metrics: Network uptime, security breach and severity counts, telecommunication uptime, system and storage availability, cybersecurity readiness metrics

Inputs: Infrastructure reports, IT tickets, tests for passage of mandatory employee testing

Due Dates: END of FY 22, Intermediate Milestones every quarter

Measure 2: Desktop Support Measures

Metrics: IT Support Satisfaction, Desktop Acquisition targets, Asset Tracking Metrics, Imaging Storage practices

Inputs: IT Tickets, Requests for Proposal and Quote, Storage Plans

Due Dates: END of FY 22, Intermediate Milestones every quarter

Measure 3: Application System Measurements

Metrics: Business Process Analysis metrics, Business Intelligence Metrics, Database Administration targets, Web Development project completion metrics

Inputs: Business Process and Intelligence Reports, Database Administration tickets, Web Development documentation

Due Dates: END of FY 22, Intermediate Milestones every quarter

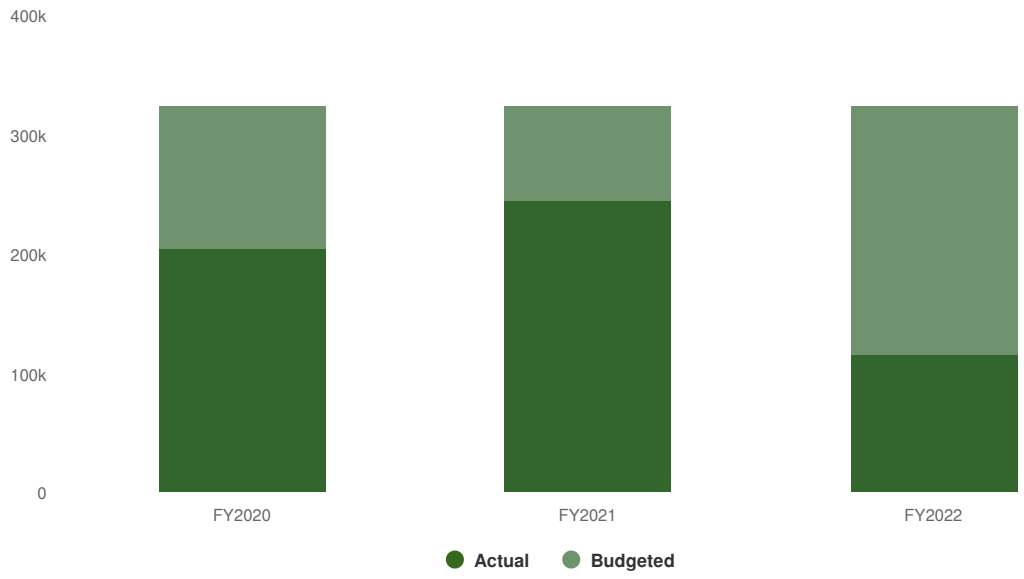
County Attorney

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

Expenditures Summary

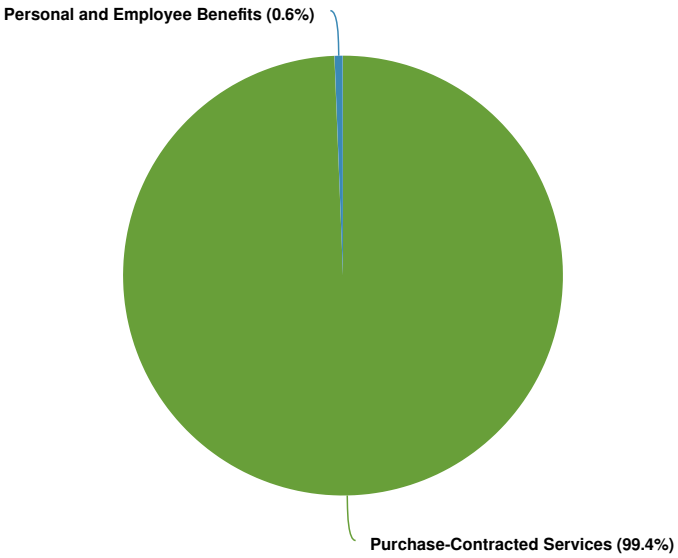
$325,000 **$0**
(0.00% vs. prior year)

County Attorney Proposed and Historical Budget vs. Actual

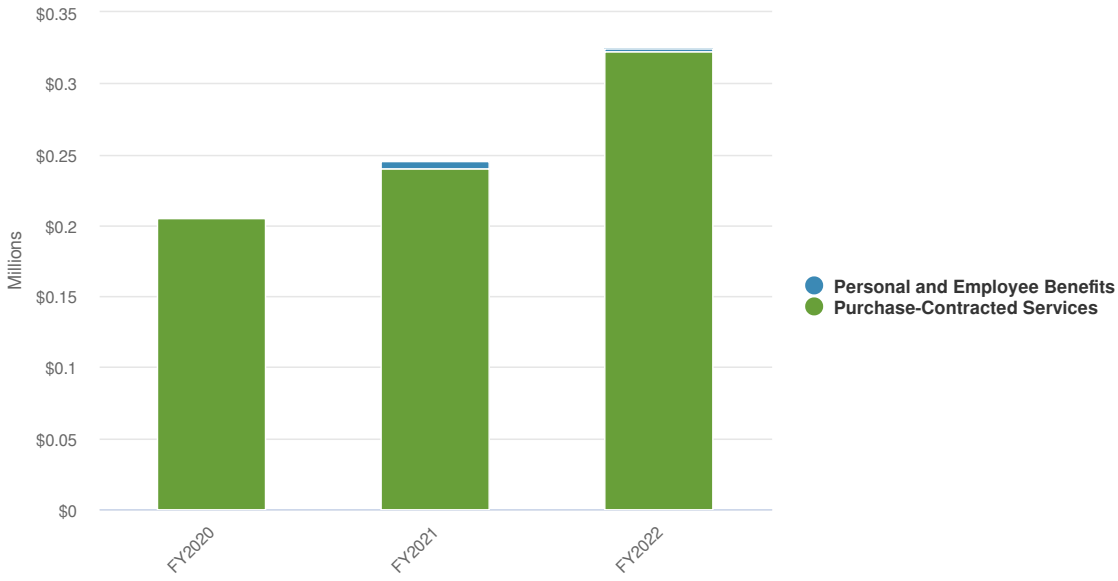


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Group Insurance	10000890-512100	$0	$5,830	$2,000	0%
Total Personal and Employee Benefits:		**$0**	**$5,830**	**$2,000**	**0%**
Purchase-Contracted Services					
Professional Contracted Servic	10000900-521200	$205,031	$239,705	$323,000	0%
Total Purchase-Contracted Services:		**$205,031**	**$239,705**	**$323,000**	**0%**
Total Expense Objects:		**$205,031**	**$245,535**	**$325,000**	**0%**

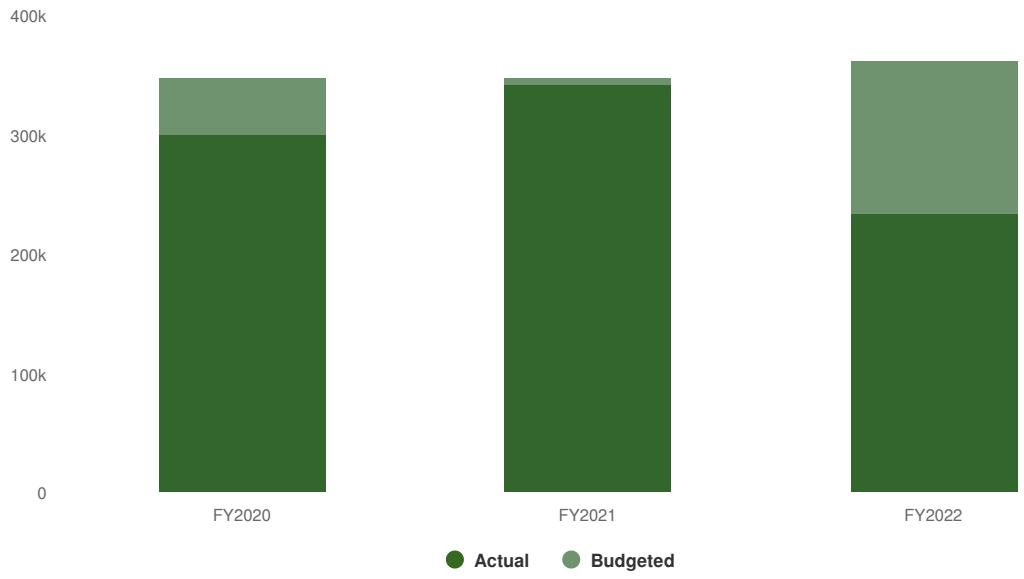
GIS Mapping

To cost-effectively collect, develop, and maintain an automated system of relational data to be used for analysis, decision-making and public information, as well as associated information for tax assessment, roads, zoning and land use, political boundaries, utilities and other purposes; to acquire imagery and other technology for the county in various formats and types at the highest level possible that integrate with the layers the office maintains; to work with all departments to integrate GIS technologies into their work to improve efficiency at the lowest cost.

Expenditures Summary

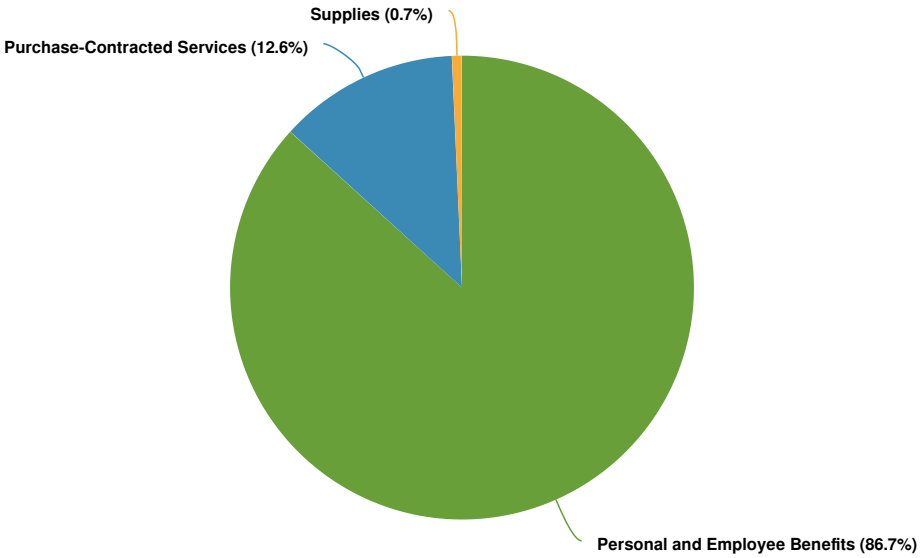
$361,772 $13,771
(3.96% vs. prior year)

GIS Mapping Proposed and Historical Budget vs. Actual

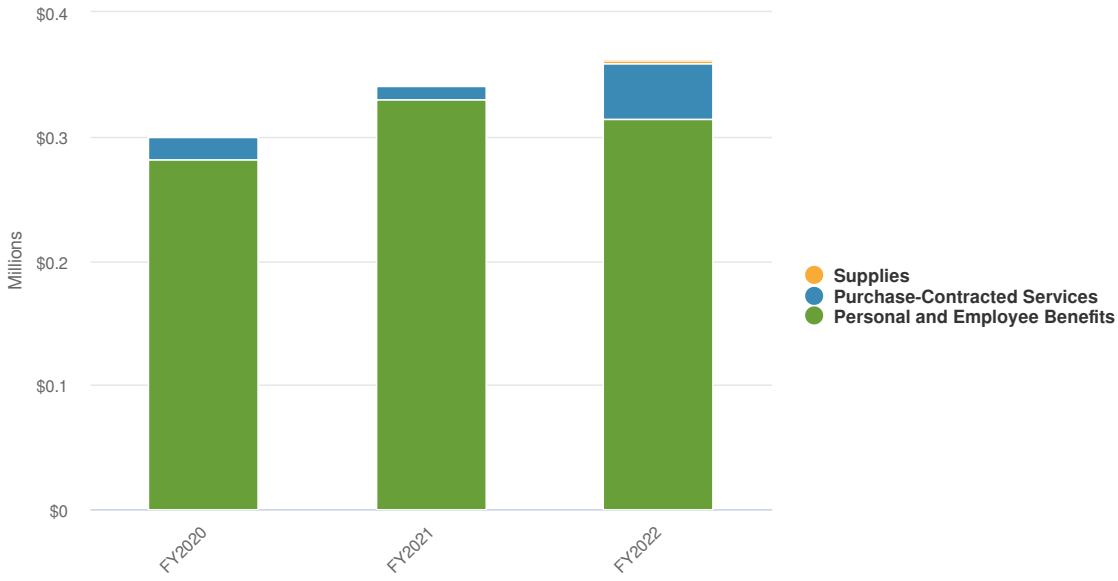


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10000970-511100	$212,044	$232,167	$238,709	4.7%
Group Insurance	10000980-512100	$22,285	$45,277	$22,980	0%
Social Security	10000980-512200	$12,973	$14,018	$14,538	6.2%
Medicare	10000980-512300	$3,034	$3,295	$3,400	6.2%
Retirement Contributions	10000980-512400	$29,474	$32,876	$32,594	6.2%
Workers' Compensation	10000980-512700	$1,430	$1,720	$1,551	9.7%
Total Personal and Employee Benefits:		**$281,240**	**$329,354**	**$313,772**	**4.6%**
Purchase-Contracted Services					
Professional Contracted Servic	10000990-521200	$0	$11,108	$25,000	0%
Repairs & Maintenance	10001000-522200	$18,335	$0	$19,000	-5%
Communications	10001010-523200	$441	$467	$500	0%
Education & Training	10001010-523700	$0	$0	$1,000	0%
Total Purchase-Contracted Services:		**$18,776**	**$11,575**	**$45,500**	**-2.2%**
Supplies					
General Supplies & Materials	10001020-531100	$912	$1,461	$2,500	66.7%
Total Supplies:		**$912**	**$1,461**	**$2,500**	**66.7%**
Total Expense Objects:		**$300,928**	**$342,389**	**$361,772**	**4%**

Goal #1

Maintain accurate, consistent, and up-to-date geographic databases to ensure
each dataset meets its documented requirements as a product of outstanding
GIS expertise and the utilization of state-of-the-art GIS technologies.

Deliverables:

- Integratable centralized map foundation,
- Geospatial data analysis
- Mapping support services
- County addressing administration
- Formalized organization-wide GIS data standards
- Annual aerial data update

Performance Measures

Measure 1: Maintain accurate, consistent, and up-to-date geographic database

Metrics: Conduct routine data analysis, mapping support services and annual service updates

Inputs: Mapping data, contracts

Due Dates: END OF FY 22, Intermediate Milestones every quarter

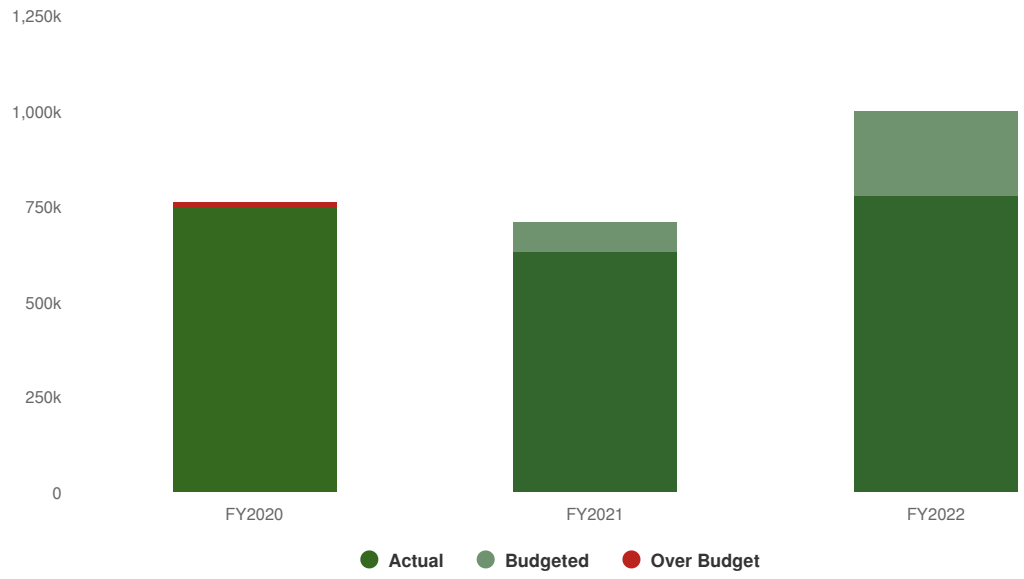
Human Resources

The mission of HR is to provide the most accurate, timely, impartial, and consistent information and services to all Henry County Government employees, supervisors, managers, and the public. Our aim is to build and maintain a reputation of integrity and fairness for assisting the county in accomplishing its overall mission by recruiting, hiring & retaining the best available talent.

Expenditures Summary

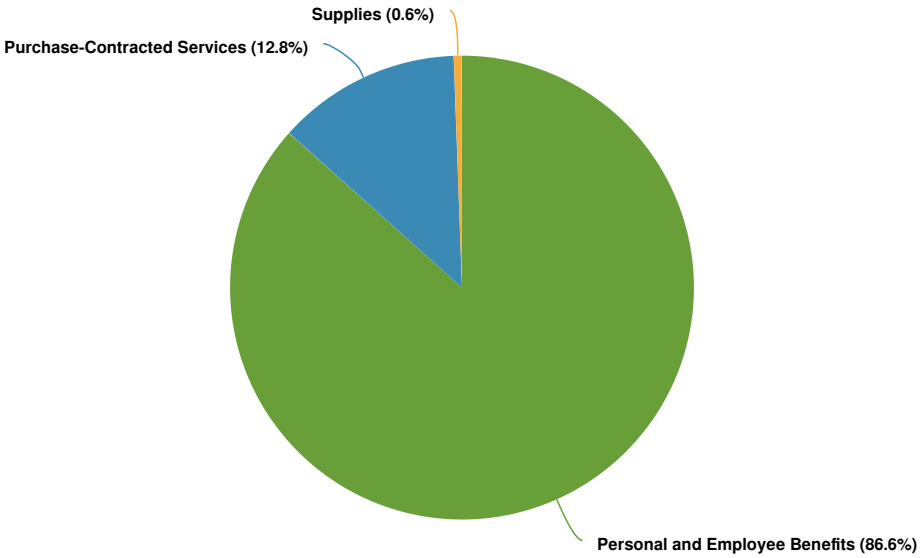
$1,003,708 **$292,259**
(41.08% vs. prior year)

Human Resources Proposed and Historical Budget vs. Actual

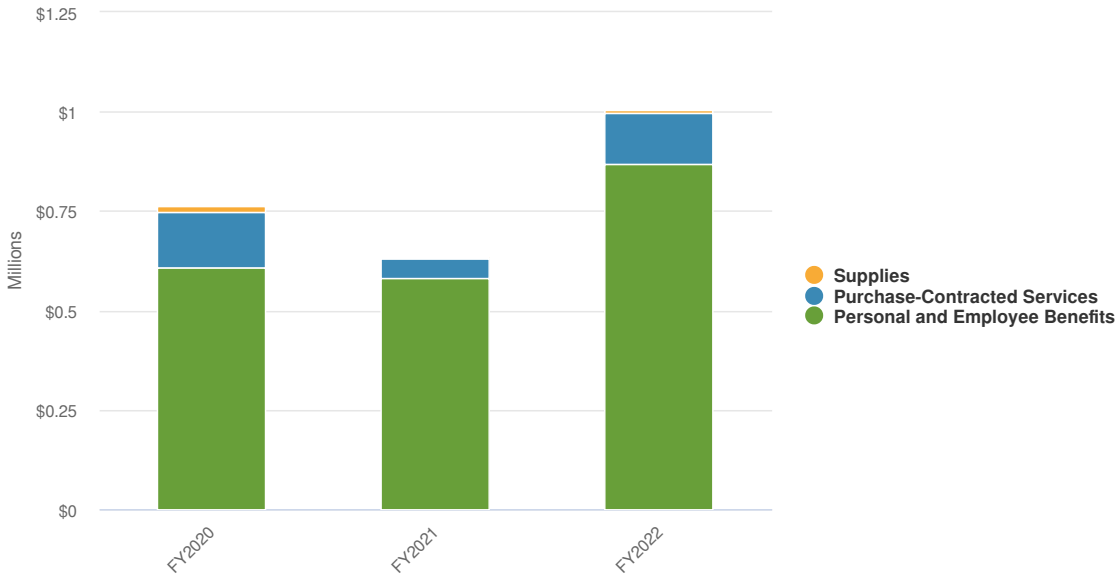


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001030-511100	$423,109	$432,872	$679,329	71.6%
Overtime	10001030-511300	$7,685	$1,624	$7,700	0%
Group Insurance	10001040-512100	$65,004	$47,456	$76,931	0%
Social Security	10001040-512200	$25,640	$25,939	$26,963	9.9%
Medicare	10001040-512300	$5,996	$6,138	$6,305	9.8%
Retirement Contributions	10001040-512400	$59,533	$61,564	$60,445	9.9%
Unemployment Insurance	10001040-512600	$16,610	$3,991	$8,580	0%
Workers' Compensation	10001040-512700	$3,027	$3,199	$3,055	14.6%
Total Personal and Employee Benefits:		**$606,603**	**$582,783**	**$869,308**	**50.6%**
Purchase-Contracted Services					
Official/Administrative Contra	10001050-521100	$21,261	$21,410	$11,800	0%
Professional Contracted Servic	10001050-521200	$60,649	$589	$28,000	-15.2%
Professional-Medical	10001050-521400	$910	$104	$0	0%
Rentals	10001060-522300	$12,452	$12,995	$20,000	0%
Insurance, Oth than Empl Ben	10001070-523100	$42,109	$0	$40,400	0%
Communications	10001070-523200	$1,660	$8,263	$2,000	0%
Printing and Binding	10001070-523400	$0	$1,484	$7,500	0%
Travel	10001070-523500	$551	$0	$2,500	0%
Dues and Fees	10001070-523600	$165	$0	$1,500	0%
Education & Training	10001070-523700	$2,387	$3,472	$15,000	50%
Total Purchase-Contracted Services:		**$142,143**	**$48,317**	**$128,700**	**0%**
Supplies					
General Supplies & Materials	10001080-531100	$10,562	$3,070	$4,100	0%
Gasoline	10001080-531270	$130	$0	$800	0%
Small Equipment	10001080-531600	$3,357	$0	$0	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Other Supplies	10001080-531700	$0	$378	$0	0%
Tires, Batteries, Parts	10001080-531710	$570	$53	$800	0%
Total Supplies:		**$14,618**	**$3,501**	**$5,700**	**0%**
Total Expense Objects:		**$763,364**	**$634,600**	**$1,003,708**	**41.1%**

Goal #1

Attract, retain and develop a highly skilled workforce.

Deliverables:

- Updated compensation matrix to stay competitive with surrounding counties,ultimately attracting & retaining best available talent
- Trainings tailored the needs of a particular Agency's or Department's specific needs

Goal #2

Implement succession planning

Deliverables:

- Succession Planning approach to include workforce analysis, gap analysis, key positions list and talent reviews

Performance Measures

Measure 1: Attraction and retention of skilled and quality employees

Metrics: Employee longevity metrics, compensation metrics consistent with job performance, training reports

Inputs: Employee and department head feedback, compensation data

Due Dates: Ongoing, Intermediate Milestones as needed

Measure 2: Succession Planning

Metrics: Position requirements and talent identification

Inputs: Job descriptions, job applications

Due Dates: Ongoing, Intermediate Milestones as needed

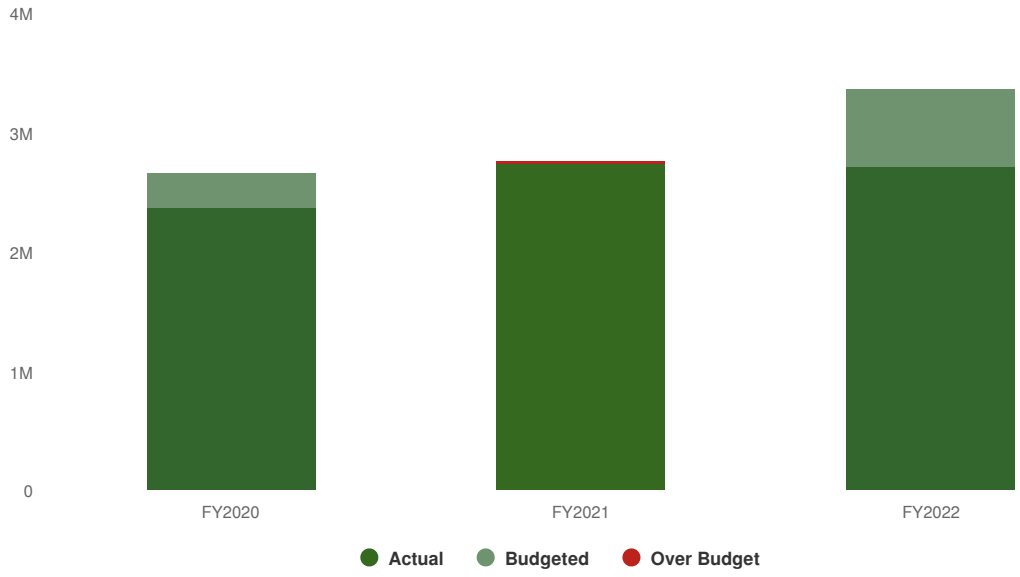
Tax Commissioner

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

Expenditures Summary

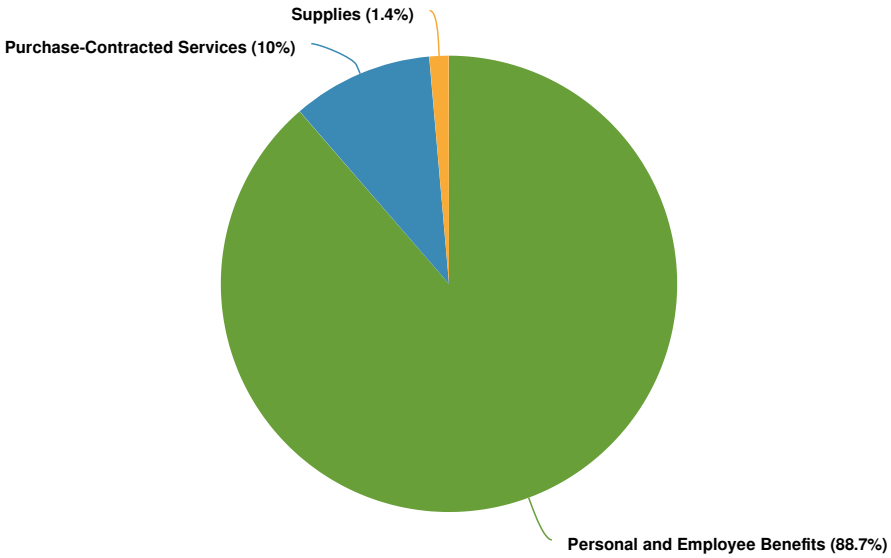
$3,375,718 $634,596
(23.15% vs. prior year)

Tax Commissioner Proposed and Historical Budget vs. Actual

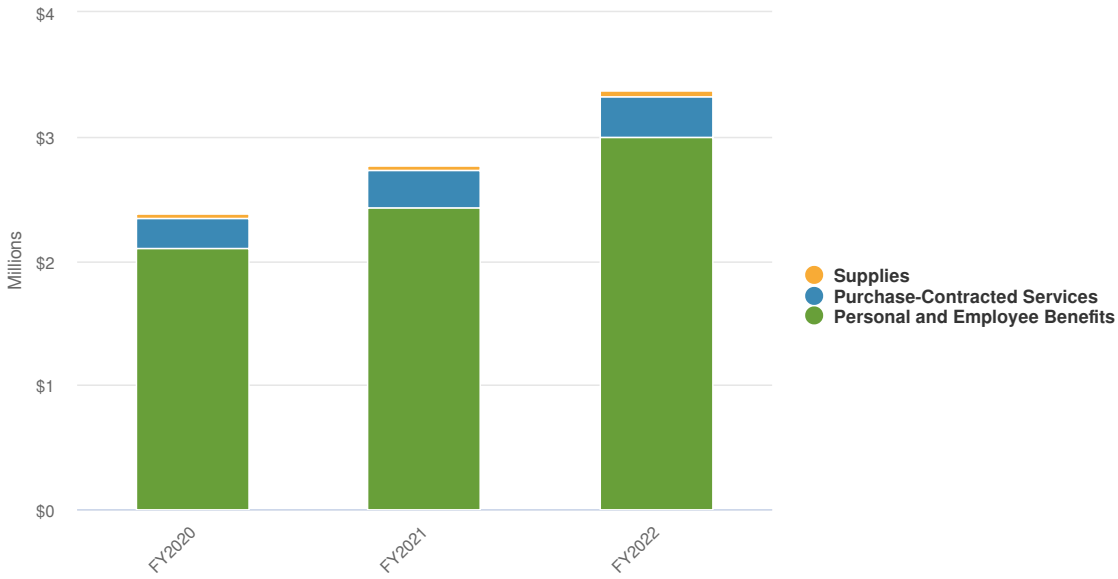


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001090-511100	$1,427,300	$1,575,029	$2,172,439	32.1%
Overtime	10001090-511300	$2,442	$46	$3,000	0%
Travel Allowance	10001090-511600	$4,800	$9,600	$9,680	0%
Group Insurance	10001100-512100	$354,528	$499,427	$414,664	0%
Social Security	10001100-512200	$83,827	$92,171	$108,291	11.7%
Medicare	10001100-512300	$19,613	$21,771	$25,326	11.7%
Retirement Contributions	10001100-512400	$198,978	$222,971	$246,594	11.5%
Workers' Compensation	10001100-512700	$10,929	$12,794	$12,614	16.9%
Total Personal and Employee Benefits:		**$2,102,417**	**$2,433,809**	**$2,992,608**	**23.4%**
Purchase-Contracted Services					
Official/Administrative Contra	10001110-521100	$0	$131	$26,000	766.7%
Professional Contracted Servic	10001110-521200	$128	$969	$5,000	-16.7%
Technical Contracted Services	10001110-521300	$0	$71,983	$91,864	N/A
Cleaning Services	10001120-522100	$2,750	$2,855	$3,500	-5.4%
Repairs & Maintenance	10001120-522200	$58,021	$13,544	$5,446	-90.8%
Rentals	10001120-522300	$2,828	$2,040	$3,000	0%
Communications	10001130-523200	$109,288	$135,922	$506	-99.5%
Postage	10001130-523210		$0	$132,994	N/A
Advertising	10001130-523300	$2,018	$2,434	$3,000	0%
Printing and Binding	10001130-523400	$58,744	$56,157	$51,000	-23.3%
Travel	10001130-523500	$2,606	$1,027	$8,000	60%
Dues and Fees	10001130-523600	$2,291	$1,713	$2,400	-40%
Education & Training	10001130-523700	$9,342	$5,932	$3,800	-63.8%
Total Purchase-Contracted Services:		**$248,018**	**$294,707**	**$336,510**	**23.5%**
Supplies					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
General Supplies & Materials	10001140-531100	$13,069	$18,794	$11,600	-42%
Water/Sewerage	10001140-531210	$1,925	$2,146	$2,500	8.7%
Electricity	10001140-531230	$10,320	$11,351	$14,000	0%
Gasoline	10001140-531270	$905	$587	$2,200	0%
Small Equipment	10001140-531600	$2,133	$9,085	$11,269	131.4%
Other Supplies	10001140-531700	$0	$2,307	$4,000	N/A
Tires, Batteries, Parts	10001140-531710	$4	$86	$1,031	0%
Total Supplies:		**$28,357**	**$44,357**	**$46,600**	**5%**
Total Expense Objects:		**$2,378,791**	**$2,772,872**	**$3,375,718**	**23.2%**

Goal #1

Provide accurate information in a timely, professional and courteous manner to
the taxpayers of Henry County.

Deliverables:

- Deliver notices in timely manner

Goal #2

Continue to evolve technology to provide additional services
to taxpayers for
convenience (e.g., Kiosk machines)

Goal #3

Commit to fiscal responsibility in the use of funds budgeted
to the office in efforts
to minimize costs while maximizing productivity and quality
of taxpayer services

Performance Measures

Measure 1: Delivering technology upgrades to Henry County taxpayers
    Metrics: Plans for new technology, evaluation of existing technology
    Inputs: Tax Commissioner data
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Remain within assigned budget
    Metrics: Budget data, planned projects, expected large expenses
    Inputs: Budget data, Tax Commissioner data
Due Dates: END of FY 22, Intermediate Milestones as needed

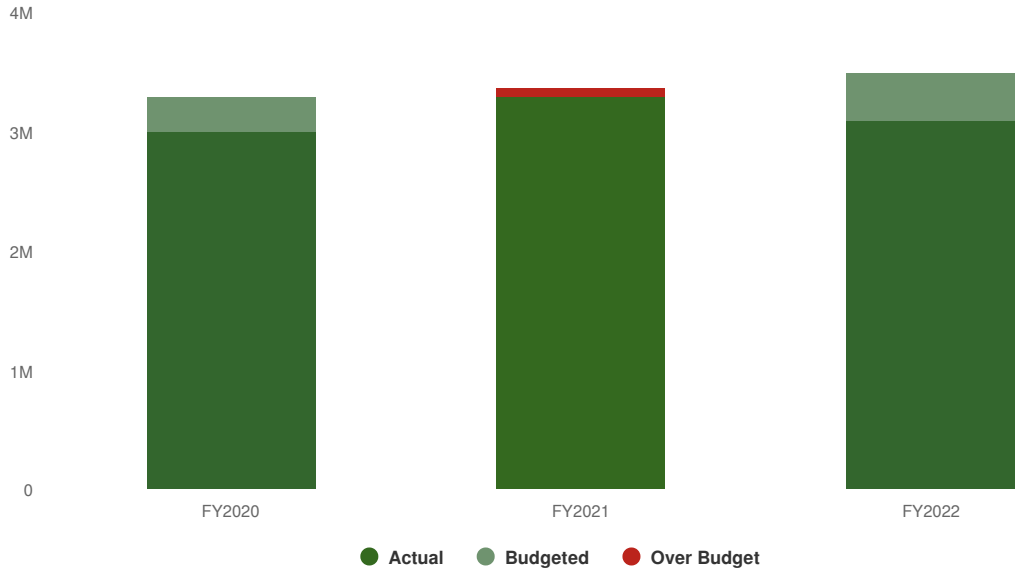
Tax Assessor

To annually produce a value digest (inventory) of all taxable property located within Henry County in a fair, efficient and professional manner to be furnished to the units of local governments. The Tax Assessor works closely with the Tax Commissioner to determine annual needs and projections for tax administration. This office is also highly subject to state mandates in its operations. The state has passed key property tax reform bills in recent years that have adversely affected the department's ability to maintain uniformity in taxation.

Expenditures Summary

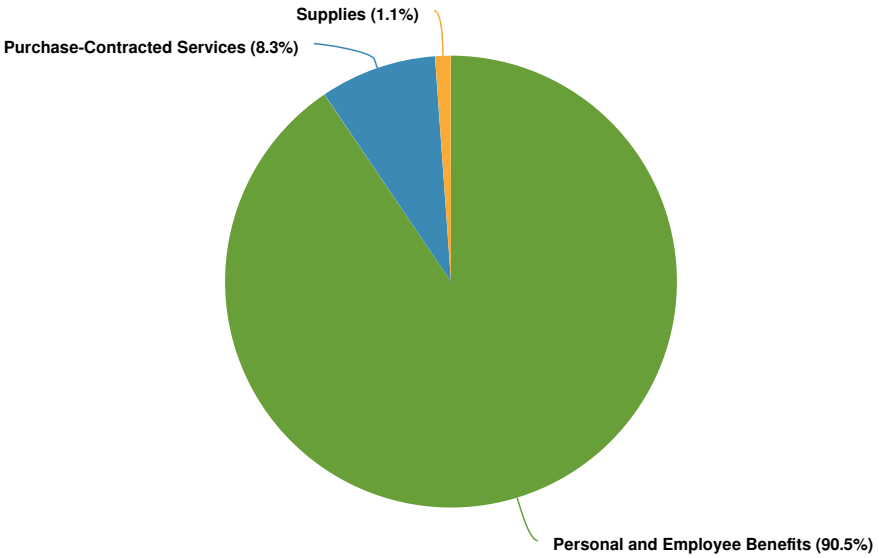
$3,496,857 $201,859
(6.13% vs. prior year)

Tax Assessor Proposed and Historical Budget vs. Actual

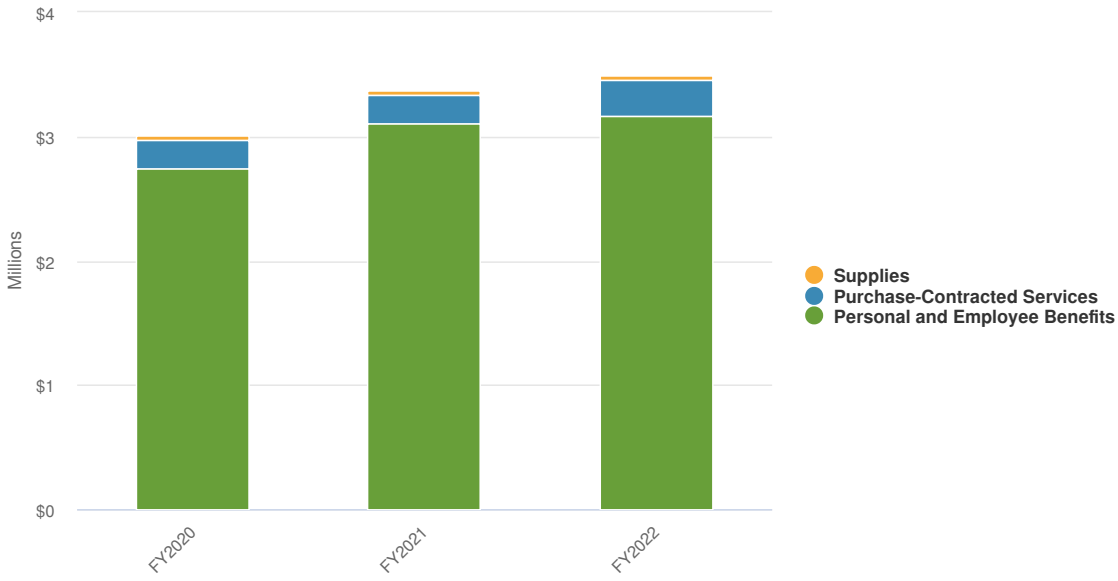


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001150-511100	$1,840,842	$1,962,762	$2,134,930	6.3%
Group Insurance	10001160-512100	$478,541	$681,703	$532,883	0%
Social Security	10001160-512200	$108,666	$115,755	$132,113	6.1%
Medicare	10001160-512300	$25,414	$27,123	$30,897	6.1%
Retirement Contributions	10001160-512400	$255,877	$279,405	$296,190	6.1%
Workers' Compensation	10001160-512700	$34,792	$38,934	$39,275	3.2%
Total Personal and Employee Benefits:		**$2,744,130**	**$3,105,683**	**$3,166,288**	**5.1%**
Purchase-Contracted Services					
Official/Administrative Contra	10001170-521100	$23,100	$24,975	$30,600	33%
Professional Contracted Servic	10001170-521200	$271	$903	$40,538	7,434.9%
Repairs & Maintenance	10001180-522200	$94,434	$90,540	$95,758	0%
Rentals	10001180-522300	$4,358	$4,565	$6,000	0%
Communications	10001190-523200	$43,252	$47,708	$45,000	0%
Printing and Binding	10001190-523400	$16,800	$16,479	$15,000	0%
Travel	10001190-523500	$6,971	$1,808	$10,000	0%
Dues and Fees	10001190-523600	$33,952	$35,601	$31,000	0%
Education & Training	10001190-523700	$5,633	$9,015	$10,000	0%
Licenses	10001190-523800	$1,282	$3,234	$7,562	0%
Total Purchase-Contracted Services:		**$230,053**	**$234,827**	**$291,458**	**19.5%**
Supplies					
General Supplies & Materials	10001200-531100	$5,858	$7,288	$10,000	0%
Gasoline	10001200-531270	$3,565	$4,425	$6,000	0%
Small Equipment	10001200-531600	$16,869	$18,867	$19,511	0%
Tires, Batteries, Parts	10001200-531710	$2,590	$3,580	$3,600	0%
Total Supplies:		**$28,882**	**$34,160**	**$39,111**	**0%**
Total Expense Objects:		**$3,003,065**	**$3,374,670**	**$3,496,857**	**6.1%**

Goal #1

Produce the tax digest timely.

Deliverables:

- Process and review all tax returns and homestead exemptions in a timely manner.
- Process the appeals efficiently to achieve an appeal level which gives the Board of Commissioners and School Board accurate estimates of the revenue base.

Performance Measures

Measure 1: Tax Digest Completion

Metrics: Tax Return targets, Homestead Exemption targets, assessments completed

Inputs: Tax Returns, Homestead Exemption returns and appealed assessments

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Appeal Process Completion

Metrics: Appeals Estimated Value, Completion dates for appeals, Percent Appeals completed

Inputs: Appeal forms

Due Dates: END of FY 22, Intermediate Milestones as needed

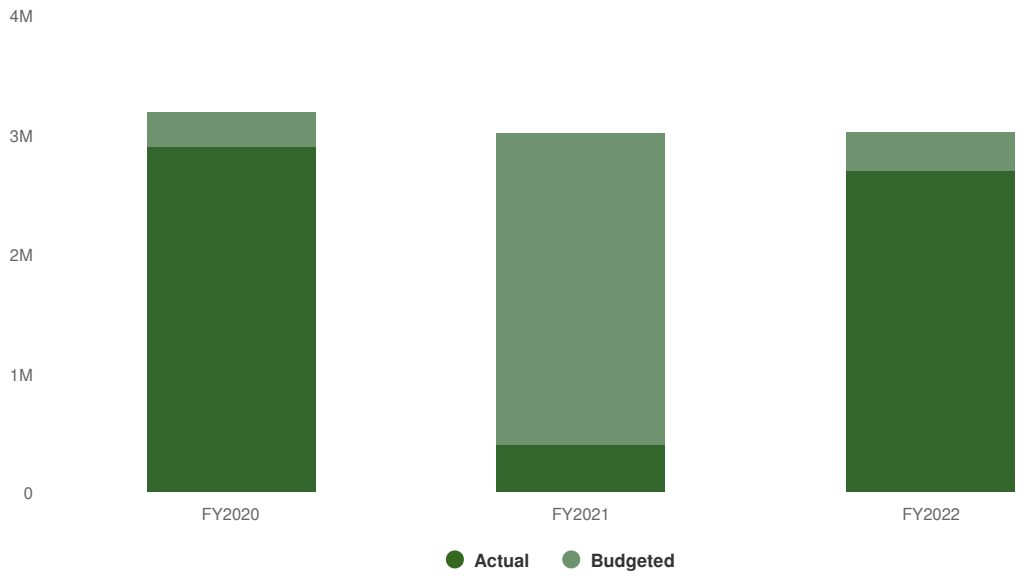
Risk Management

Risk Management provides support to Henry County Agencies and Departments through the delivery of risk assessments, loss control services, site reviews, safety awareness programs and contract and policy reviews.

Expenditures Summary

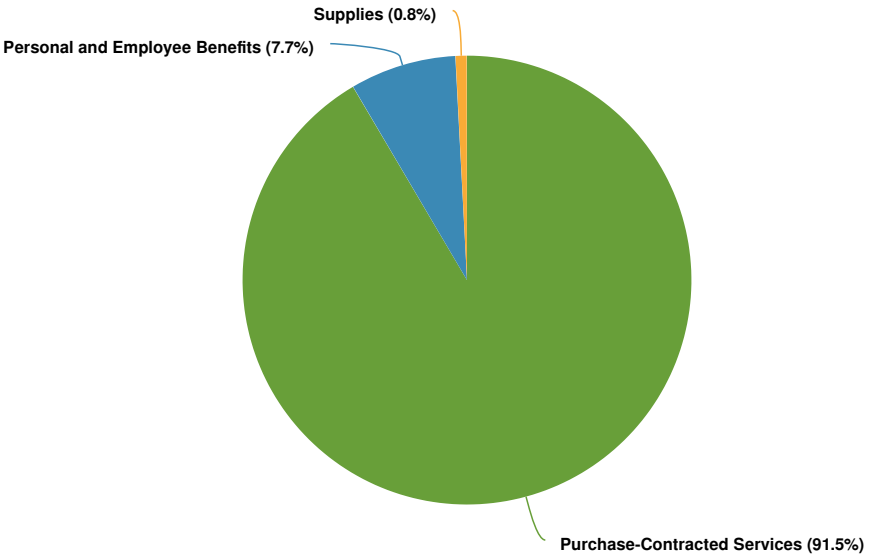
$3,029,610 $4,815
(0.16% vs. prior year)

Risk Management Proposed and Historical Budget vs. Actual

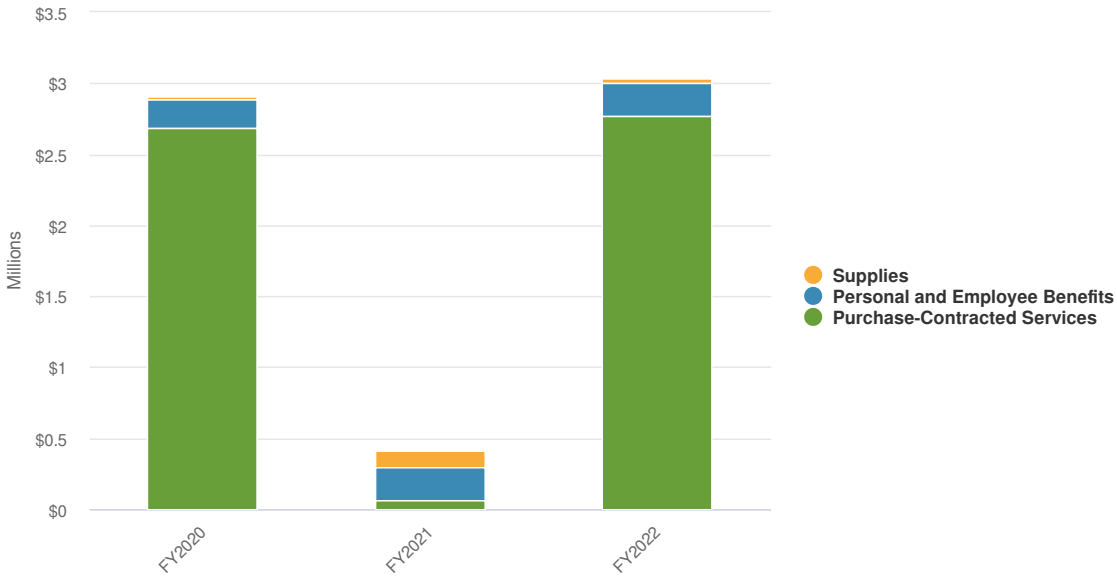


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003550-511100	$140,850	$162,209	$166,238	18.6%
Group Insurance	10003560-512100	$34,963	$40,360	$34,104	0%
Social Security	10003560-512200	$8,406	$9,711	$8,396	7.6%
Medicare	10003560-512300	$1,966	$2,271	$1,963	7.6%
Retirement Contributions	10003560-512400	$19,578	$22,979	$18,821	7.6%
Workers' Compensation	10003560-512700	$955	$1,198	$2,463	4%
Total Personal and Employee Benefits:		**$206,718**	**$238,728**	**$231,985**	**13.9%**
Purchase-Contracted Services					
Professional Contracted Servic	10003570-521200	$30,140	$29,282	$25,000	0%
Technical Contracted Services	10003570-521300	$2,313	$1,180	$0	-100%
Professional-Medical	10003570-521400	$5,409	$2,487	$17,500	7.2%
Repairs & Maintenance	10003580-522200	$700	$0	$3,500	0%
Rental of Equipment & Vehicles	10003580-522320	$1,269	$1,915	$2,300	0%
Insurance, Oth than Empl Ben	10003590-523100	$2,639,012	$0	$2,717,225	0%
Communications	10003590-523200	$1,584	$2,153	$2,040	0%
Travel	10003590-523500	$293	$0	$2,100	0%
Dues and Fees	10003590-523600	$1,915	$22,183	$1,500	0%
Education & Training	10003590-523700	$229	$495	$1,900	0%
Total Purchase-Contracted Services:		**$2,682,864**	**$59,694**	**$2,773,065**	**0%**
Supplies					
General Supplies & Materials	10003600-531100	$2,669	$1,989	$4,000	0%
Gasoline	10003600-531270	$583	$790	$2,000	0%
Small Equipment	10003600-531600	$10,004	$105,350	$17,760	-56.9%
Tires, Batteries, Parts	10003600-531710	$0	$885	$800	0%
Total Supplies:		**$13,256**	**$109,014**	**$24,560**	**-48.8%**
Total Expense Objects:		**$2,902,838**	**$407,437**	**$3,029,610**	**0.2%**

Goal #1

Enhance visibility and understanding of county insurance policies, programs, Risk Management and loss control.

Deliverables:

- Enhance Certificate of Insurance Monitoring and tracking for approval vendors, leases, and additional insureds.

Goal #2

Redefine and implement Risk Management claims process and visibility throughout the county insured agencies and departments.

Deliverables:

- Quarterly claim reporting to 100% of departments by 2023
- Benchmarking data set for high severity/high frequency departments

Performance Measures

Measure 1: Increase awareness of Risk Management department functions
Metrics: Certificate of Insurance Monitoring and Tracking targets
Inputs: Insurance forms, vendor and insureds feedback
Due Dates: END of FY 22, Intermediate Milestones as Needed

Measure 2: Increase Risk Management Claims Process Visibility
Metrics: Quarterly Claim Reporting targets, Benchmarking data set for high severity/frequency departments
Inputs: Quarterly claims, Claims by departments
Due Dates: END of FY 22, Intermediate Milestones as Needed

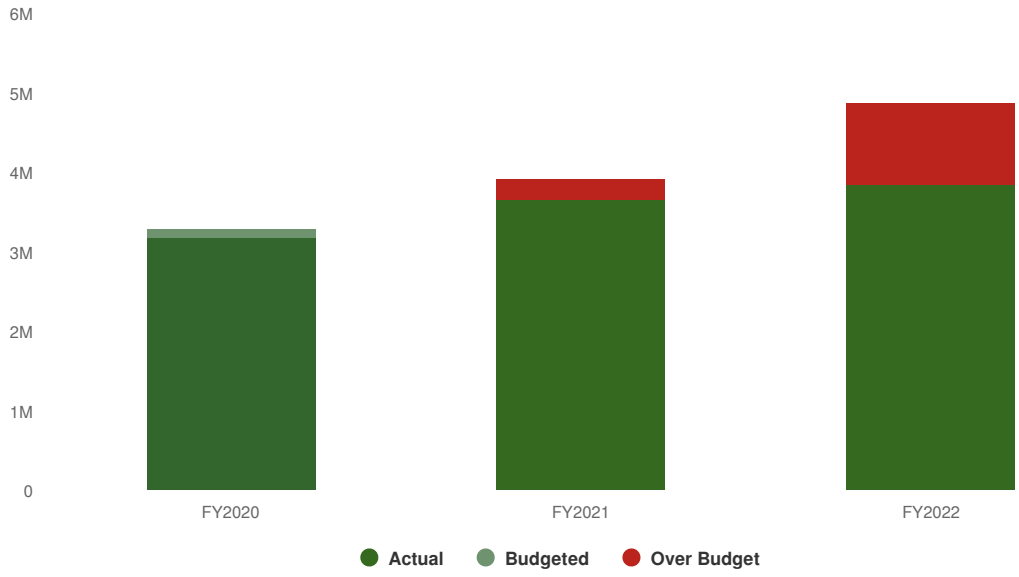
Facilities Maintenance/Grounds

The Facilities Maintenance Department maintains and improves the conditions of facilities by providing a comprehensive facility maintenance operation that will insure the safety and health of the employees and residents of Henry County. This department is responsible for the plumbing, lighting, HVAC, electrical, painting, safety, security, renovation, and building projects throughout the county.

Expenditures Summary

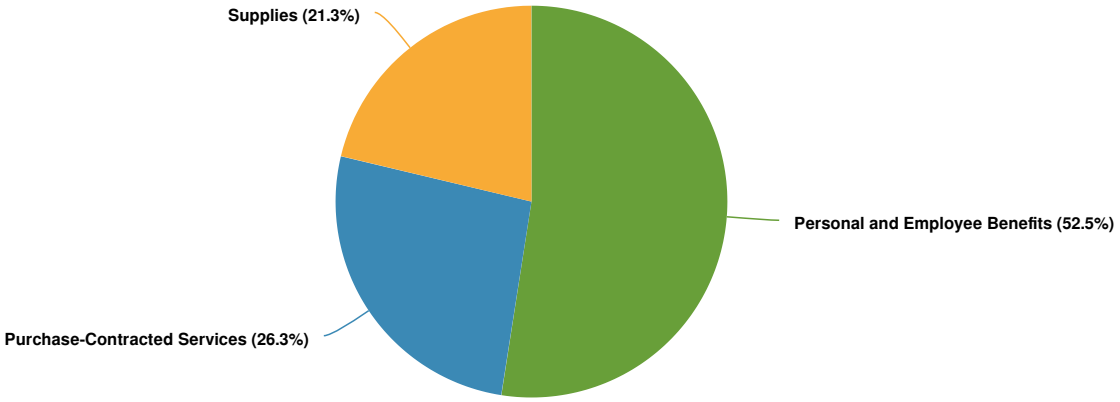
$3,843,547 $176,926
(4.83% vs. prior year)

Facilities Maintenance/Grounds Proposed and Historical Budget vs. Actual

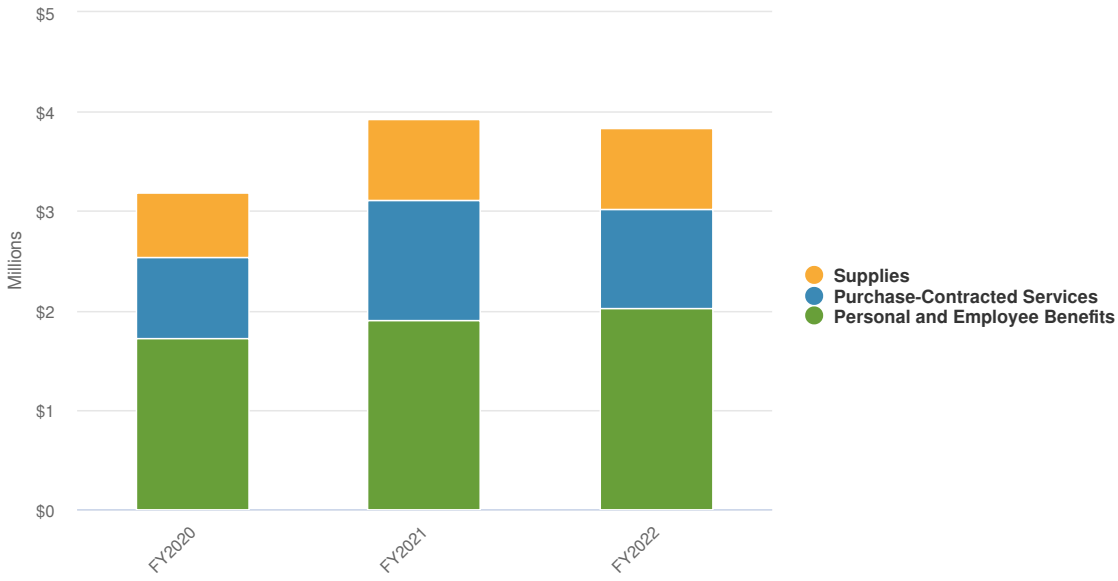


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001210-511100	$1,154,760	$1,229,271	$1,331,654	7.6%
Overtime	10001210-511300	$4,369	$12,181	$3,500	-35.2%
Group Insurance	10001220-512100	$266,069	$346,376	$356,438	0%
Social Security	10001220-512200	$68,319	$73,240	$81,933	6.5%
Medicare	10001220-512300	$15,978	$17,139	$19,163	6.5%
Retirement Contributions	10001220-512400	$161,631	$175,794	$183,671	6.5%
Workers' Compensation	10001220-512700	$45,041	$52,532	$40,377	2%
Total Personal and Employee Benefits:		**$1,716,166**	**$1,906,533**	**$2,016,736**	**5.8%**
Purchase-Contracted Services					
Technical Contracted Services	10001230-521300	$13,202	$20,061	$17,000	0%
Professional-Medical	10001230-521400	$177	$0	$500	0%
Cleaning Services	10001230-522100	$89,922	$226,217	$371,112	-28.5%
Disposal	10001230-522110	$5,528	$8,287	$9,000	0%
Lawn Care	10001240-522140		$0	$100,100	N/A
Repairs & Maintenance	10001240-522200	$555,139	$799,041	$371,356	5.7%
Efficiency Repairs	10001240-522210	$24,296	$22,841	$27,000	22.7%
Rentals	10001240-522300	$16,371	$12,328	$13,726	0%
Communications	10001240-523200	$7,622	$7,719	$10,784	0%
Dues and Fees	10001250-523600	$109,400	$111,600	$84,690	-0.4%
Education & Training	10001250-523700	$450	$390	$4,000	5.3%
Licenses	10001250-523800		$0	$310	N/A
Total Purchase-Contracted Services:		**$822,106**	**$1,208,483**	**$1,009,578**	**-2.2%**
Supplies					
General Supplies & Materials	10001260-531100	$2,209	$3,243	$2,750	-21.4%
Maintenance Supplies	10001260-531110	$159,940	$196,997	$240,786	14.2%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Project Supplies	10001260-531120	$79,063	$142,596	$120,000	-20%
Cleaning Supplies	10001260-531140		$0	$15,000	N/A
Water/Sewerage	10001260-531210	$12,716	$16,087	$20,000	0%
Natural Gas	10001260-531220	$6,608	$8,100	$8,600	7.5%
Electricity	10001260-531230	$319,244	$344,826	$270,025	26.4%
Gasoline	10001260-531270	$31,584	$32,927	$53,500	0%
Small Equipment	10001260-531600	$7,421	$23,216	$10,412	4.9%
Other Supplies	10001260-531700	$13,090	$12,322	$33,298	117.7%
Tires, Batteries, Parts	10001260-531710	$23,646	$28,546	$42,862	0%
Total Supplies:		**$655,521**	**$808,861**	**$817,233**	**12.3%**
Total Expense Objects:		**$3,193,793**	**$3,923,877**	**$3,843,547**	**4.8%**

Goal #1

Encourage and promote facilities energy efficiency.

Deliverables:

- Energy management controls in all facilities

Goal #2

Identify potential and deferred maintenance items and devise a plan to correct
those deficiencies to help reduce emergency repairs and downtime

Deliverables:

- Facility condition audits
- Preventative visits

Performance Measures

Measure 1: Energy Management Controls

Metrics: Compliance with energy policies, Completion of all employee training

Inputs: Cost figures to maintain climate in buildings, training surveys

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Identification and Correction of Deferred Maintenance Items

Metrics: Identification of all Deferred Maintenance Items, Percentage of Items Corrected, Number of Facility Condition audits made, Number of Preventative Maintenance visits made

Inputs: Deferred Maintenance reports, Facility condition audit reports, Preventative Maintenance reports

Due Dates: END of FY 22, Intermediate Milestones as needed

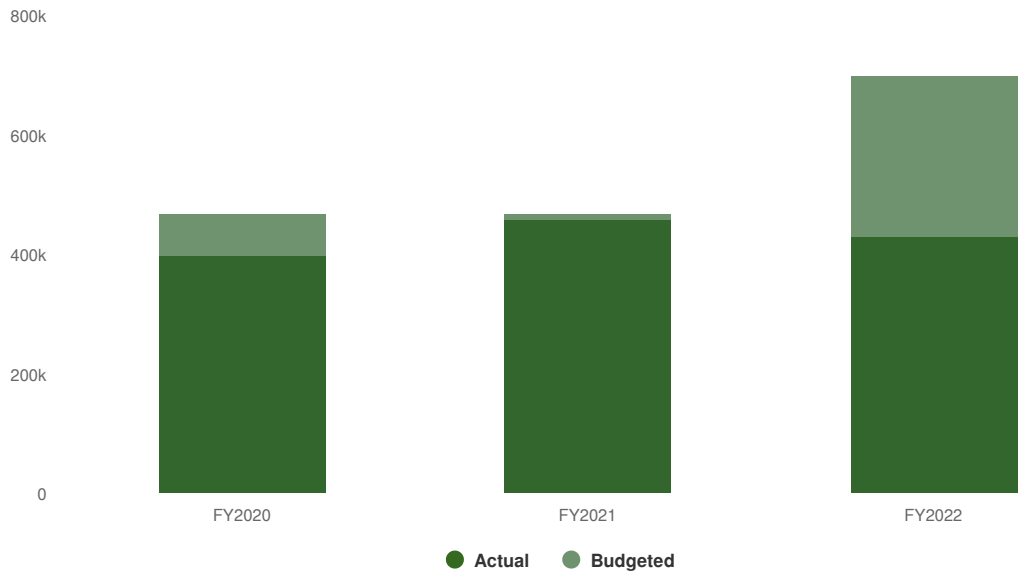
Public Information

To keep Henry County citizens informed of programs, services and activities of County government so they may participate in and gain full benefit from County government, and so they are aware of how their local taxes and public funds are managed; to provide services to meet the internal and external customer communication needs regarding County government and government-related issues; to facilitate the exchange of information between Henry County residents and County government; to increase awareness of confidence in the professionalism and efficiency of Henry County government.

Expenditures Summary

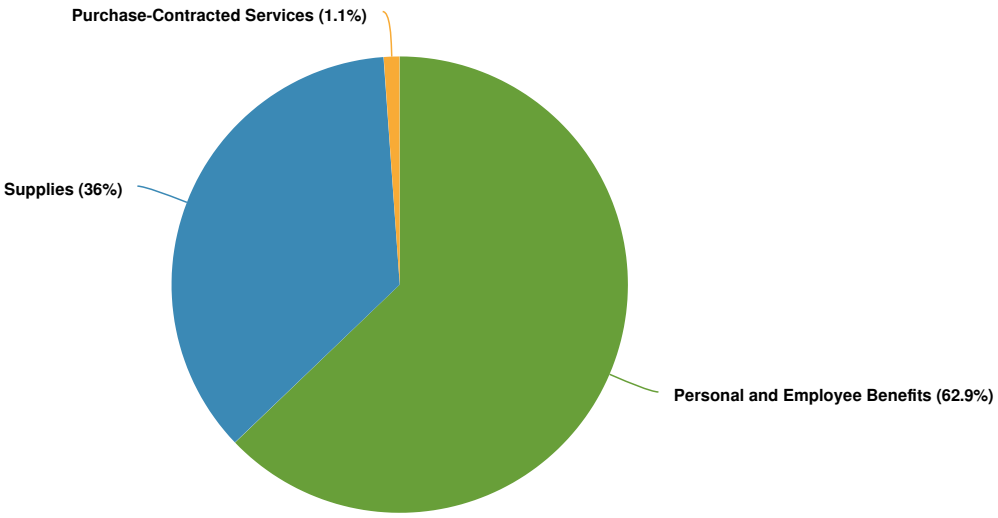
$698,179 $230,359
(49.24% vs. prior year)

Public Information Proposed and Historical Budget vs. Actual

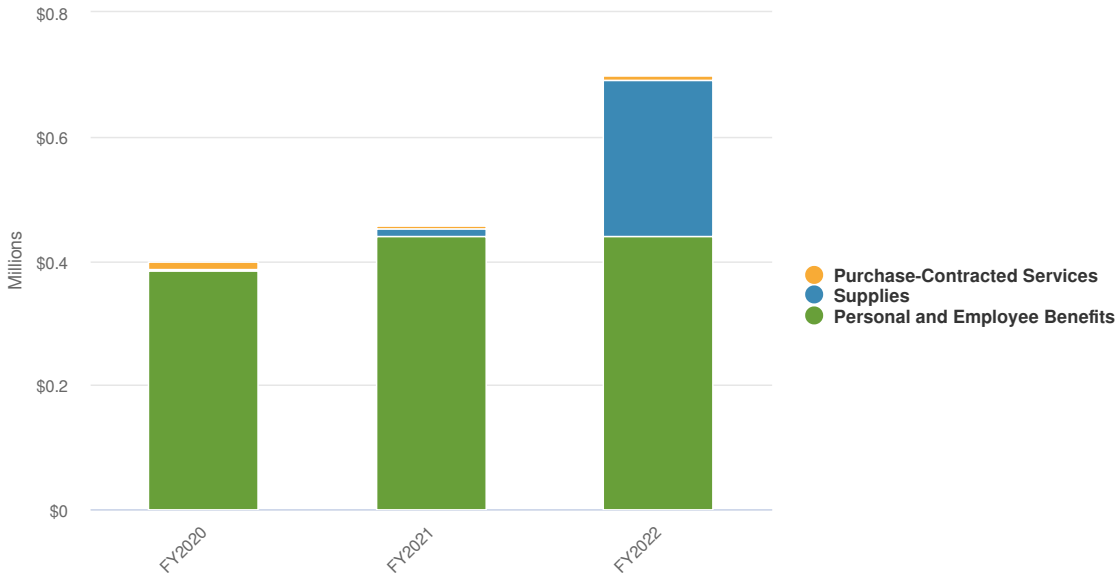


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001280-511100	$272,901	$302,790	$300,458	-7.3%
Overtime	10001280-511300	$121	$0	$0	0%
Group Insurance	10001290-512100	$51,833	$69,569	$62,587	0%
Social Security	10001290-512200	$16,434	$18,213	$21,158	5.3%
Medicare	10001290-512300	$3,843	$4,259	$4,948	5.3%
Retirement Contributions	10001290-512400	$37,950	$42,888	$47,432	5.3%
Workers' Compensation	10001290-512700	$1,846	$2,236	$2,246	8.3%
Total Personal and Employee Benefits:		**$384,928**	**$439,955**	**$438,829**	**-4.3%**
Purchase-Contracted Services					
Repairs & Maintenance	10001300-522200	$7,670	$2,597	$4,000	0%
Communications	10001310-523200	$1,624	$2,046	$1,600	0%
Advertising	10001310-523300	$940	$0	$0	0%
Travel	10001310-523500	$719	$0	$700	0%
Dues and Fees	10001310-523600	$522	$1,112	$390	0%
Education & Training	10001310-523700	$1,100	$250	$1,080	0%
Total Purchase-Contracted Services:		**$12,574**	**$6,005**	**$7,770**	**0%**
Supplies					
General Supplies & Materials	10001320-531100	$1,090	$9,303	$1,000	0%
Bicentennial Supplies	10001320-531180		$1,781	$250,000	N/A
Books & Periodicals	10001320-531400	$129	$0	$580	0%
Small Equipment	10001320-531600	$0	$386	$0	0%
Total Supplies:		**$1,219**	**$11,471**	**$251,580**	**15,822.8%**
Total Expense Objects:		**$398,721**	**$457,431**	**$698,179**	**49.2%**

Goal #1

Enhance community outreach to citizens through the county's newly established YouTube channel to compliment the current social media platforms.

Deliverables:

- Create more content
- Setup livestreams

Goal #2

The "Henry 200" Project will include a new logo and website commemorating Henry County's Bicentennial.

Deliverables:

- Design and obtain approval for new logo
- Promote website on all available social & traditional platforms.

Performance Measures

Measure 1: Creating more content for the Henry County YouTube Channel and other social media channels
Metrics: Number of videos created, number of viewers, feedback from viewers
Inputs: YouTube and other social media analytics
Due Dates: END of FY 22, Intermediate Milestones as needed

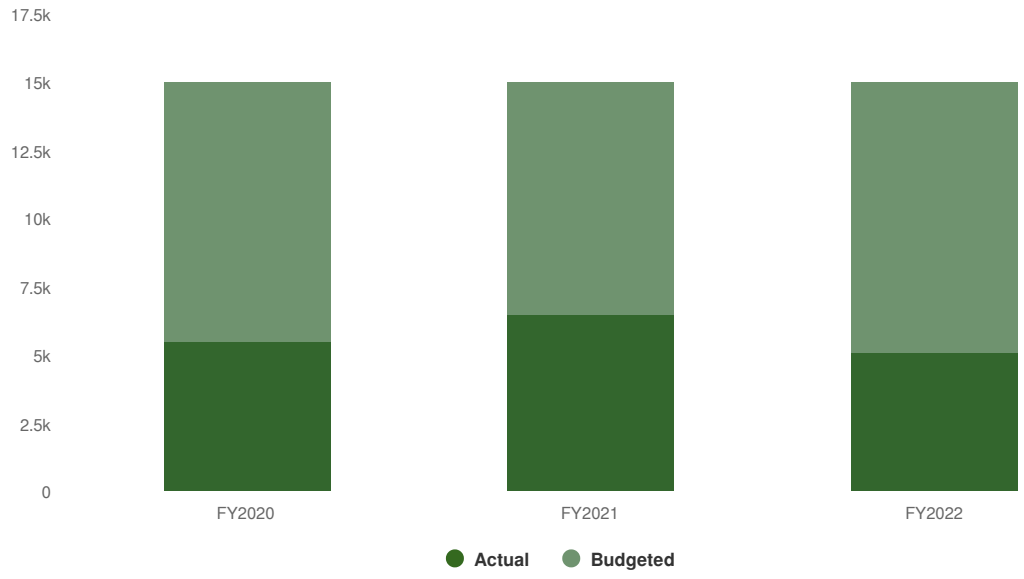
Measure 2: Henry 200 Project logo and website
Metrics: Logo Creation project metrics, website creation metrics
Inputs: Project documentation, approvals from stakeholders
Due Dates: END of FY 22, Intermediate Milestones as needed

State Court Judges

Expenditures Summary

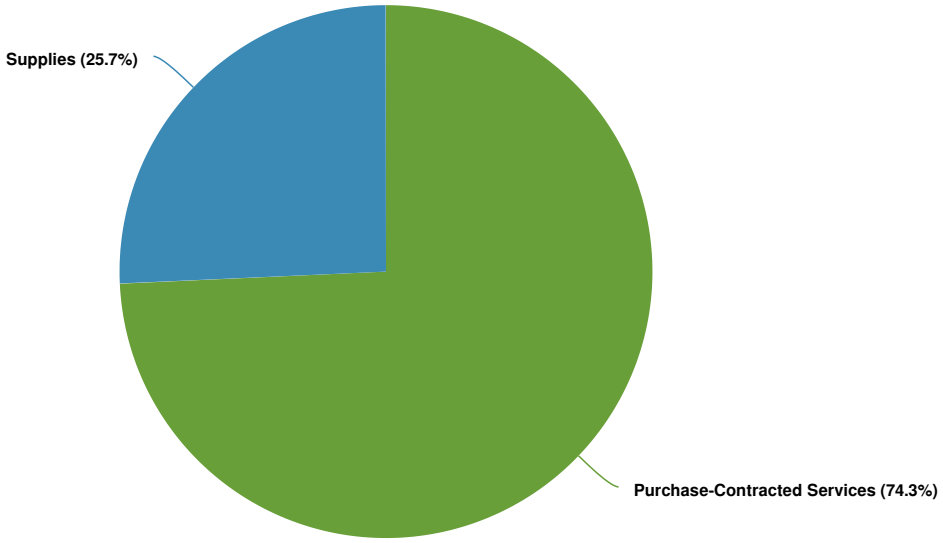
$15,000 **$0**
(0.00% vs. prior year)

State Court Judges Proposed and Historical Budget vs. Actual

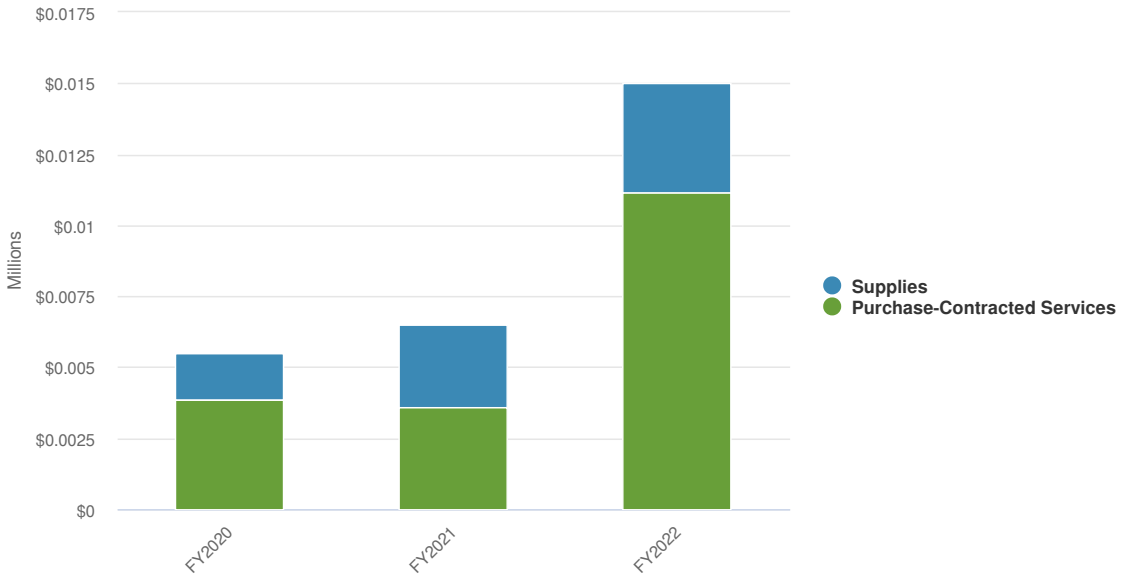


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Purchase-Contracted Services					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Travel	10001330-523500	$2,445	$2,386	$6,824	0%
Education & Training	10001330-523700	$1,437	$1,232	$4,320	0%
Total Purchase-Contracted Services:		**$3,882**	**$3,618**	**$11,144**	**0%**
Supplies					
General Supplies & Materials	10001340-531100	$1,607	$2,878	$3,856	0%
Total Supplies:		**$1,607**	**$2,878**	**$3,856**	**0%**
Total Expense Objects:		**$5,489**	**$6,496**	**$15,000**	**0%**

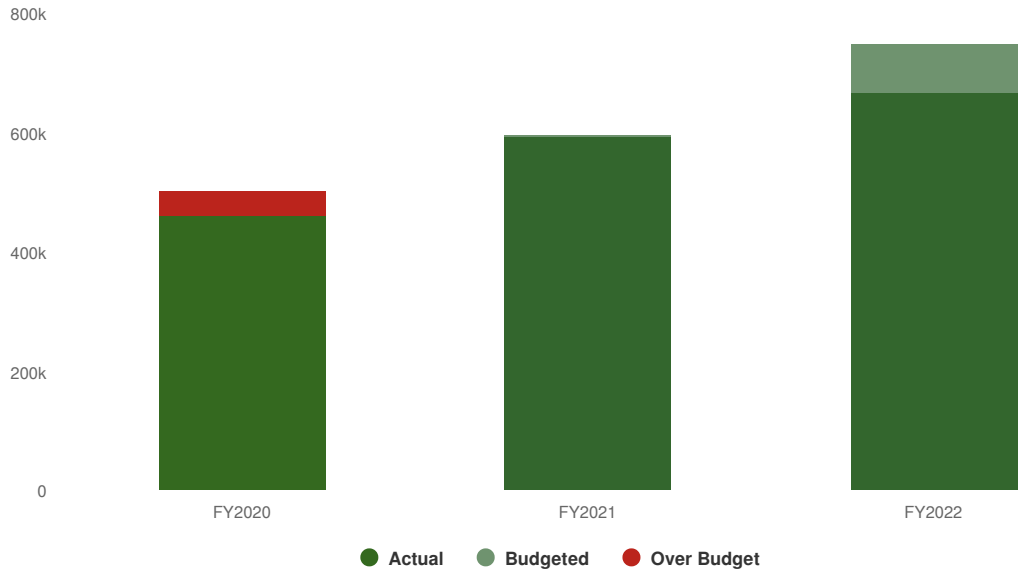
Superior Court

To provide a judicial forum for civil and criminal proceedings for the adult and juvenile citizens of Henry County as prescribed by the State Constitution and for a functional judiciary as prescribed by law.

Expenditures Summary

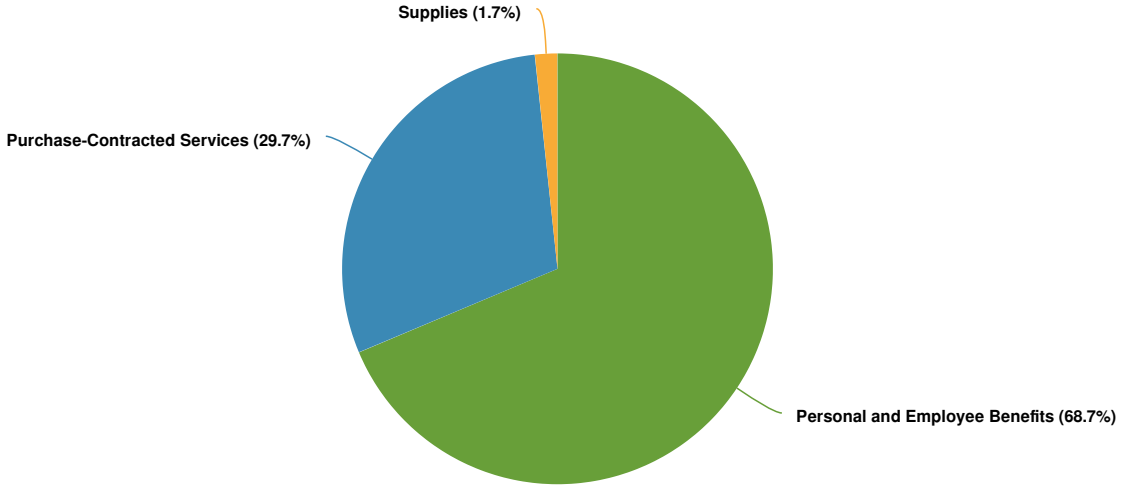
$749,193 $153,345
(25.74% vs. prior year)

Superior Court Proposed and Historical Budget vs. Actual

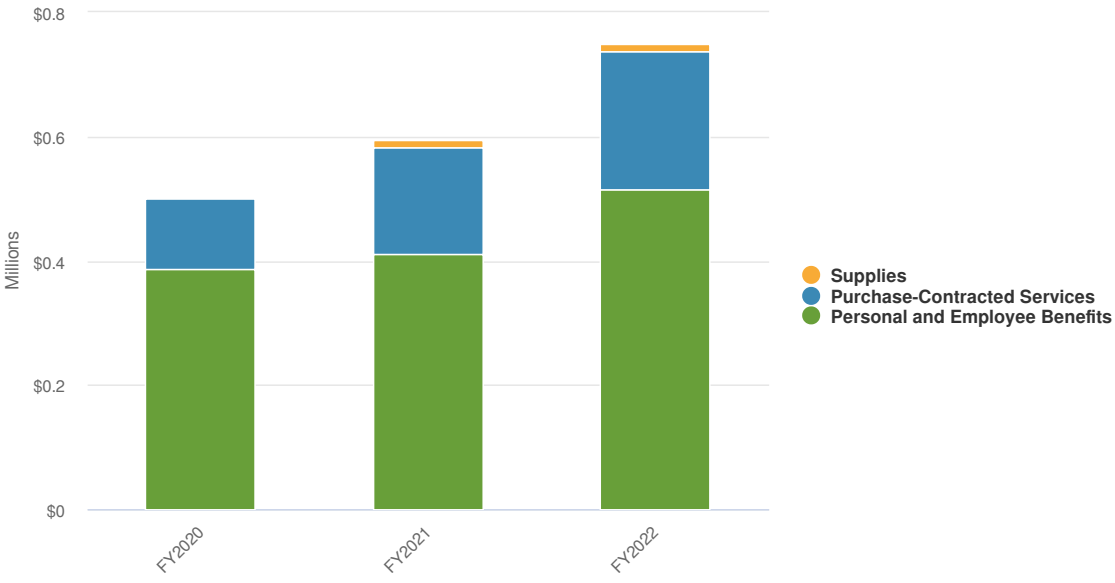


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001350-511100	$311,454	$318,584	$453,710	18.8%
Group Insurance	10001360-512100	$18,578	$29,287	$5,719	0%
Social Security	10001360-512200	$19,067	$19,013	$17,810	8.4%
Medicare	10001360-512300	$4,459	$4,554	$4,165	8.4%
Retirement Contributions	10001360-512400	$33,358	$38,060	$32,696	10.4%
Workers' Compensation	10001360-512700	$909	$584	$388	133.7%
Total Personal and Employee Benefits:		**$387,825**	**$410,081**	**$514,488**	**17.5%**
Purchase-Contracted Services					
Professional Contracted Servic	10001370-521200	$89,556	$150,586	$182,280	57.8%
Technical Contracted Services	10001370-521300	$9,912	$9,557	$19,300	33.5%
Rental of Equipment & Vehicles	10001380-522320	$5,356	$6,444	$9,478	32.2%
Communications	10001390-523200	$1,162	$2,836	$2,505	-11.9%
Printing and Binding	10001390-523400	$0	$916	$1,500	63.6%
Travel	10001390-523500	$0	$0	$1,000	1%
Dues and Fees	10001390-523600	$5,095	$2,379	$4,314	-13.4%
Education & Training	10001390-523700	$1,775	$689	$1,800	59.3%
Total Purchase-Contracted Services:		**$112,855**	**$173,407**	**$222,177**	**50.1%**
Supplies					
General Supplies & Materials	10001400-531100	$2,397	$3,859	$5,500	22.2%
Food	10001400-531300		$0	$328	N/A
Books & Periodicals	10001400-531400		$0	$700	N/A
Small Equipment	10001400-531600	$0	$7,016	$6,000	8.3%
Total Supplies:		**$2,397**	**$10,874**	**$12,528**	**24.8%**
Total Expense Objects:		**$503,077**	**$594,362**	**$749,193**	**25.7%**

Goal #1

To successfully on board our fourth Superior Court Judge.

Performance Measures

Measure 1:

Metrics: Superior Court Onboarding Requirements

Inputs: Purchasing forms, HR forms, Office space and phone numbers

Due Dates: Start date for new judge, Intermediate Milestones as needed

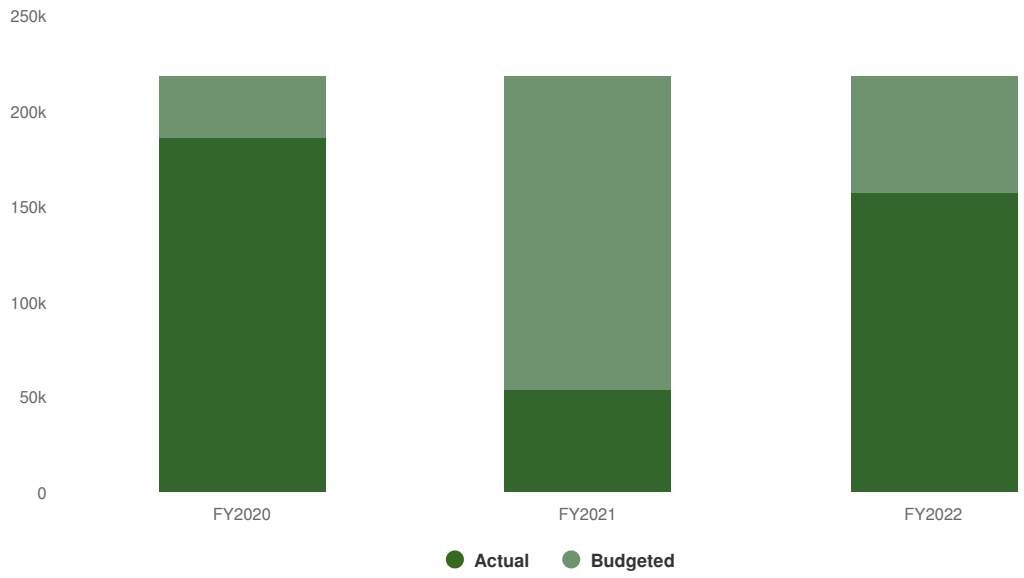
Jury and Baliffs

Bailiffs are employees of Henry County of which they work and possess no law enforcement authority. They are unarmed and provide services to the courtroom judge, escort and maintain the jurors/jury pool, and maintain courtroom decorum.

Expenditures Summary

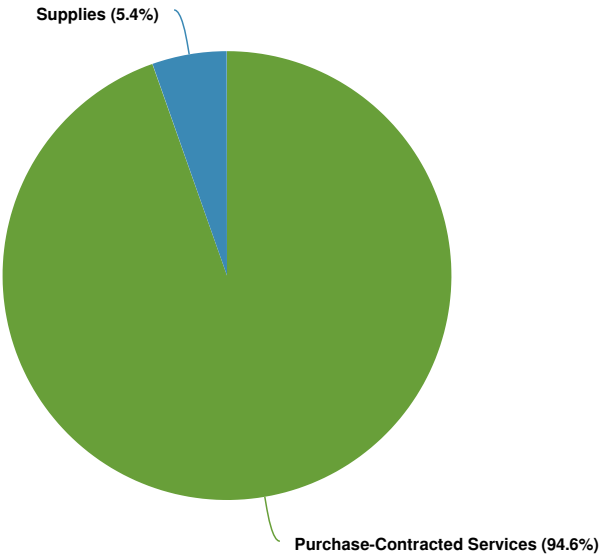
$218,785 $0
(0.00% vs. prior year)

Jury and Baliffs Proposed and Historical Budget vs. Actual

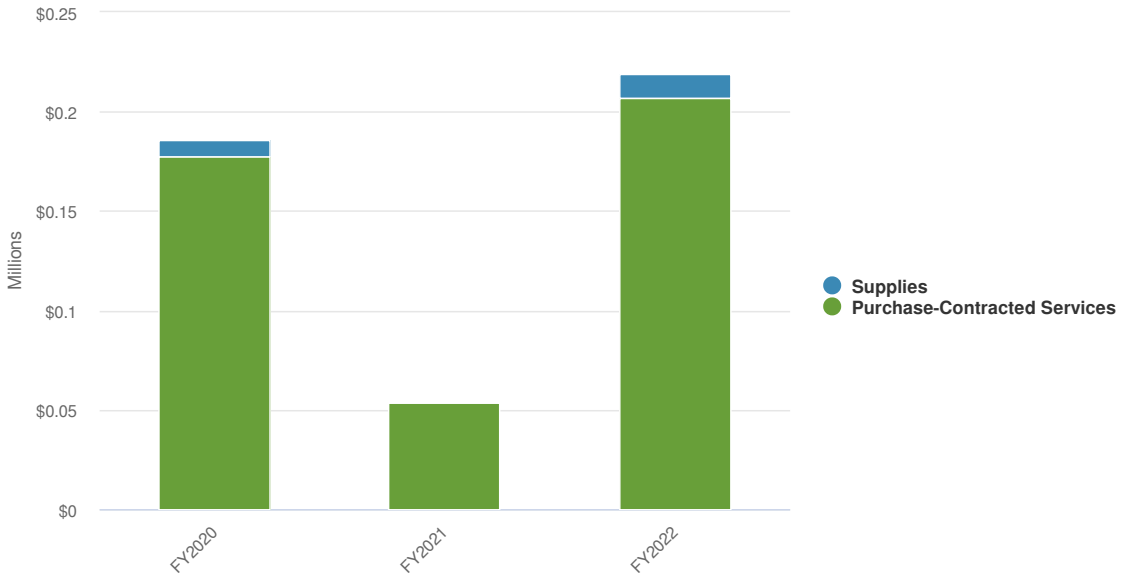


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Purchase-Contracted Services					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Communications	10003710-523200	$15,000	$0	$15,000	0%
Printing and Binding	10003710-523400	$0	$0	$1,500	0%
Dues and Fees	10003710-523600	$162,129	$53,605	$190,500	0%
Total Purchase-Contracted Services:		**$177,129**	**$53,605**	**$207,000**	**0%**
Supplies					
General Supplies & Materials	10003720-531100	$1,111	$154	$2,000	0%
Food	10003720-531300	$7,924	$152	$9,785	0%
Total Supplies:		**$9,035**	**$306**	**$11,785**	**0%**
Total Expense Objects:		**$186,164**	**$53,910**	**$218,785**	**0%**

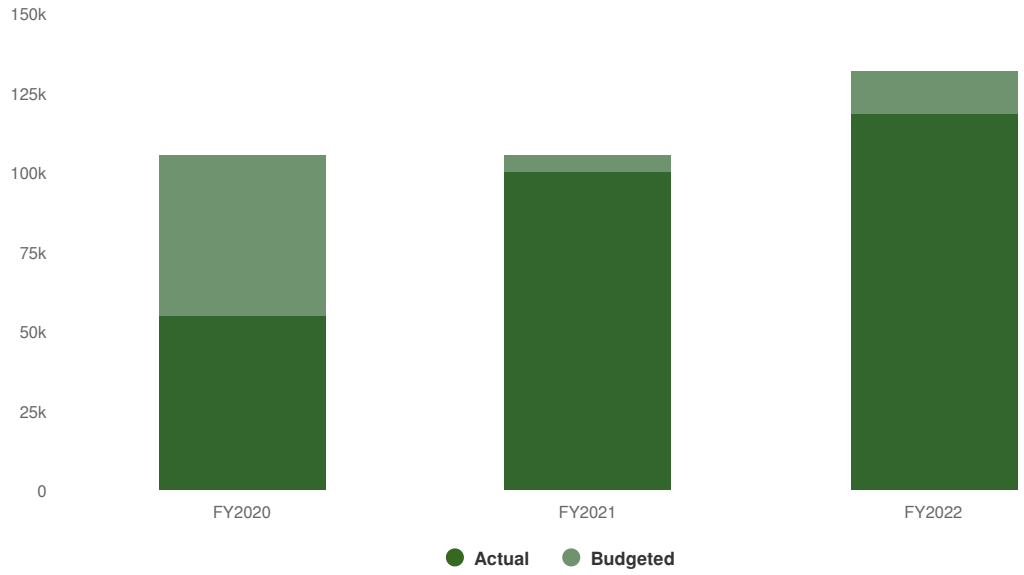
DUI Court

To ensure and maintain the integrity of court records through efficient Records Management and Financial Administration.

Expenditures Summary

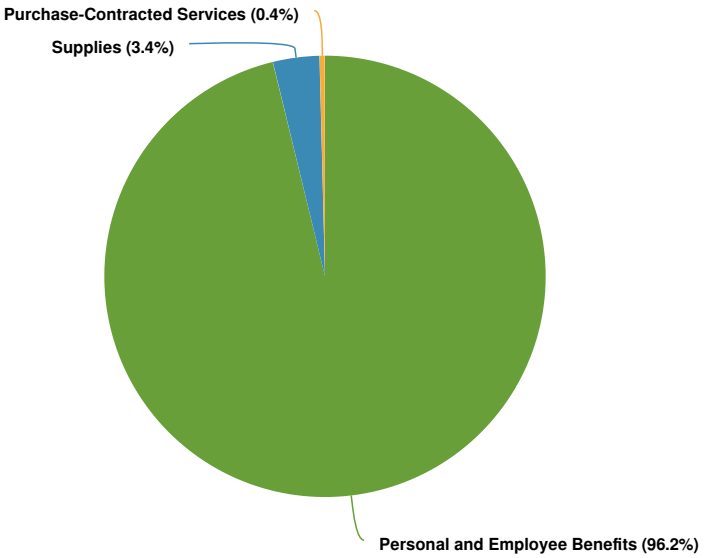
$131,849 $25,988
(24.55% vs. prior year)

DUI Court Proposed and Historical Budget vs. Actual

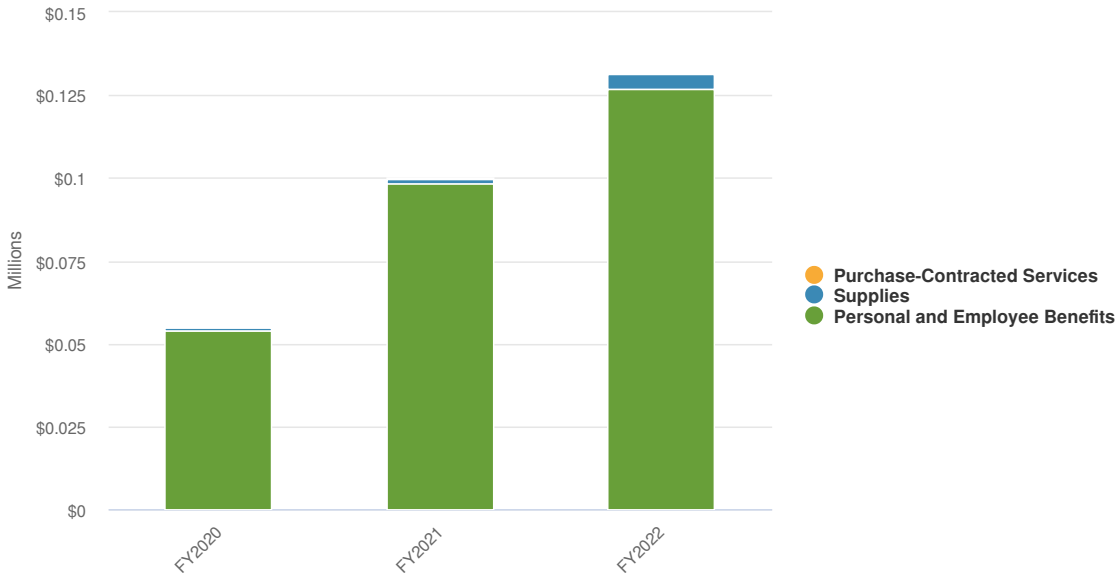


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001410-511100	$32,570	$55,247	$89,468	38.4%
Group Insurance	10001420-512100	$14,079	$29,877	$23,524	0%
Social Security	10001420-512200	$1,989	$3,523	$4,327	8%
Medicare	10001420-512300	$465	$824	$1,011	7.9%
Retirement Contributions	10001420-512400	$4,780	$8,606	$8,036	9.8%
Workers' Compensation	10001420-512700	$264	$449	$483	11.8%
Total Personal and Employee Benefits:		**$54,147**	**$98,525**	**$126,849**	**25.8%**
Purchase-Contracted Services					
Communications	10001425-523200	$435	$430	$505	0%
Total Purchase-Contracted Services:		**$435**	**$430**	**$505**	**0%**
Supplies					
General Supplies & Materials	10001430-531100	$696	$1,397	$4,495	0%
Total Supplies:		**$696**	**$1,397**	**$4,495**	**0%**
Total Expense Objects:		**$55,279**	**$100,352**	**$131,849**	**24.5%**

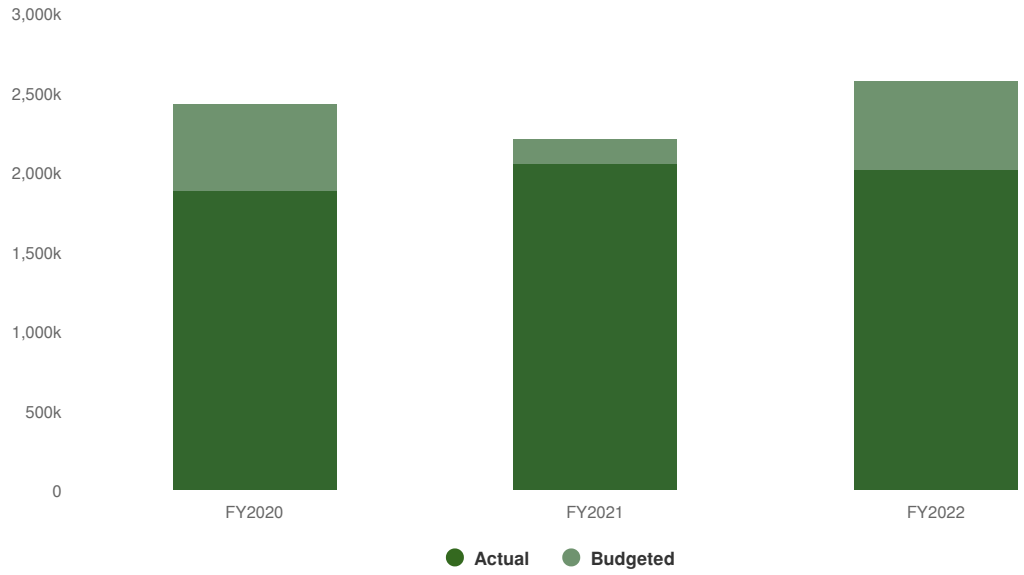
Clerk of Superior Court

To assist the citizens and the judicial system of Henry County in an efficient, timely and professional manner. Manage the Jury Division and attend to the needs of the courts and assist the general public effectively and efficiently. Maintain and safeguard all documents appropriately presented for recording.

Expenditures Summary

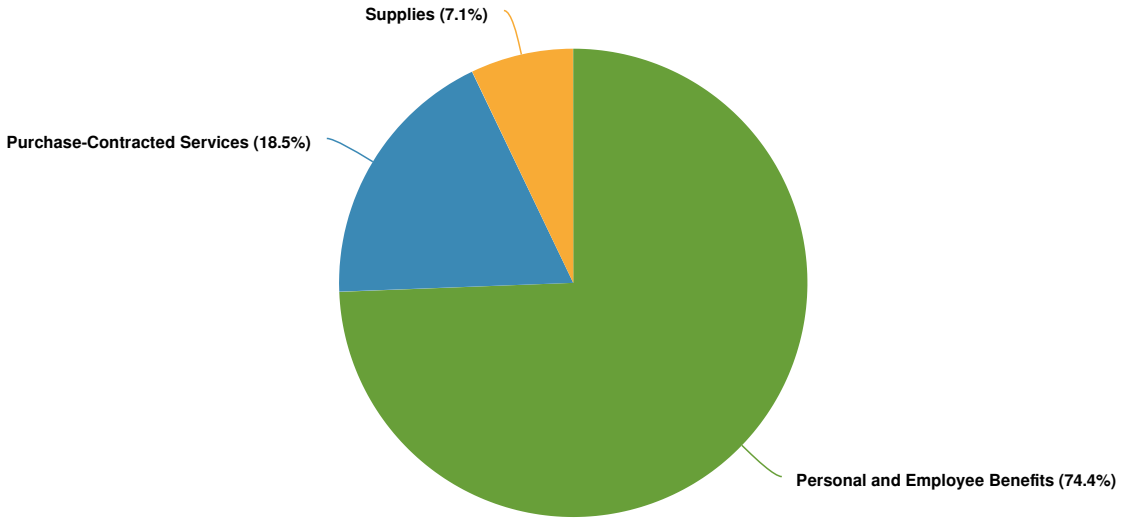
$2,575,002 **$359,721**
(16.24% vs. prior year)

Clerk of Superior Court Proposed and Historical Budget vs. Actual

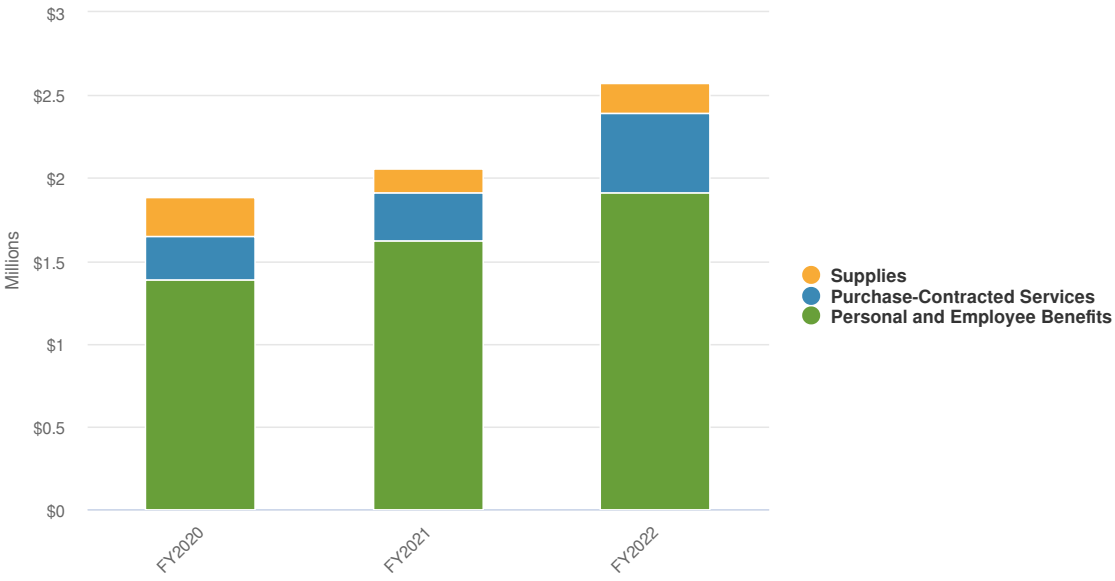


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001440-511100	$982,210	$1,041,630	$1,315,781	13%
Overtime	10001440-511300		$421	$0	-100%
Group Insurance	10001450-512100	$194,193	$350,645	$326,180	10.9%
Social Security	10001450-512200	$57,434	$61,294	$75,354	6.3%
Medicare	10001450-512300	$13,581	$14,468	$17,623	6.3%
Retirement Contributions	10001450-512400	$136,527	$147,526	$171,802	6.2%
Workers' Compensation	10001450-512700	$6,507	$7,281	$9,297	8.4%
Total Personal and Employee Benefits:		**$1,390,452**	**$1,623,265**	**$1,916,037**	**11.6%**
Purchase-Contracted Services					
Official/Administrative Contra	10001460-521100	$21,163	$10,956	$72,000	548%
Technical Contracted Services	10001460-521300	$173,105	$201,808	$311,790	54.4%
Professional-Medical	10001460-521400	$260	$356	$0	-100%
Disposal	10001460-522110	$1,121	$2,249	$1,750	-22.3%
Repairs & Maintenance	10001470-522200	$10,095	$10,737	$20,275	22.2%
Rental of Equipment & Vehicles	10001470-522320	$29,365	$20,401	$35,000	32.4%
Communications	10001480-523200	$19,675	$32,096	$28,000	-13%
Advertising	10001480-523300	$524	$83	$750	0%
Printing and Binding	10001480-523400	$925	$1,962	$1,500	-23.6%
Travel	10001480-523500	$1,568	$2,037	$2,300	0%
Dues and Fees	10001480-523600	$708	$1,050	$1,200	11.3%
Education & Training	10001480-523700	$0	$3,121	$1,400	-55.2%
Total Purchase-Contracted Services:		**$258,510**	**$286,857**	**$475,965**	**58.6%**
Supplies					
General Supplies & Materials	10001490-531100	$13,830	$27,434	$20,000	-27.1%
Water/Sewerage	10001490-531210	$13,082	$13,474	$18,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Electricity	10001490-531230	$106,377	$95,876	$145,000	0.7%
Gasoline	10001490-531270	$0	$25	$0	-100%
Small Equipment	10001490-531600	$107,153	$9,159	$0	-100%
Total Supplies:		**$240,443**	**$145,969**	**$183,000**	**-7.9%**
Total Expense Objects:		**$1,889,404**	**$2,056,090**	**$2,575,002**	**16.2%**

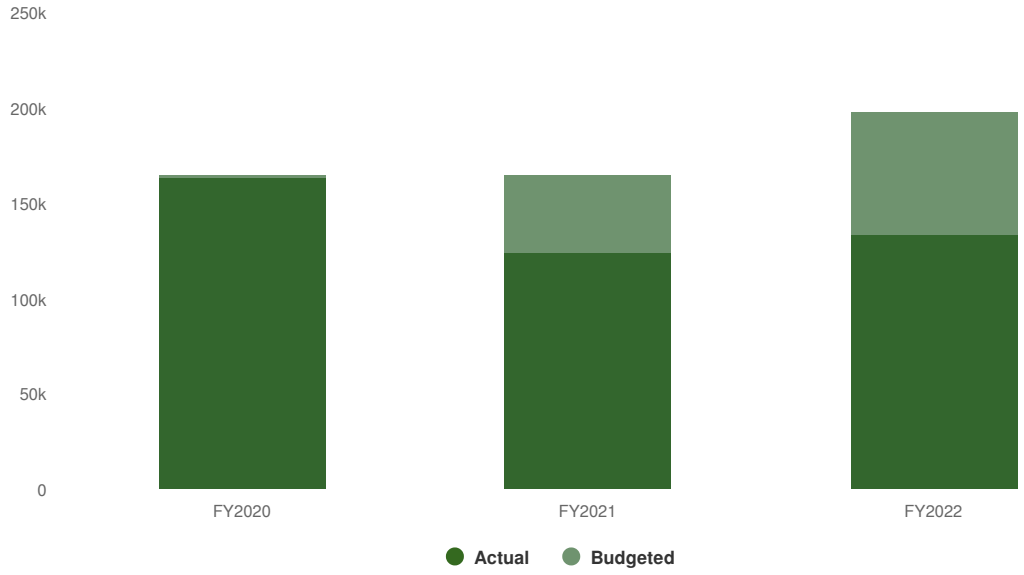
Court Reporter

To serve the citizens of Henry County, the Board of Judges, and members of the Bar by stenographically recording all proceedings presided over by the Board of Judges of the Court of Common Pleas and to provide verbatim transcripts of proceedings to the Court and any interested parties as required.

Expenditures Summary

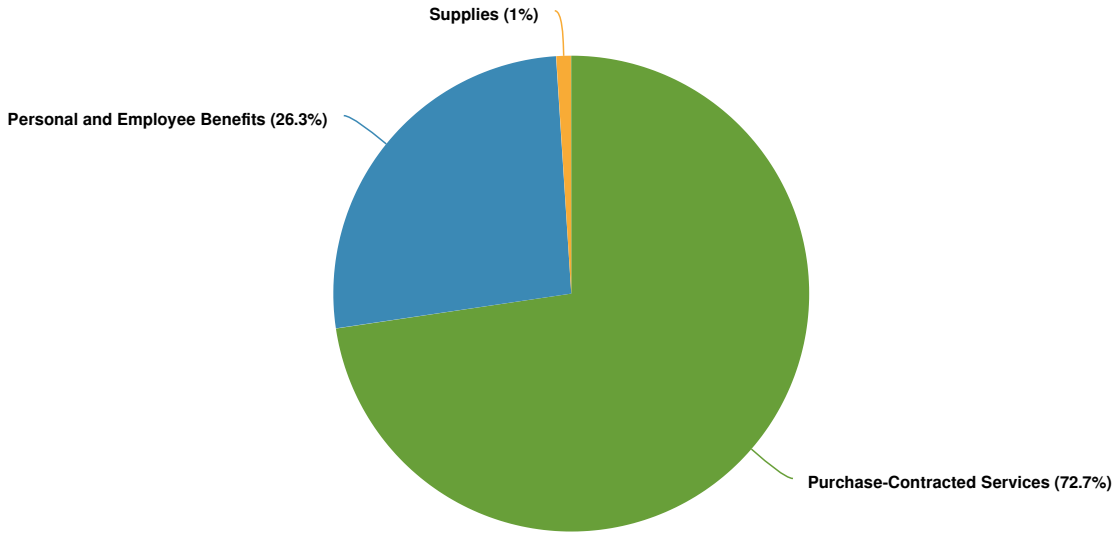
$197,833 $32,833
(19.90% vs. prior year)

Court Reporter Proposed and Historical Budget vs. Actual

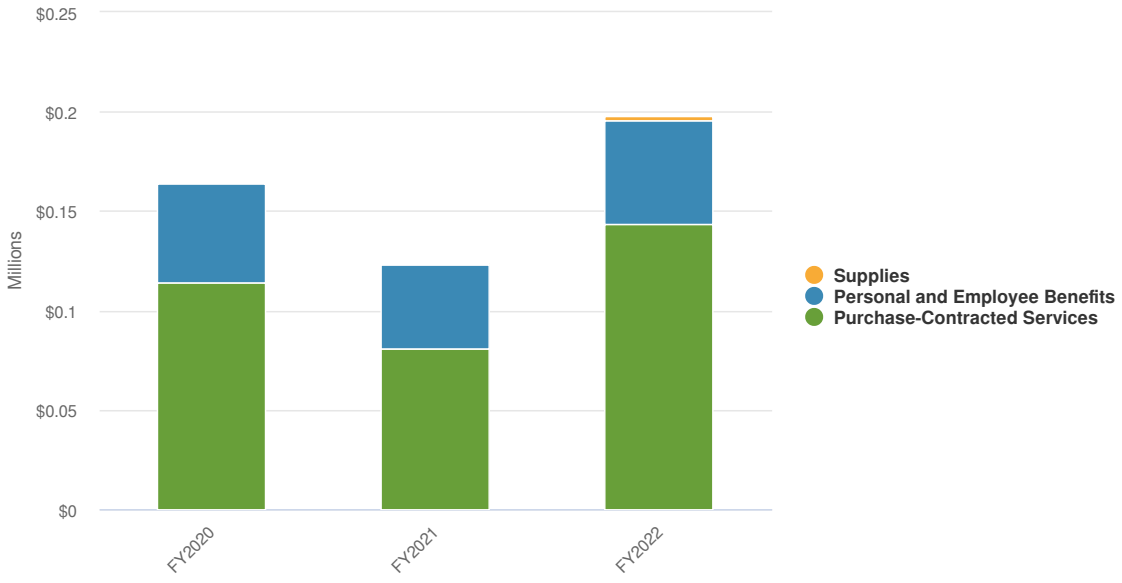


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001500-511100	$39,584	$38,765	$41,114	0%
Group Insurance	10001510-512100	$6,851	$183	$7,439	0%
Social Security	10001510-512200	$2,376	$2,402	$2,549	0%
Medicare	10001510-512300	$556	$562	$596	0%
Workers' Compensation	10001510-512700	$278	$248	$385	0%
Total Personal and Employee Benefits:		**$49,646**	**$42,160**	**$52,083**	**0%**
Purchase-Contracted Services					
Official/Administrative Contra	10001520-521100	$0	$0	$20,000	0%
Technical Contracted Services	10001520-521300	$112,669	$76,847	$120,000	38.6%
Repairs & Maintenance	10001530-522200	$0	$1,946	$2,000	0%
Rental of Equipment & Vehicles	10001530-522320	$1,479	$1,995	$1,750	-24.4%
Total Purchase-Contracted Services:		**$114,148**	**$80,788**	**$143,750**	**29.6%**
Supplies					
General Supplies & Materials	10001540-531100	$0	$934	$2,000	0%
Total Supplies:		**$0**	**$934**	**$2,000**	**0%**
Total Expense Objects:		**$163,794**	**$123,882**	**$197,833**	**19.9%**

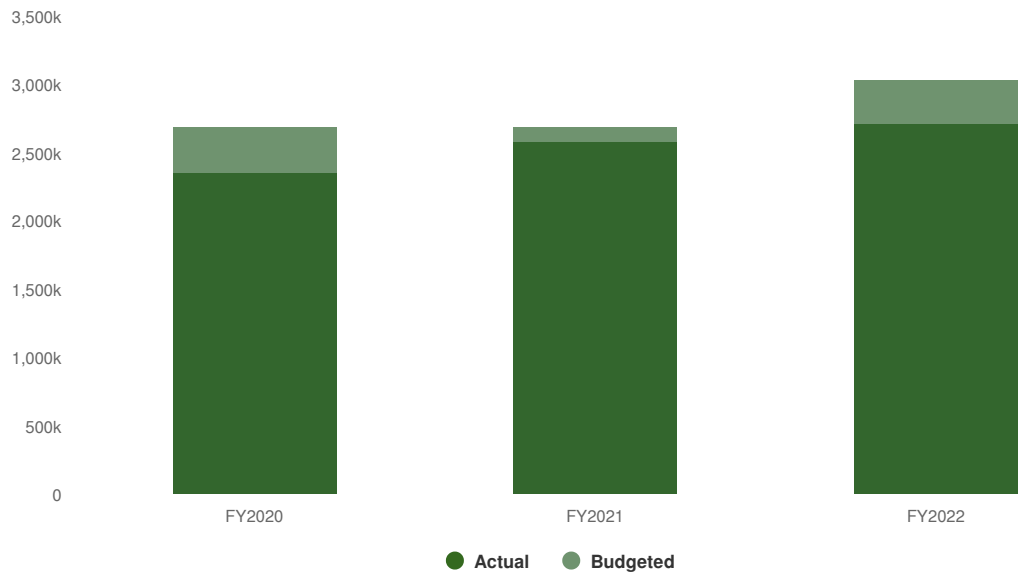
District Attorney

To provide fair, efficient and expeditious investigation and prosecution of civil and criminal proceedings under state jurisdiction; to assemble and inform grand juries of matters pending investigation to determine indictments; to provide child support enforcement to families and children; prosecute welfare fraud to provide assistance and representation to victims of crimes, and to work with law enforcement, elected officials, citizens and the judiciary of the circuit to ensure public respect and confidence in the criminal justice system.

Expenditures Summary

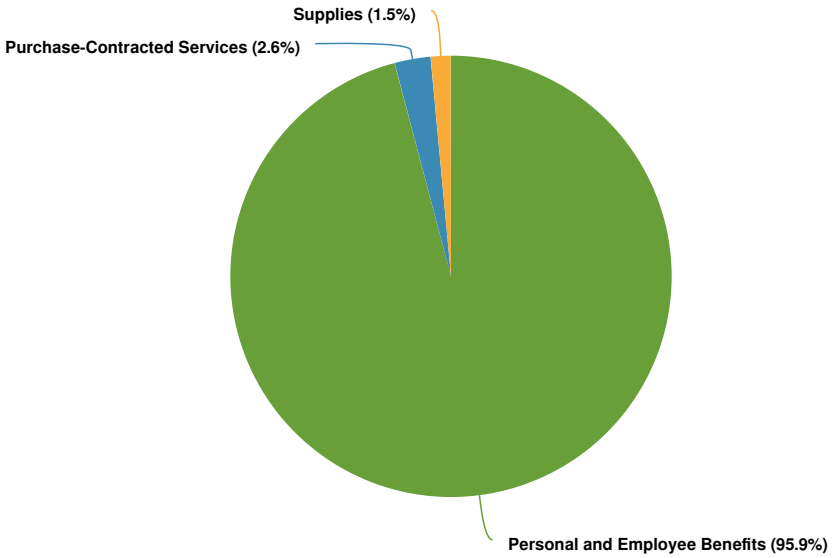
$3,034,211 $334,627
(12.40% vs. prior year)

District Attorney Proposed and Historical Budget vs. Actual

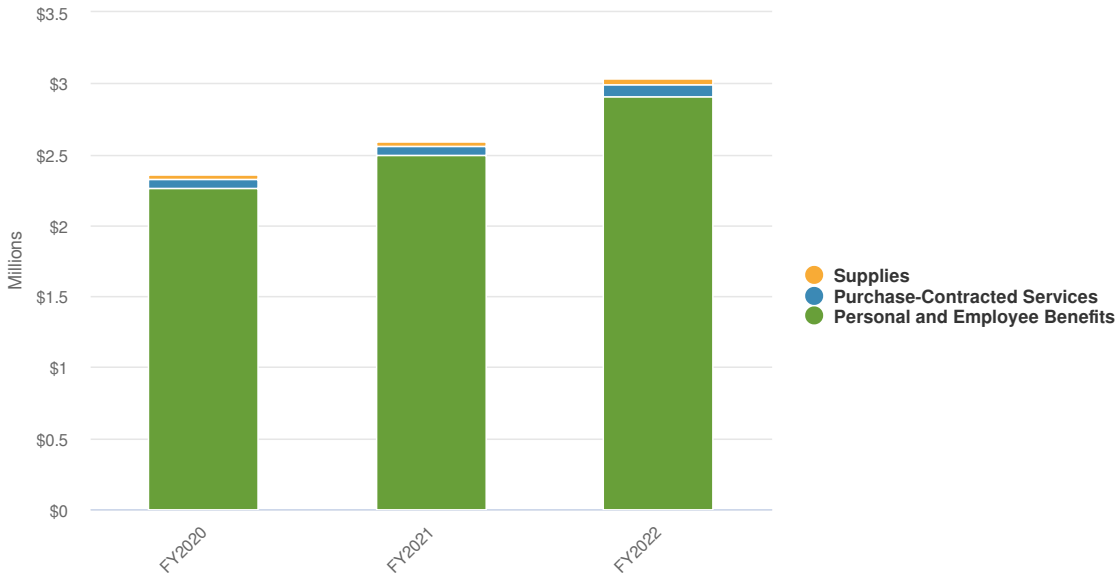


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001550-511100	$1,579,221	$1,667,546	$2,084,723	17.5%
Other Compensation	10001550-511700	$4,200	$8,400	$8,470	0%
Group Insurance	10001560-512100	$331,467	$440,582	$399,025	2.1%
Social Security	10001560-512200	$94,466	$99,981	$117,286	6.1%
Medicare	10001560-512300	$22,092	$23,382	$27,430	6.1%
Retirement Contributions	10001560-512400	$210,164	$228,414	$249,346	6.4%
Workers' Compensation	10001560-512700	$22,020	$28,111	$23,310	-23.8%
Total Personal and Employee Benefits:		**$2,263,629**	**$2,496,416**	**$2,909,590**	**13%**
Purchase-Contracted Services					
Professional Contracted Servic	10001570-521200	$3,012	$2,027	$3,000	0%
Technical Contracted Services	10001570-521300	$1,759	$532	$7,000	600%
Professional-Medical	10001570-521400	$255	$165	$447	0%
Cleaning Services	10001580-522100		$2,625	$0	-100%
Repairs & Maintenance	10001580-522200	$845	$10,050	$540	-95.6%
Rental of Equipment & Vehicles	10001580-522320	$10,407	$11,802	$12,286	0%
Communications	10001590-523200	$17,567	$20,238	$20,620	0%
Printing and Binding	10001590-523400	$295	$1,149	$1,080	-6%
Travel	10001590-523500	$2,534	$14	$2,000	0%
Dues and Fees	10001590-523600	$11,236	$7,275	$6,000	-48.2%
Education & Training	10001590-523700	$2,091	$1,961	$1,900	-3.1%
Other Purchased Services	10001590-523900	$11,128	$0	$25,000	246%
Total Purchase-Contracted Services:		**$61,129**	**$57,838**	**$79,873**	**0.1%**
Supplies					
General Supplies & Materials	10001600-531100	$6,507	$7,393	$7,295	-1.4%
Water/Sewerage	10001600-531210	$463	$574	$500	-7.2%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Natural Gas	10001600-531220	$417	$582	$1,500	6%
Electricity	10001600-531230	$5,622	$3,356	$7,500	0%
Gasoline	10001600-531270	$10,405	$5,555	$12,000	0%
Small Equipment	10001600-531600	$10,068	$12,653	$13,000	0%
Tires, Batteries, Oil	10001600-531710	$222	$1,411	$2,953	0%
Total Supplies:		**$33,704**	**$31,525**	**$44,748**	**-0.1%**
Total Expense Objects:		**$2,358,463**	**$2,585,779**	**$3,034,211**	**12.4%**

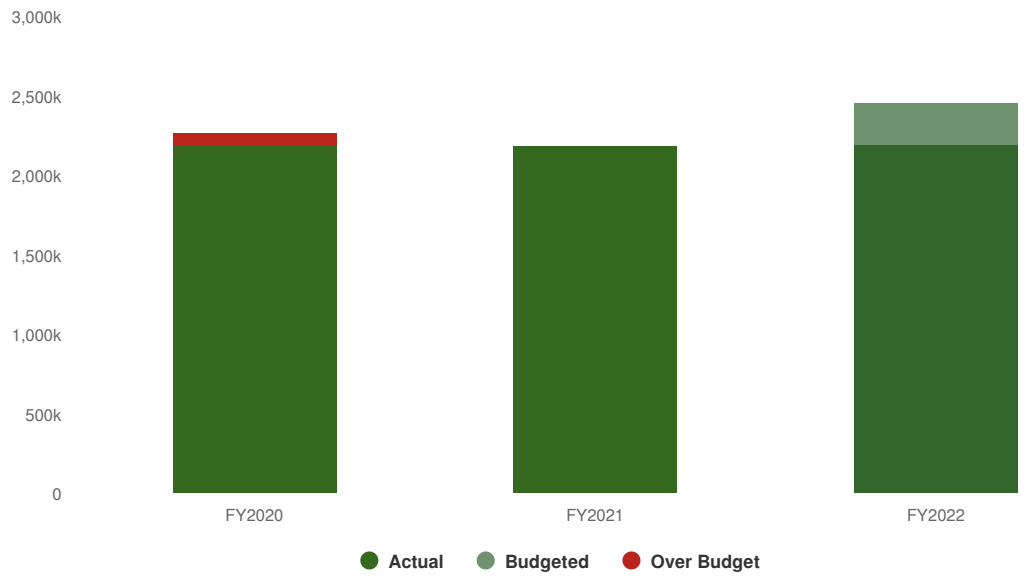
State Court

To provide a judicial forum for civil cases not reserved by the Constitution for the Superior Court and for which there is no limit on the amount in controversy; all misdemeanor criminal offenses alleged in Henry County; traffic offenses in the unincorporated portions of Henry County, and traffic cases filed in any Municipal Court in Henry County where a jury trial is demanded; and appeals from Magistrate Court Civil decisions.

Expenditures Summary

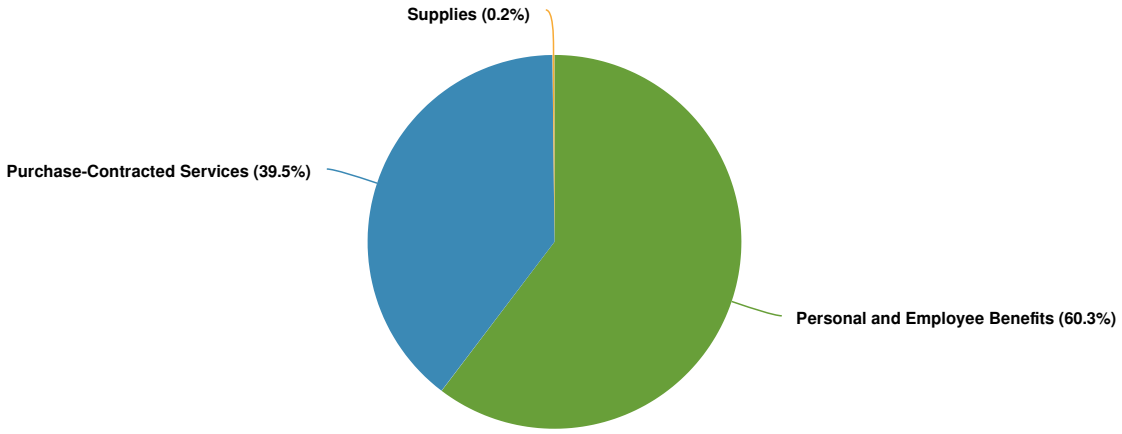
$2,466,293 **$277,768**
(12.69% vs. prior year)

State Court Proposed and Historical Budget vs. Actual

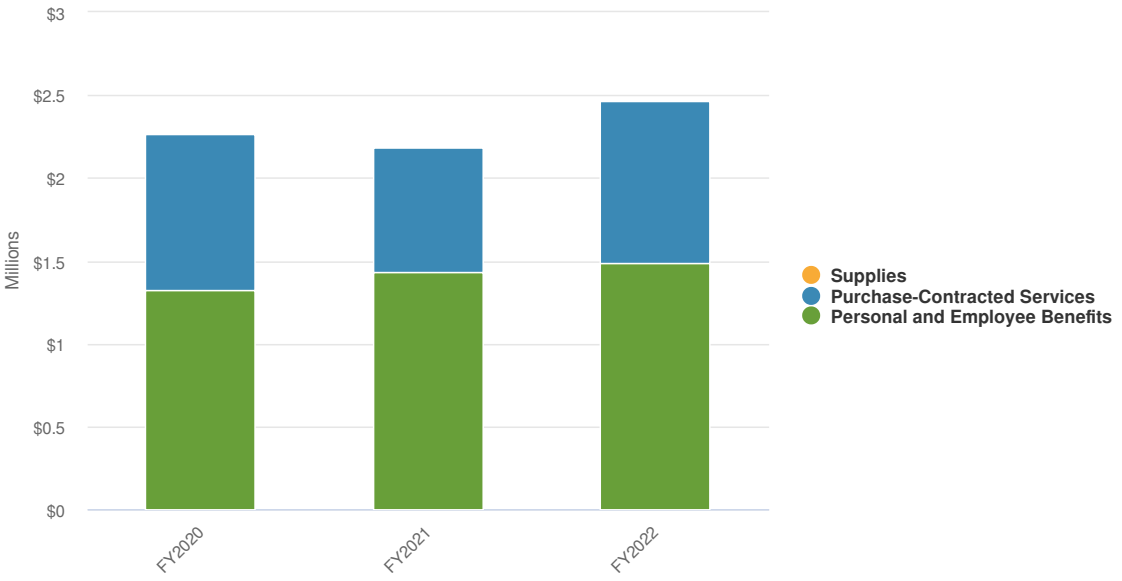


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001610-511100	$1,045,235	$1,078,548	$1,168,514	5.3%
Group Insurance	10001620-512100	$125,967	$192,143	$152,493	0%
Social Security	10001620-512200	$57,283	$61,847	$64,432	6.9%
Medicare	10001620-512300	$14,840	$15,284	$15,069	6.9%
Retirement Contributions	10001620-512400	$75,938	$80,610	$80,972	13%
Workers' Compensation	10001620-512700	$5,320	$5,088	$6,435	11.6%
Total Personal and Employee Benefits:		**$1,324,584**	**$1,433,520**	**$1,487,915**	**5.2%**
Purchase-Contracted Services					
Professional Contracted Servic	10001630-521200	$785,892	$628,191	$800,000	29.9%
Technical Contracted Services	10001630-521300	$137,178	$105,108	$147,023	15.3%
Professional-Medical	10001630-521400	$90	$0	$0	0%
Rental of Equipment & Vehicles	10001630-522320	$4,002	$5,284	$8,855	3.5%
Rental of Equipment & Vehicles	10001640-522320	$1,101	$0	$0	0%
Communications	10001650-523200	$2,245	$1,678	$1,500	-10.7%
Printing and Binding	10001650-523400	$3,888	$5,096	$12,000	43.3%
Dues and Fees	10001650-523600	$8,131	$5,782	$5,000	-37.6%
Education & Training	10001650-523700	$61	$0	$0	0%
Total Purchase-Contracted Services:		**$942,589**	**$751,139**	**$974,378**	**26.6%**
Supplies					
General Supplies & Materials	10001651-531100	$3,749	$4,300	$4,000	-7%
Total Supplies:		**$3,749**	**$4,300**	**$4,000**	**-7%**
Total Expense Objects:		**$2,270,923**	**$2,188,959**	**$2,466,293**	**12.7%**

Goal #1

Balance the rights and interests of individual litigants, the limited resources of the judicial branch, and a realistic assessment of the capabilities of other participants in the justice system, and the interests of the citizens of the state in having an effective, fair, and efficient system of justice.

Deliverables:
• The disposition of all cases will be expedited and in a manner consistent with fairness to all parties.
• The uncertainties associated with processing cases will be minimized.
• Communicate court purposes, objectives, and budget needs clearly and compellingly.

Goal #2

Ensure the effective and continuous evaluation of case flow throughout all case types utilizing both qualitative and quantitative information in order to identify issues and areas of interest and to build support for the implementation and management of change.

Deliverables:

- Expand the use of metrics to support the dynamic deployment of court resources.
- Create an additional layer of granularity for case processing statistics to provide efficient and prompt feedback to judicial officers and support judge-driven case management.

Performance Measures

Measure 1: Cases resolved in a timely manner
Metrics: Case disposal metrics, Case processing metrics, court requirements
Inputs: Case information, court documentation
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improvement of case flow
Metrics: Case flow procedures, types of cases reaching trial, case priority from judges
Inputs: Feedback from judges, prosecutors, public defender's office and other officers as needed
Due Dates: END of FY 22, Intermediate Milestones as needed

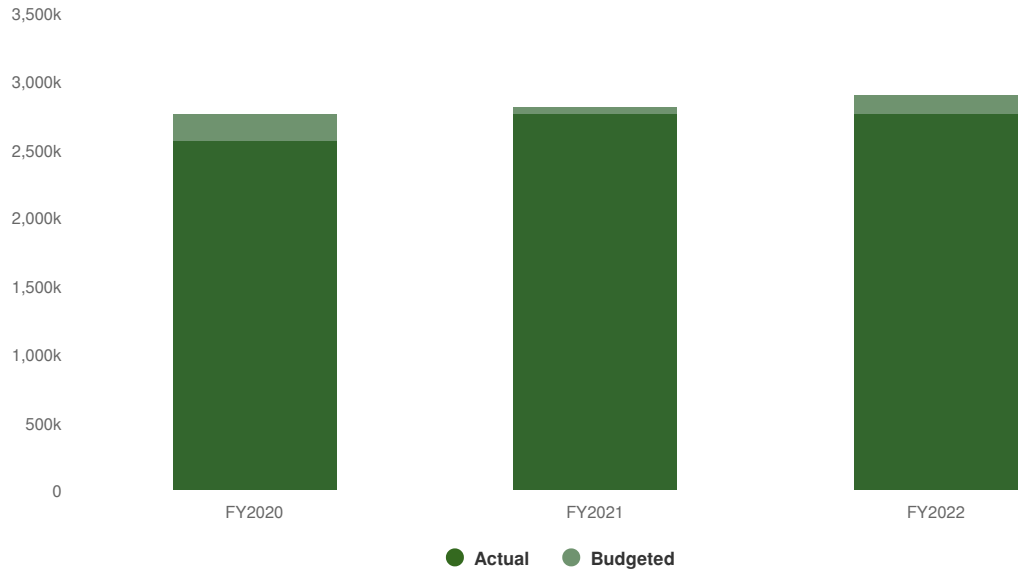
State Court Solicitor

To provide for the effective, efficient, and neutral adjudication of misdemeanor criminal, civil, and traffic cases filed in the State Court of Henry County jurisdiction.

Expenditures Summary

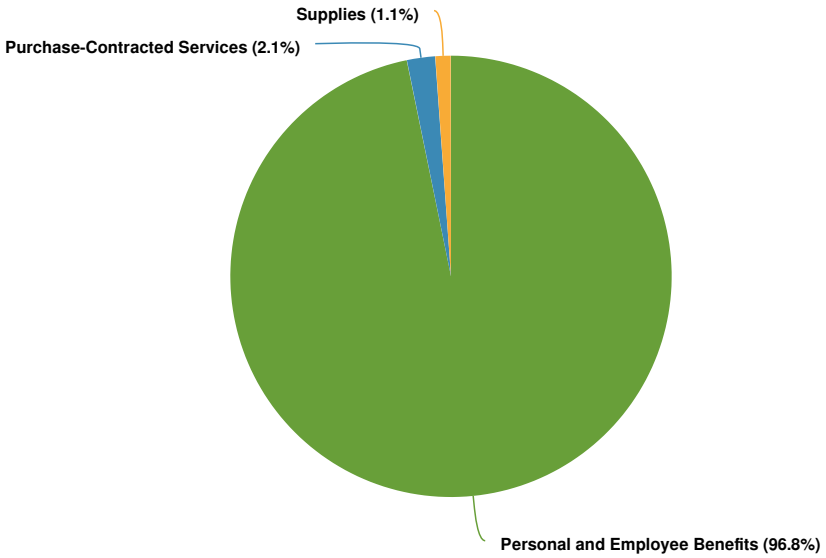
$2,907,932 $89,606
(3.18% vs. prior year)

State Court Solicitor Proposed and Historical Budget vs. Actual

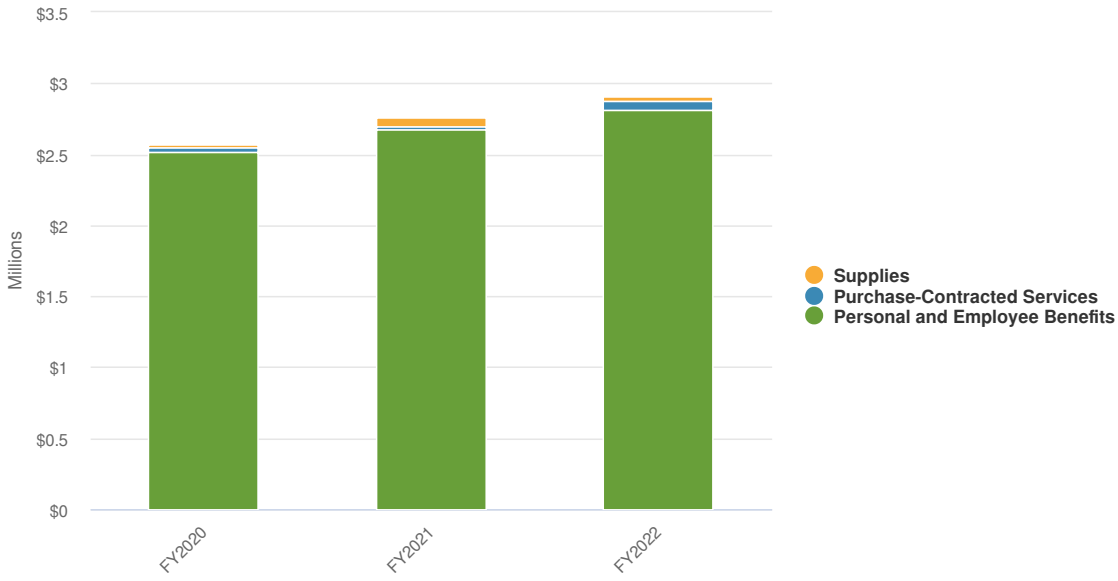


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001660-511100	$1,886,823	$1,927,082	$2,044,187	0.8%
Uniform Allowance	10001660-511500	$2,500	$2,500	$2,500	0%
Other Compensation	10001660-511700	$4,200	$8,400	$8,470	0%
Group Insurance	10001670-512100	$229,266	$320,293	$301,712	0.2%
Social Security	10001670-512200	$112,740	$115,202	$128,415	7.2%
Medicare	10001670-512300	$26,741	$27,361	$30,032	7.2%
Retirement Contributions	10001670-512400	$243,296	$252,921	$271,724	7.5%
Workers' Compensation	10001670-512700	$15,910	$18,246	$27,692	30%
Total Personal and Employee Benefits:		**$2,521,476**	**$2,672,005**	**$2,814,732**	**1.9%**
Purchase-Contracted Services					
Official/Administrative Contra	10001680-521100	$267	$276	$310	3.3%
Professional Contracted Servic	10001680-521200	$0	$5,000	$26,250	425%
Technical Contracted Services	10001680-521300	$1,369	$1,200	$1,600	0%
Professional-Medical	10001680-521400	$349	$279	$350	0%
Rental of Equipment & Vehicles	10001690-522320	$4,367	$3,875	$4,800	0%
Communications	10001700-523200	$4,525	$3,929	$4,500	0%
Printing and Binding	10001700-523400	$1,855	$5,488	$2,100	0%
Travel	10001700-523500	$667	$1,404	$7,820	421.3%
Dues and Fees	10001700-523600	$7,359	$4,291	$5,500	-28.5%
Education & Training	10001700-523700	$1,663	$889	$7,000	677.8%
Total Purchase-Contracted Services:		**$22,421**	**$26,631**	**$60,230**	**109.6%**
Supplies					
General Supplies & Materials	10001710-531100	$8,005	$10,704	$12,000	11%
Gasoline	10001710-531270	$3,252	$3,136	$5,400	56.1%
Small Equipment	10001710-531600	$11,087	$49,843	$11,870	-2.6%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Tires, Batteries, Oil	10001710-531710	$918	$868	$3,700	270%
Total Supplies:		**$23,263**	**$64,552**	**$32,970**	**20.1%**
Total Expense Objects:		**$2,567,160**	**$2,763,188**	**$2,907,932**	**3.2%**

Goal #1

Establish a reputation of tough yet fair prosecution and achieve an appropriate level of punishment for the crime committed.

- Retain talented staff who can efficiently and thoroughly build working relationships with external agencies as well as each other to ensure the best possible case outcome.
- Recognize defendants who need one of our accountability courts to assist them in becoming active and successful members of our community.

Goal #2

Ensure victim's rights are protected and that all persons involved in the criminal justice process are treated in a professional and courteous manner.

Deliverables:

- Work closely with victim witnesses to ensure the victim's wishes are considered.

Performance Measures

Measure 1: Ensure proper prosecution of cases
Metrics: Employee Retention targets, Accountability Court Diversion targets
Inputs: HR Data, Case data, feedback from Courts
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Protection of victim rights
Metrics: Percentage of successful resolution of victim complaints
Inputs: Post-prosecution reports, feedback from District Attorney office, feedback from victims
Due Dates: END of FY 22, Intermediate Milestones as needed

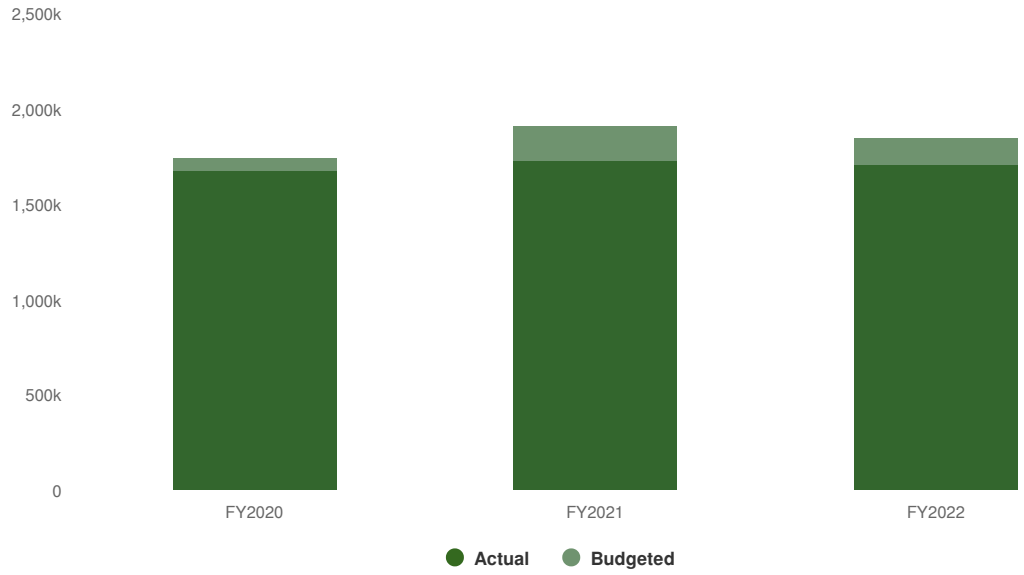
Clerk of State Court

To ensure and maintain the integrity of court records through efficient Records Management and Financial Administration.

Expenditures Summary

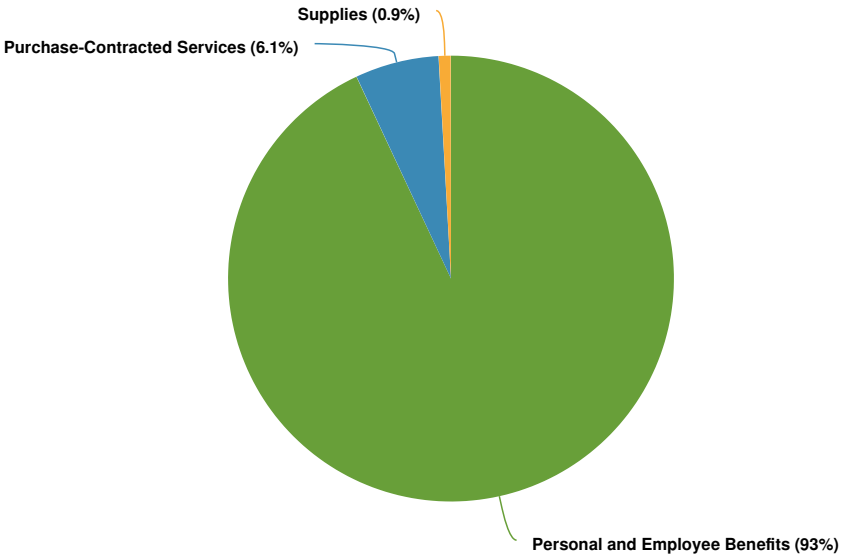
$1,848,673 **-$59,781**
(-3.13% vs. prior year)

Clerk of State Court Proposed and Historical Budget vs. Actual

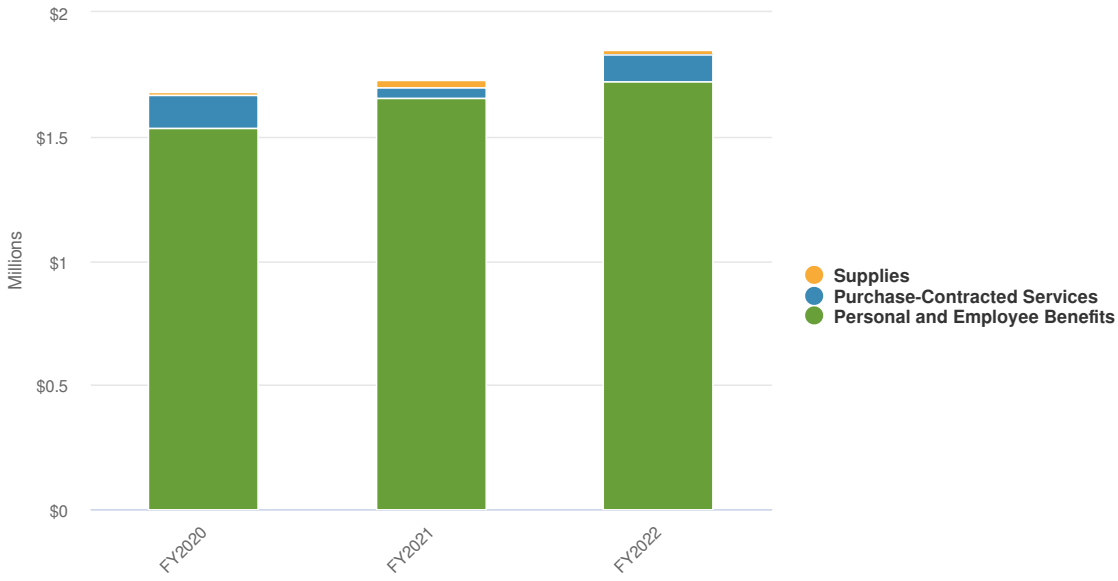


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001720-511100	$996,156	$1,028,402	$1,169,848	-0.1%
Overtime	10001720-511300	$1,984	$0	$0	0%
Group Insurance	10001730-512100	$316,683	$398,264	$296,351	-20.7%
Social Security	10001730-512200	$58,322	$60,010	$70,813	7.8%
Medicare	10001730-512300	$13,647	$14,083	$16,562	7.8%
Retirement Contributions	10001730-512400	$138,742	$145,653	$158,759	7.8%
Workers' Compensation	10001730-512700	$6,651	$7,594	$7,745	-6.3%
Total Personal and Employee Benefits:		**$1,532,184**	**$1,654,005**	**$1,720,078**	**-3.4%**
Purchase-Contracted Services					
Professional Contracted Servic	10001740-521200	$11,655	$5,841	$10,500	0%
Professional-Medical	10001740-521400	$319	$304	$226	-18.7%
Rental of Equipment & Vehicles	10001750-522320	$6,907	$6,817	$7,500	0%
Communications	10001760-523200	$17,869	$17,082	$18,945	-3.4%
Advertising	10001760-523300	$780	$1,610	$1,948	0%
Printing and Binding	10001760-523400	$3,423	$5,316	$5,000	-24.9%
Travel	10001760-523500	$0	$897	$2,500	0%
Dues and Fees	10001760-523600	$91,801	$2,779	$64,626	42.7%
Education & Training	10001760-523700	$0	$1,718	$1,150	-33.1%
Total Purchase-Contracted Services:		**$132,754**	**$42,364**	**$112,395**	**17.1%**
Supplies					
General Supplies & Materials	10001770-531100	$7,996	$8,014	$10,000	25%
Small Equipment	10001770-531600	$4,985	$23,221	$6,200	-73.4%
Total Supplies:		**$12,982**	**$31,235**	**$16,200**	**-48.2%**
Total Expense Objects:		**$1,677,920**	**$1,727,604**	**$1,848,673**	**-3.1%**

Goal #1

Increase efficiency of the Clerk of State Court office through digital improvements and enhancements.

Deliverables:

- Implement electronic filings in criminal cases to improve the quality of data at the Georgia Crime Information Center and offer efficiencies to attorneys and public.

Performance Measures

Measure 1: Increased Technology implementation in the State Court Clerk's Office

Metrics: Electronic filings in the Georgia Crime Information Center, Increased Data Quality in the input of Georgia Crime Information Center data.

Inputs: Electronic filings, procedures for data quality of filings

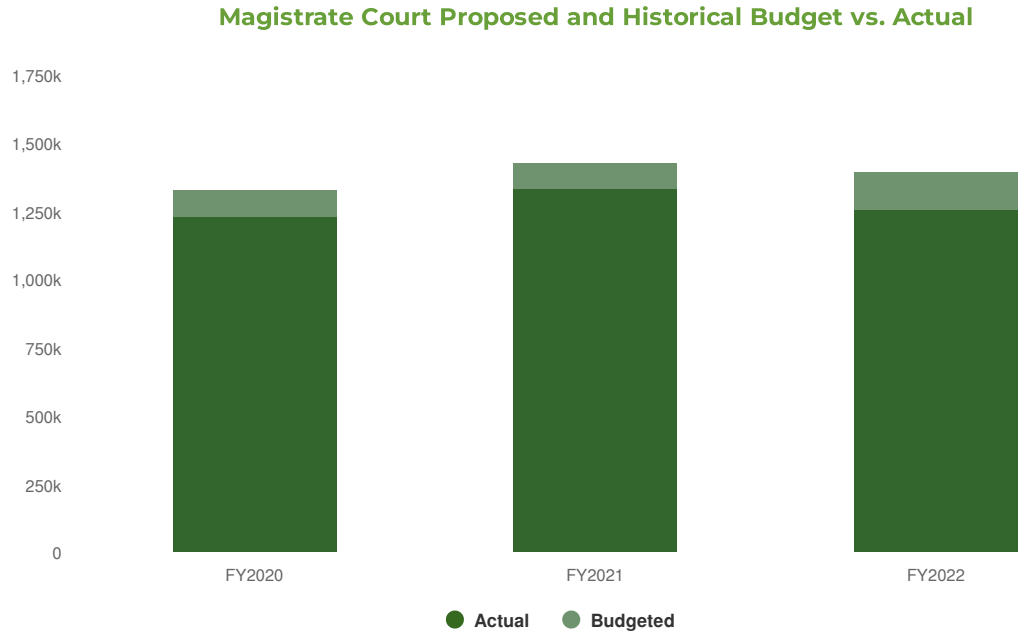
Due Dates: END of FY 22, Intermediate Milestones as needed

Magistrate Court

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

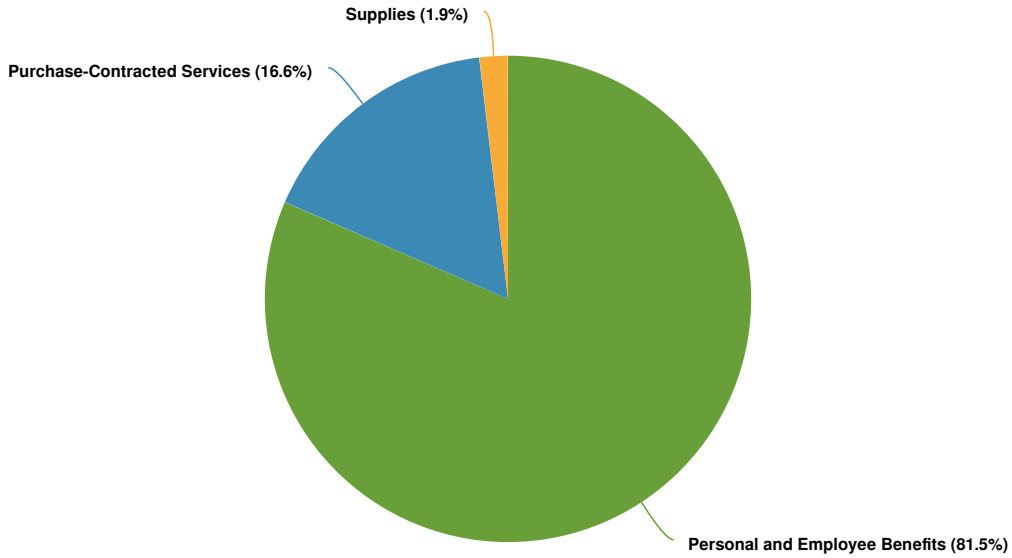
Expenditures Summary

$1,400,016 **-$33,060**
(-2.31% vs. prior year)

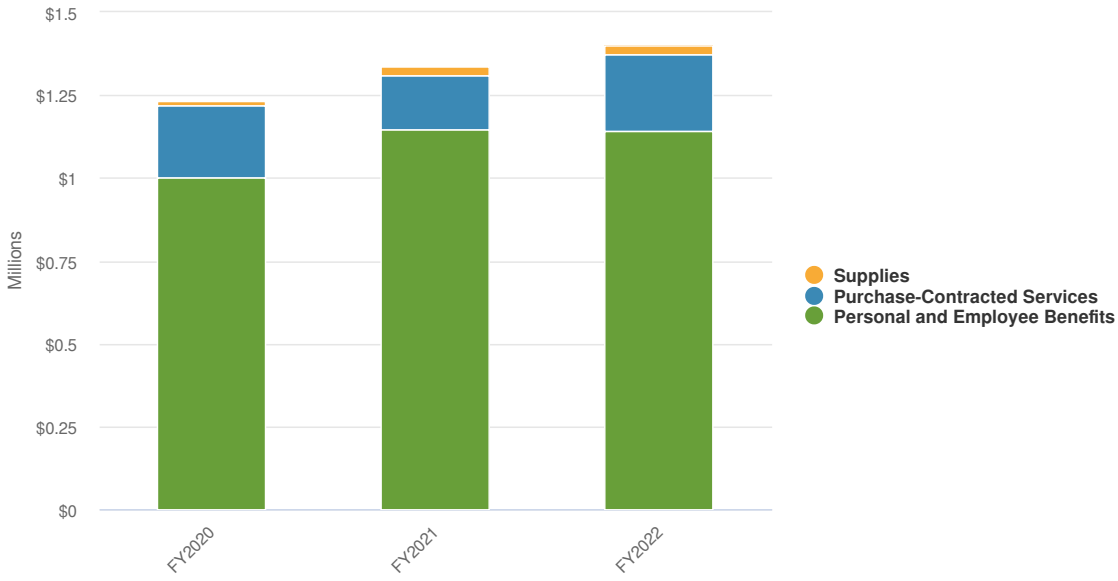


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001780-511100	$706,532	$764,350	$817,297	-5.4%
Overtime	10001780-511300	$1,175	$0	$0	0%
Group Insurance	10001790-512100	$140,660	$215,177	$138,852	0%
Social Security	10001790-512200	$41,171	$43,990	$50,489	8.3%
Medicare	10001790-512300	$9,842	$10,589	$11,808	8.3%
Retirement Contributions	10001790-512400	$98,371	$108,031	$117,277	8%
Workers' Compensation	10001790-512700	$3,881	$4,419	$5,433	13%
Total Personal and Employee Benefits:		**$1,001,631**	**$1,146,555**	**$1,141,156**	**-2.8%**
Purchase-Contracted Services					
Professional Contracted Servic	10001800-521200	$149,527	$125,489	$168,158	0%
Technical Contracted Services	10001800-521300	$40,040	$3,982	$21,735	100.6%
Professional-Medical	10001800-521400	$174	$338	$226	-33.1%
Rental of Equipment & Vehicles	10001810-522320	$6,462	$3,877	$5,572	0%
Communications	10001820-523200	$11,857	$16,204	$19,214	0%
Printing and Binding	10001820-523400	$5,998	$5,614	$4,500	-25%
Travel	10001820-523500	$1,521	$1,188	$7,000	15.6%
Dues and Fees	10001820-523600	$3,508	$3,463	$3,628	4.8%
Education & Training	10001820-523700	$200	$2,234	$2,490	0%
Total Purchase-Contracted Services:		**$219,287**	**$162,388**	**$232,523**	**4.7%**
Supplies					
General Supplies & Materials	10001830-531100	$9,780	$6,609	$8,000	14.3%
Small Equipment	10001830-531600	$1,349	$20,054	$18,337	-38.3%
Total Supplies:		**$11,129**	**$26,663**	**$26,337**	**-28.3%**
Total Expense Objects:		**$1,232,047**	**$1,335,607**	**$1,400,016**	**-2.3%**

Goal #1

Improve the quality and quantity of court related information disseminated to the public.

Deliverables:

- Obtain updated information regarding forms and guidelines related to filing documents made available to the general public.

Performance Measures

Measure 1: Improved information distribution

Metrics: Procedures for distributing information, improved clarity of forms

Inputs: Feedback from public, Public Information Officer office, State of Georgia guidance

Due Dates: END of FY 22, Intermediate Milestones as needed

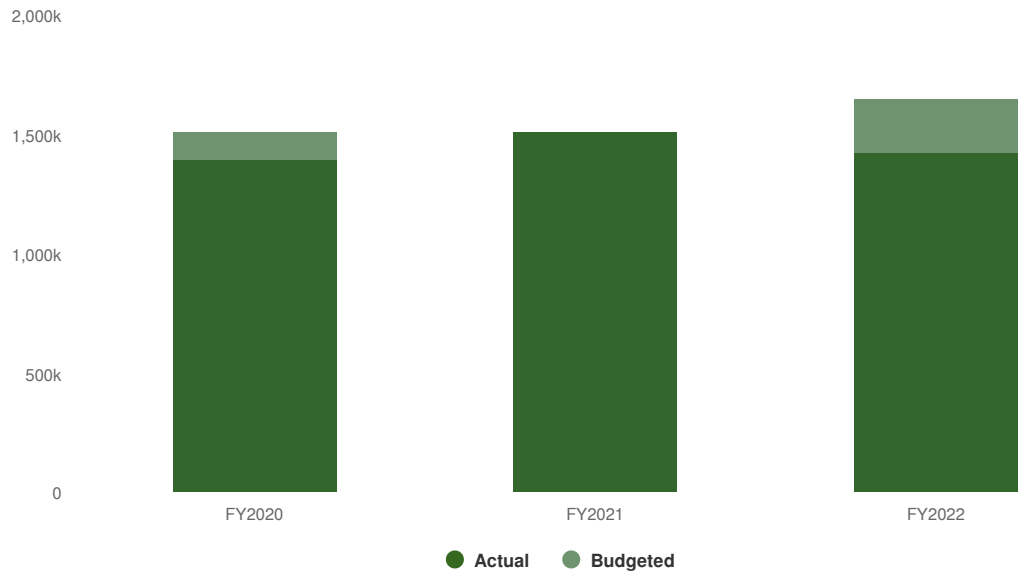
Probate Court

To serve the citizens of Henry County by providing the administration of estates for deceased persons, guardianship of minors and incapacitated adults, commitment hearings for the mentally ill and persons with addictive issues, and to authorize issuance of firearms permits, marriage licenses, explosives permits, and birth certificates.

Expenditures Summary

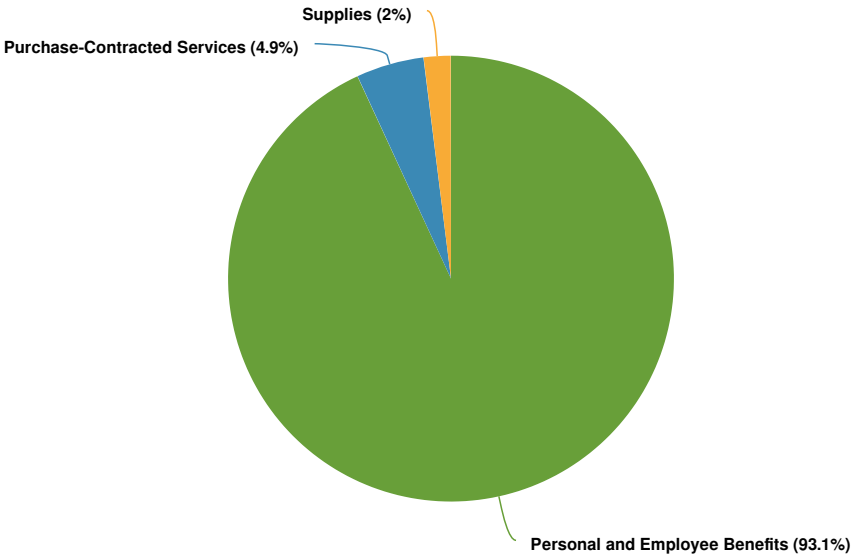
$1,651,849 **$133,338**
(8.78% vs. prior year)

Probate Court Proposed and Historical Budget vs. Actual

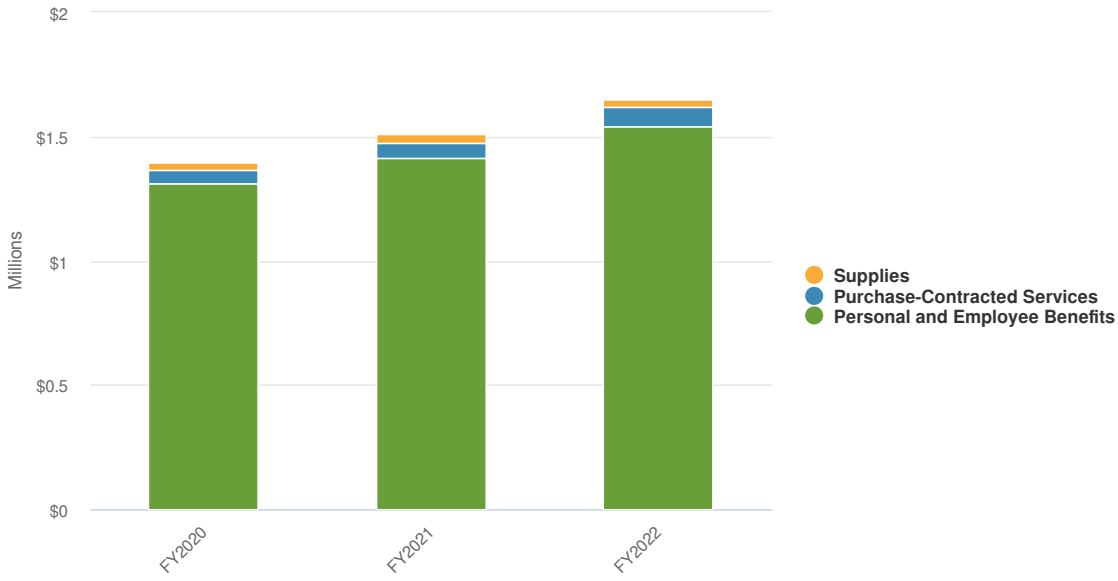


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001840-511100	$898,220	$933,136	$1,064,750	11.5%
Group Insurance	10001850-512100	$200,933	$275,160	$263,313	7.3%
Social Security	10001850-512200	$51,636	$54,365	$60,812	6.4%
Medicare	10001850-512300	$12,309	$12,947	$14,222	6.4%
Retirement Contributions	10001850-512400	$116,190	$126,918	$128,746	0.6%
Workers' Compensation	10001850-512700	$33,801	$8,782	$6,226	-35.5%
Total Personal and Employee Benefits:		**$1,313,090**	**$1,411,309**	**$1,538,069**	**9.2%**
Purchase-Contracted Services					
Professional Contracted Servic	10001850-521200	$6,025	$20,445	$19,500	-5.2%
Technical Contracted Services	10001860-521300	$225	$360	$457	0%
Professional-Medical	10001860-521400	$153	$104	$153	0%
Cleaning Services	10001870-522100	$2,569	$4,700	$3,690	-21.5%
Disposal	10001870-522110	$1,243	$2,043	$2,180	0%
Repairs & Maintenance	10001870-522200	$8,576	$8,378	$20,207	138.2%
Rental of Equipment & Vehicles	10001870-522320	$7,169	$5,894	$8,460	4.3%
Communications	10001880-523200	$15,858	$14,257	$14,460	0%
Printing and Binding	10001880-523400	$3,363	$3,318	$3,697	5.5%
Travel	10001880-523500	$3,345	$2,201	$2,300	0%
Dues and Fees	10001880-523600	$2,841	$1,545	$1,507	-2.6%
Education & Training	10001880-523700	$0	$2,593	$4,644	79.1%
Total Purchase-Contracted Services:		**$51,368**	**$65,838**	**$81,255**	**17.7%**
Supplies					
General Supplies & Materials	10001890-531100	$11,411	$11,862	$15,000	7.9%
Water/Sewerage	10001890-531210	$876	$1,023	$1,300	0%
Natural Gas	10001890-531220	$1,502	$1,858	$2,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Electricity	10001890-531230	$11,210	$14,492	$14,200	-2%
Small Equipment	10001890-531600	$3,812	$6,368	$25	-99.7%
Total Supplies:		**$28,811**	**$35,602**	**$32,525**	**-21.2%**
Total Expense Objects:		**$1,393,268**	**$1,512,748**	**$1,651,849**	**8.8%**

Goal #1

To ensure efficiency in non-criminal legal matters that mainly involve filing paperwork and take care of clerical matters regarding estate planning, inheritance, the probate of wills, and issue marriage licenses and firearms.

Deliverables:

- Discharge all duties in a manner that is professional, impartial, compassionate and fiscally responsible.
- Improve the quality and quantity of court-related information disseminated to the public.

Performance Measures

Measure 1: Ensure all probate court duties are executed according to established procedure
Metrics: Probate court requirements on estate planning, firearm issuance and marriage licenses
Inputs: Feedback from public, data from cases before the court
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improvement of information disclosed to the public
Metrics: Satisfaction surveys, improvements in policy and procedure
Inputs: Feedback from public, Public Information Officer office
Due Dates: END of FY 22, Intermediate Milestones as needed

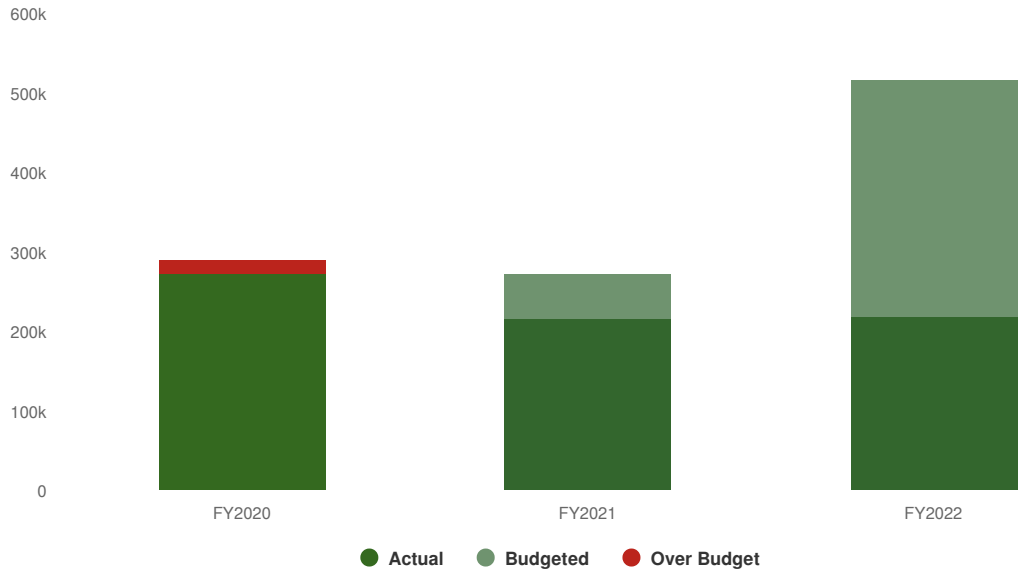
Accountability Court

It is the goal of the Henry County Accountability Court to positively impact persons with mental illness by facilitating stabilization and promoting self-sufficiency through a combined effort of the Court and community resources, and, with this blended effort, to see reduced recidivism, which will make for a safer community, and to assist participants in becoming independent, self-sufficient contributors to the welfare of our community. The Program is a specialty court designed to assist individuals with drug-related illnesses who have pending criminal charges to change their lives through an understanding of their drug-related illness, the need for medication, and assist the individual change their current behavior to law abiding behavior.

Expenditures Summary

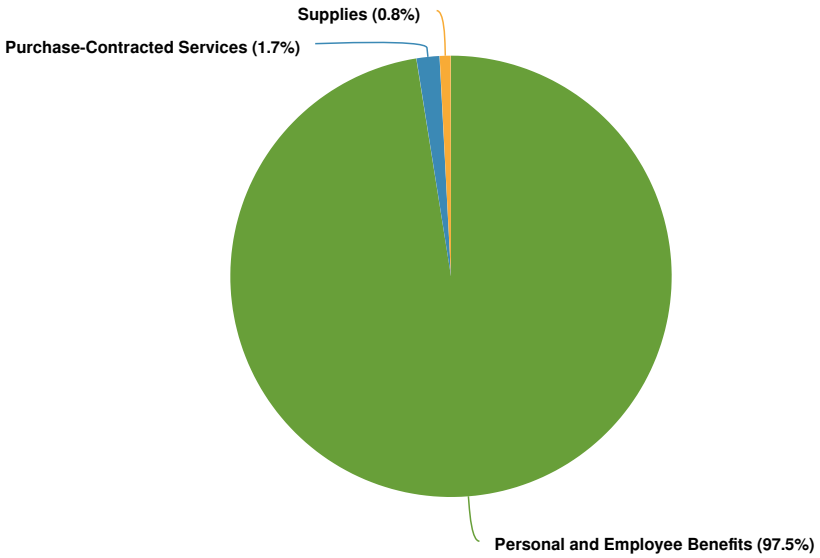
$516,341 $243,006
(88.90% vs. prior year)

Accountability Court Proposed and Historical Budget vs. Actual

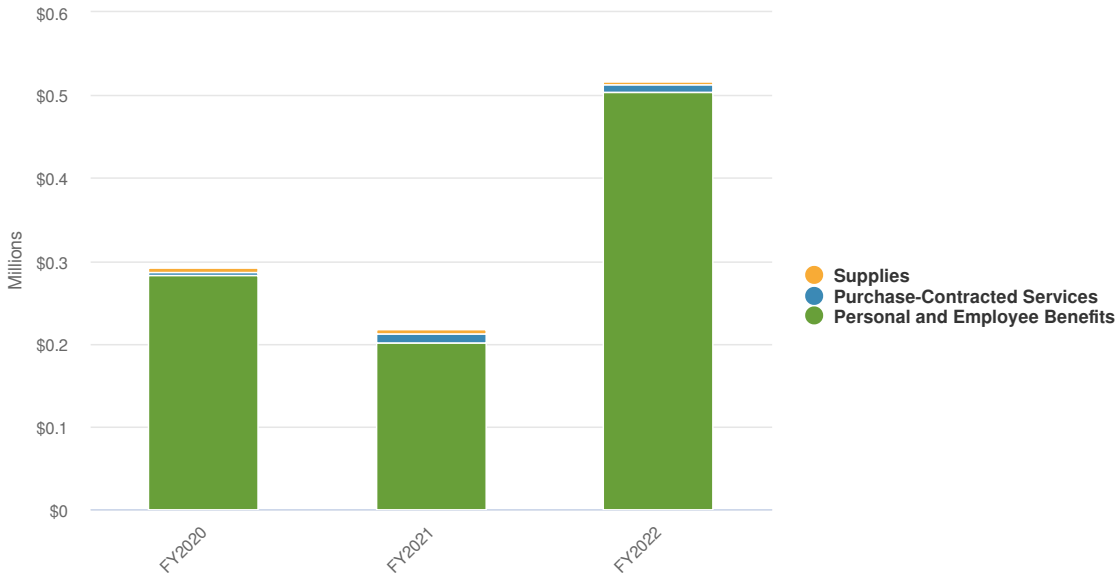


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001900-511100	$200,543	$139,181	$420,114	133.2%
Group Insurance	10001910-512100	$39,973	$30,312	$37,310	-1.4%
Social Security	10001910-512200	$12,058	$8,279	$12,813	13.2%
Medicare	10001910-512300	$2,820	$1,917	$2,997	13.2%
Retirement Contributions	10001910-512400	$24,236	$19,634	$28,726	13.2%
Workers' Compensation	10001910-512700	$3,830	$2,319	$1,410	-53.7%
Total Personal and Employee Benefits:		**$283,459**	**$201,641**	**$503,370**	**93.3%**
Purchase-Contracted Services					
Professional Contracted Servic	10001920-521200	$200	$5,727	$300	0%
Professional-Medical	10001920-521400	$57	$0	$200	0%
Cleaning Services	10001930-522100	$222	$6	$300	33.3%
Repairs & Maintenance	10001930-522200	$1,003	$194	$400	0%
Rental of Equipment & Vehicles	10001930-522320	$290	$1,234	$1,500	0%
Communications	10001940-523200	$1,422	$2,729	$3,923	0%
Printing and Binding	10001940-523400	$416	$41	$600	0%
Travel	10001940-523500	$0	$22	$0	-100%
Education & Training	10001940-523700	$140	$500	$1,200	0%
Other Purchased Services	10001940-523900	$8	$229	$300	0%
Total Purchase-Contracted Services:		**$3,757**	**$10,681**	**$8,723**	**0%**
Supplies					
General Supplies & Materials	10001950-531100	$1,016	$2,930	$1,700	54.5%
Gasoline	10001950-531270	$561	$291	$610	0%
Small Equipment	10001950-531600	$1,391	$1,420	$960	-38.5%
Tires, Batteries, Oil	10001950-531710	$1,051	$227	$978	0%
Total Supplies:		**$4,019**	**$4,868**	**$4,248**	**0%**
Total Expense Objects:		**$291,235**	**$217,190**	**$516,341**	**88.9%**

Goal #1

Provide a judicially supervised program of intervention, treatment and
accountability to felony offenders with chemical dependency.

Deliverables:

- Deliver relapse prevention, cognitive behavioral treatment, family education, trauma therapy and, in appropriate cases, medication-assisted treatment.

Performance Measures

Measure 1: Decrease recidivism numbers in Accountability Court
Metrics: Percentage of services delivered to defendants
Inputs: Case data, data on relapse prevention, cognitive behavioral treatment, family education, trauma therapy and medication-assisted treatment

Due Dates: END of FY 22, Intermediate Milestones as needed

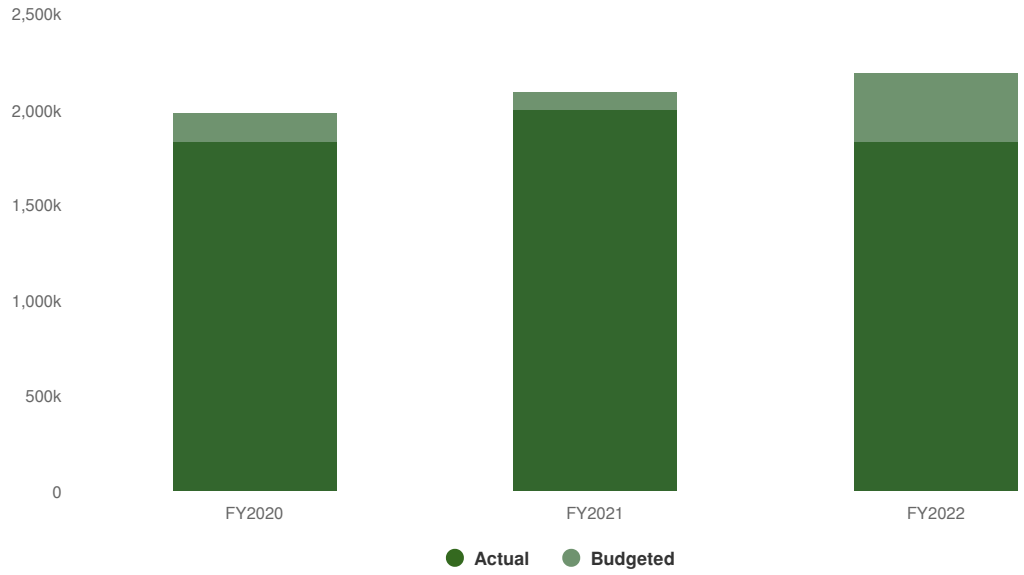
Juvenile Court

The mission of the Henry County Juvenile Court is to endeavor to protect and restore the children of the county as secure and law-abiding members of society and to strengthen families and reduce the need for further intervention.

Expenditures Summary

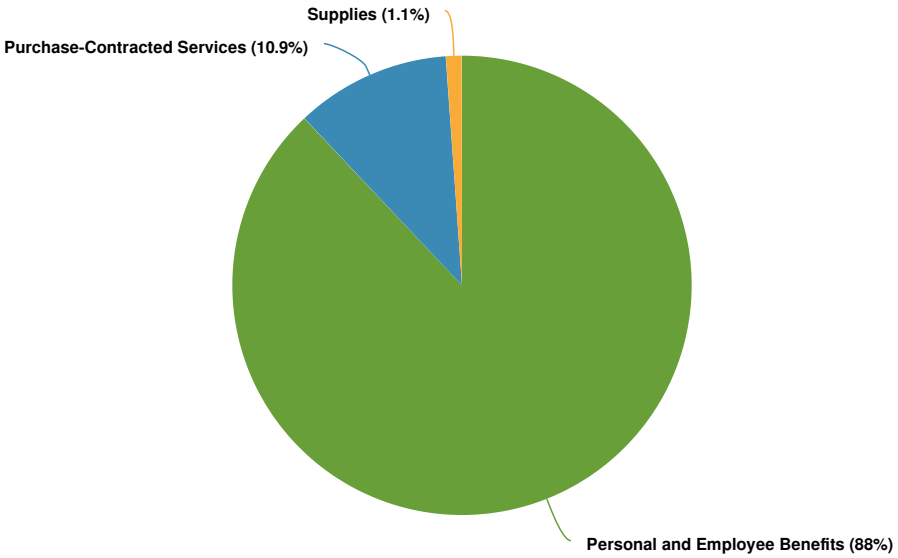
$2,192,494 $102,524
(4.91% vs. prior year)

Juvenile Court Proposed and Historical Budget vs. Actual

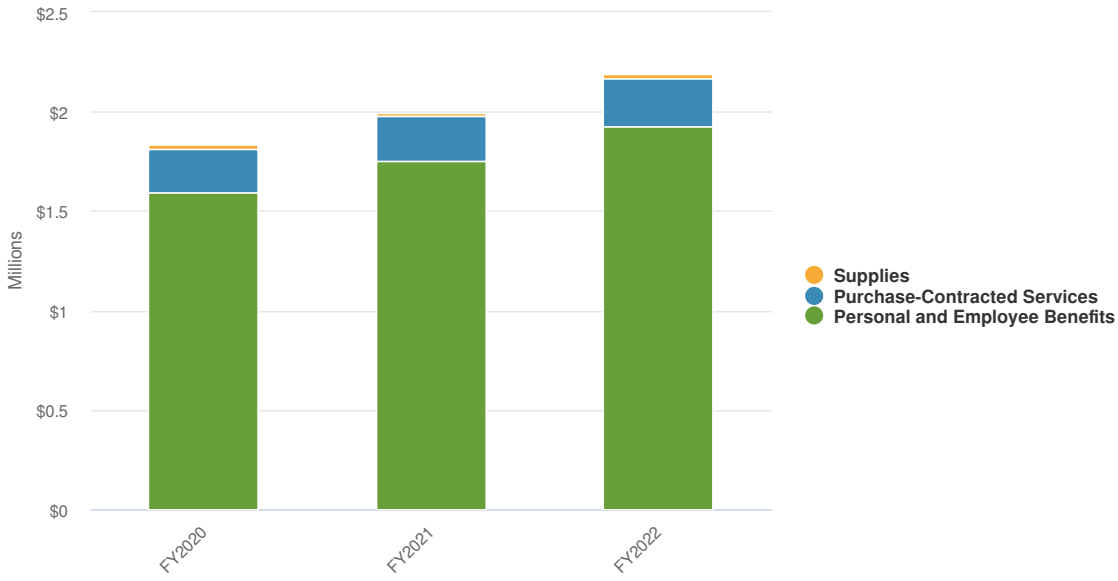


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10001960-511100	$1,132,812	$1,188,811	$1,379,600	6.5%
Group Insurance	10001970-512100	$213,366	$285,354	$252,437	0%
Social Security	10001970-512200	$66,696	$70,158	$83,078	16.7%
Medicare	10001970-512300	$15,740	$16,533	$19,429	6.3%
Retirement Contributions	10001970-512400	$144,696	$162,272	$172,303	5.7%
Workers' Compensation	10001970-512700	$22,088	$25,678	$21,880	-22%
Total Personal and Employee Benefits:		**$1,595,399**	**$1,748,806**	**$1,928,727**	**5.5%**
Purchase-Contracted Services					
Professional Contracted Servic	10001980-521200	$191,705	$201,525	$202,607	0%
Technical Contracted Services	10001980-521300	$3,469	$2,632	$5,800	45%
Repairs & Maintenance	10001990-522200	$3,747	$3,459	$3,500	0%
Rental of Equipment & Vehicles	10002000-522320	$8,980	$9,584	$12,000	0%
Communications	10002000-523200	$5,224	$10,975	$7,500	-33%
Printing and Binding	10002000-523400	$363	$309	$1,000	0%
Travel	10002000-523500	$545	$3,038	$3,500	0%
Dues and Fees	10002000-523600	$3,259	$1,751	$3,260	0%
Total Purchase-Contracted Services:		**$217,292**	**$233,273**	**$239,167**	**-0.8%**
Supplies					
Books & Periodicals	10002010-531400	$276	$281	$500	0%
General Supplies & Materials	10002020-531100	$17,361	$9,413	$16,000	11.5%
Gasoline	10002020-531270	$1,248	$482	$2,500	0%
Other Supplies	10002020-531700	$1,354	$1,397	$4,400	76%
Tires, Batteries, Oil	10002020-531710	$1,209	$103	$1,200	0%
Total Supplies:		**$21,447**	**$11,676**	**$24,600**	**16.9%**
Total Expense Objects:		**$1,834,138**	**$1,993,755**	**$2,192,494**	**4.9%**

Goal #1

Redefine case management procedures to provide for closer supervision and treatment of juveniles in order to attain rehabilitation.

Deliverables:

- Provide training and ensure proper and full usage of the court's new case management system, Odyssey.
- Reevaluate the court's local rules and procedures for more effectiveness.
- Establish a monitoring system to ensure personnel accountability for closer case supervision.

Goal #2

Reduce the number of juveniles adjudicated delinquent or unruly by providing early intervention through appropriate diversion related programming.

Deliverables:

- Evaluate existing diversion programs for effectiveness.
- Develop additional diversion programming aimed at early intervention.
- Work with established local partners to provide additional resources for intervention and diversion.

Performance Measures

Measure 1: Improve case management procedures

Metrics: Training effectiveness data, usage of Odyssey, improvement of policies and procedures, improvement of personal accountability in case supervision

Inputs: Case documents, training statistics, Odyssey records, policy and procedural documents

Due Dates: END OF FY 22, Intermediate Milestones as needed

Measure 2: Reduce juvenile recidivism

Metrics: Diversion program improvement, Increases in diversion programs

Inputs: Diversion program data, roster of partners and expected contributions

Due Dates: END of FY 22, Intermediate Milestones as needed

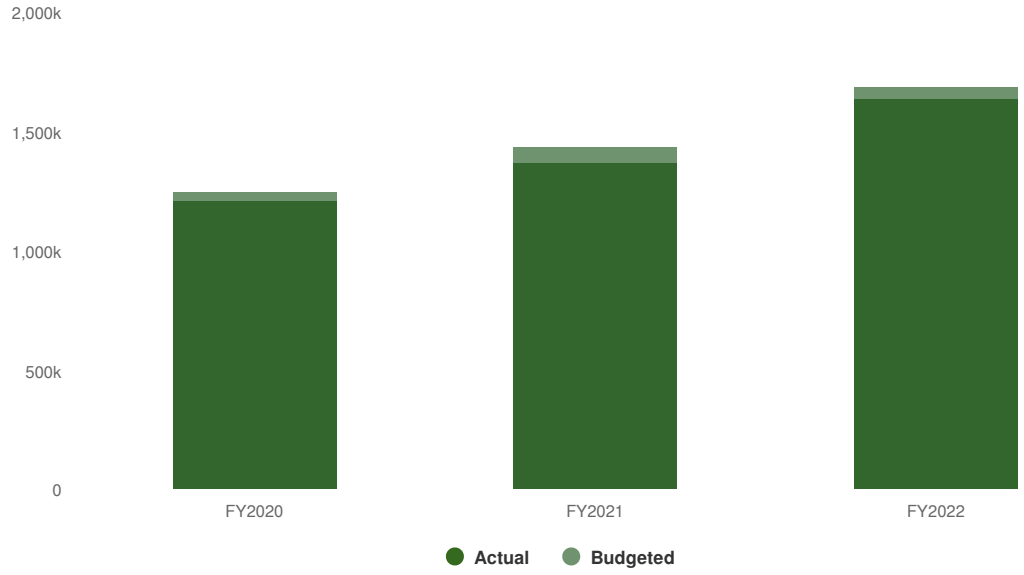
Public Defender

To ensure that each client entrusted to the Henry County Public Defender Office receives zealous, adequate. Effective, timely, and ethical legal representation, consistent with the State of Georgia, the Constitution of the State, and the mandates of the Georgia Indigent Defense Act of 2003.

Expenditures Summary

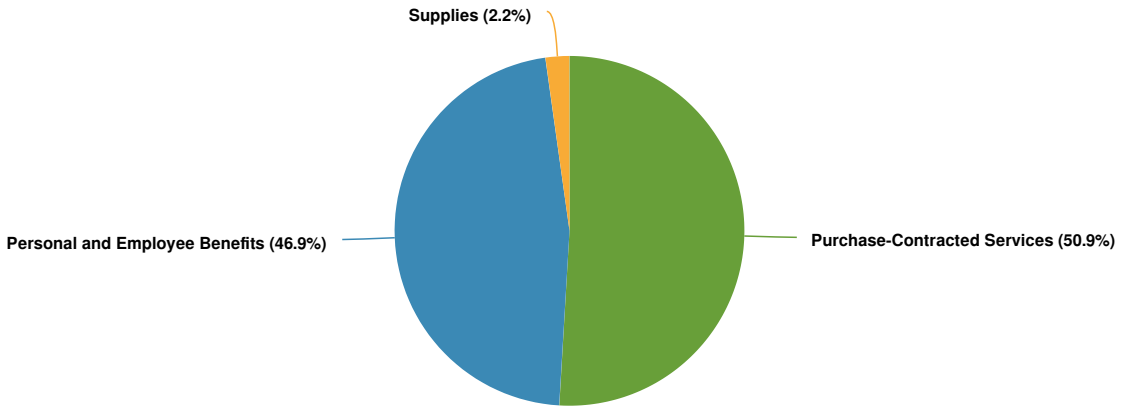
$1,692,345 $249,502
(17.29% vs. prior year)

Public Defender Proposed and Historical Budget vs. Actual

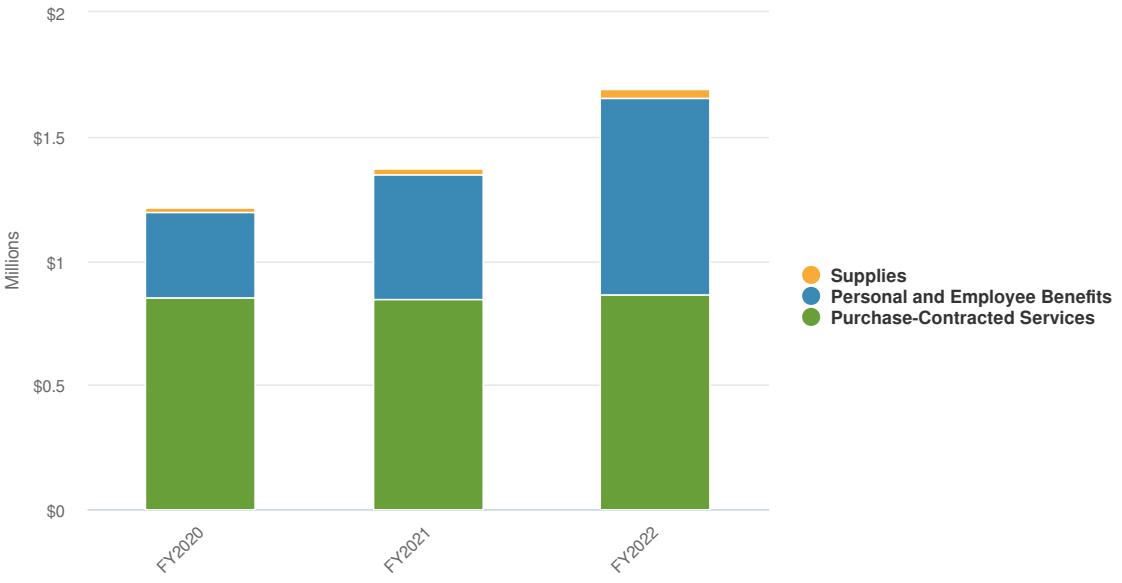


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002030-511100	$251,148	$358,712	$629,195	51.4%
Overtime	10002030-511300	$0	$40	$0	-100%
Group Insurance	10002040-512100	$39,890	$61,471	$72,052	16.6%
Social Security	10002040-512200	$15,276	$21,578	$25,593	18.3%
Medicare	10002040-512300	$3,573	$5,077	$5,986	17.6%
Retirement Contributions	10002040-512400	$31,469	$50,839	$57,489	12.9%
Workers' Compensation	10002040-512700	$660	$3,028	$2,659	-19.2%
Total Personal and Employee Benefits:		**$342,017**	**$500,744**	**$792,974**	**42%**
Purchase-Contracted Services					
Professional Contracted Servic	10002050-521200	$806,100	$806,100	$806,100	0%
Technical Contracted Services	10002050-521300	$23,526	$15,983	$21,000	19%
Professional-Medical	10002050-521400	$0	$26	$0	-100%
Cleaning Services	10002060-522100	$4,225	$5,817	$4,680	-27.1%
Repairs & Maintenance	10002060-522200	$3,339	$2,524	$5,230	67.1%
Rental of Equipment & Vehicles	10002060-522320	$4,636	$3,249	$5,500	25.7%
Communications	10002070-523200	$1,123	$1,668	$4,295	53.7%
Printing and Binding	10002070-523400	$447	$734	$800	0%
Travel	10002070-523500	$257	$0	$4,500	10,614.3%
Dues and Fees	10002070-523600	$8,414	$4,587	$6,024	-28.1%
Education & Training	10002070-523700	$280	$3,712	$4,000	0%
Total Purchase-Contracted Services:		**$852,347**	**$844,401**	**$862,129**	**1%**
Supplies					
General Supplies & Materials	10002080-531100	$5,039	$4,908	$7,000	33.2%
Water/Sewerage	10002080-531210	$1,062	$1,085	$2,500	0%
Natural Gas	10002080-531220	$1,499	$1,628	$1,500	-8%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Electricity	10002080-531230	$10,551	$8,497	$12,000	0%
Gasoline	10002080-531270	$53	$0	$1,500	96.9%
Books & Periodicals	10002080-531400	$3,072	$4,986	$4,000	-21.6%
Small Equipment	10002080-531600	$0	$2,622	$7,742	194.9%
Tires, Batteries, Oil	10002080-531710	$0	$22	$1,000	0%
Total Supplies:		**$21,275**	**$23,748**	**$37,242**	**20.6%**
Total Expense Objects:		**$1,215,639**	**$1,368,893**	**$1,692,345**	**17.3%**

Goal #1

Ensure each individual charged with an offense is given the opportunity to apply for counsel.

Deliverables:

- Attend each first appearance hearing to meet with incarcerated individuals to give them the opportunity to apply for appointed counsel.
- Attend each arraignment conducted by Magistrate, State, and Superior Courts to give unrepresented individuals the opportunity to apply for appointed counsel.

Goal #2

Appoint an attorney to qualified individuals.

Deliverables:

- Conduct thorough financial interviews with individuals requesting appointed counsel.
- Make determination of eligibility to receive appointed attorney.

Performance Measures

Measure 1: Maintain standards for representation for all individuals charged with a crime before Henry County Courts
Metrics: All cases attended by Public Defender staff, all individuals meet with member of Public Defender staff
Inputs: Case data, records of staff attending cases, outcome of meetings with defendants
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improve attorney appointment process to ensure attorneys are paid and that all defendants have representation
Metrics: Ratio of attorneys appointed to attorneys paid for by defendant
Inputs: Financial interviews, case documentation
Due Dates: END of FY 22, Intermediate Milestones as needed

Fire Administration

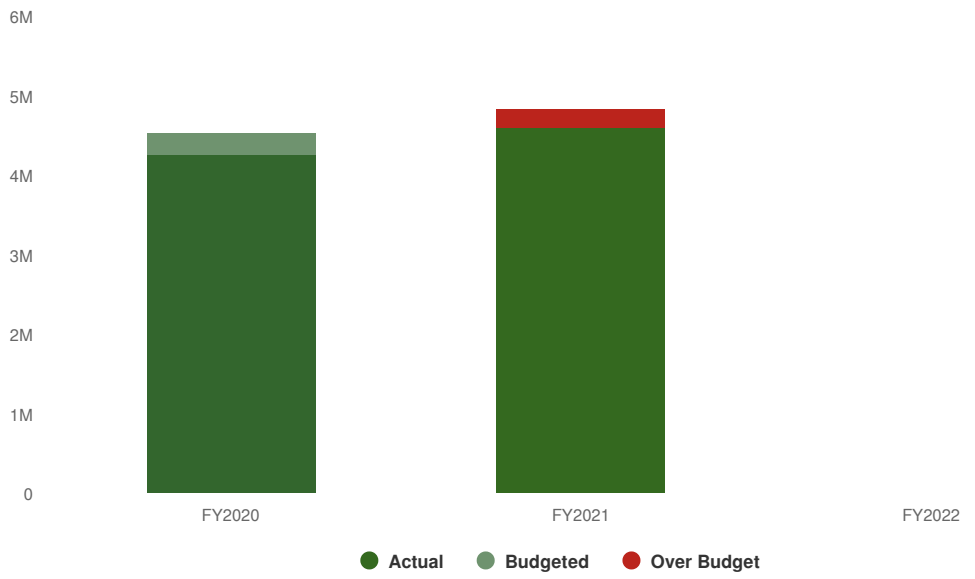
Henry County Fire Department provides fire suppression, rescue, extrications, fire safety, and medical first response to the citizens of Henry County.

Expenditures Summary

Beginning in FY 2022 Fire Administration has been combined with Fire Shift in order to provide a complete picture of the Fire Department in one cost center.

$0 **-$4,612,360**
(-100.00% vs. prior year)

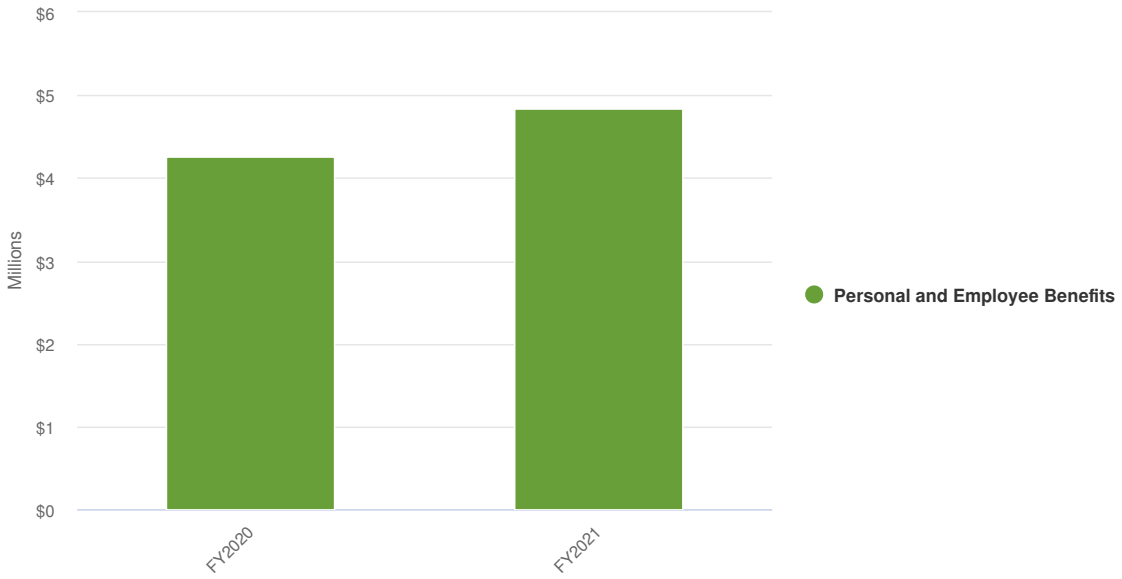
Fire Administration Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002330-511100	$2,880,097	$3,061,903	$0	-100%
Overtime	10002330-511300	$36,128	$13,898	$0	-100%
Group Insurance	10002340-512100	$642,528	$1,011,928	$0	-100%
Social Security	10002340-512200	$172,018	$180,729	$0	-100%
Medicare	10002340-512300	$40,230	$42,276	$0	-100%
Retirement Contributions	10002340-512400	$404,462	$431,273	$0	-100%
Workers' Compensation	10002340-512700	$91,201	$106,153	$0	-100%
Total Personal and Employee Benefits:		**$4,266,665**	**$4,848,159**	**$0**	**-100%**
Total Expense Objects:		**$4,266,665**	**$4,848,159**	**$0**	**-100%**



Goal #1

Prevent incidents from occurring through code enforcement, public education and fire prevention activities.

Deliverables:

- Educate the public with fire prevention programs including station tours and school programs.

Goal #2

Provide the highest quality of services in a professional manner. Encourage and support employee development, enhancing proficiency and professionalism.

Deliverables:

- Provide the citizens of Henry County with the most knowledge and equipped personnel to handle an emergency/patient aid/ fire call in a timely and professional manner.

Performance Measures

Measure 1: Increase fire prevention activities

Metrics: Number of fire prevention activities conducted; number of people contacted about fire safety

Inputs: Logs of activities, documentation of information, feedback from Public Information Officer office

Due Dates: End of FY 22, Intermediate Milestones as needed

Measure 2: Improve Henry County Fire Department delivery of service and procedures

Metrics: Improved internal training, improved procedures, time to respond to fire department calls

Inputs: Response time data, training and procedural data

Due Dates: END of FY 22, Intermediate Milestones as needed

Fire Shift

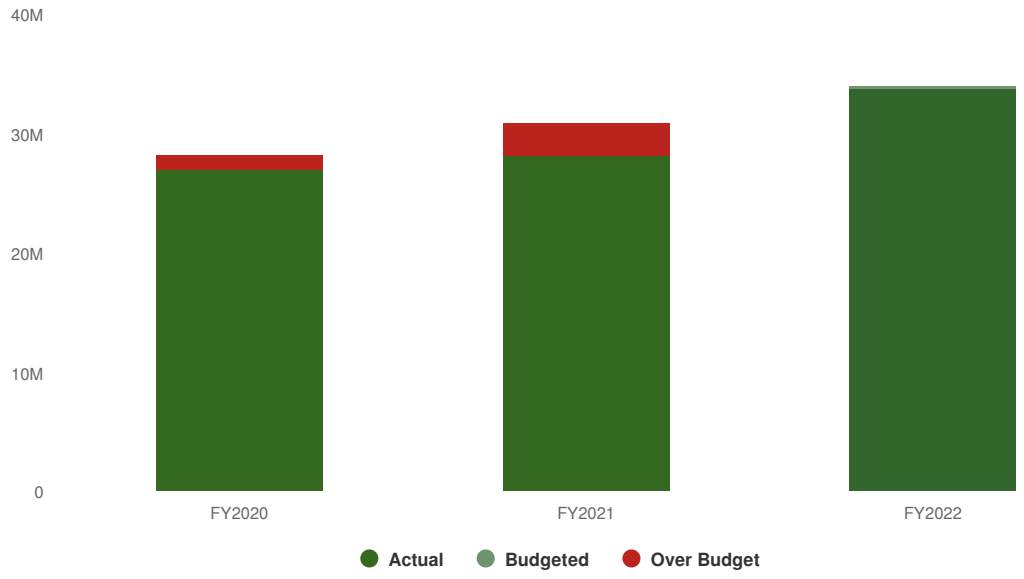
The Mission of the Henry County Fire Department is to provide safe, professional service through education, prevention, emergency services, and community relations.

Expenditures Summary

Beginning in FY 2022 Fire Administration has been combined with Fire Shift in order to provide a complete picture of the Fire Department in one cost center.

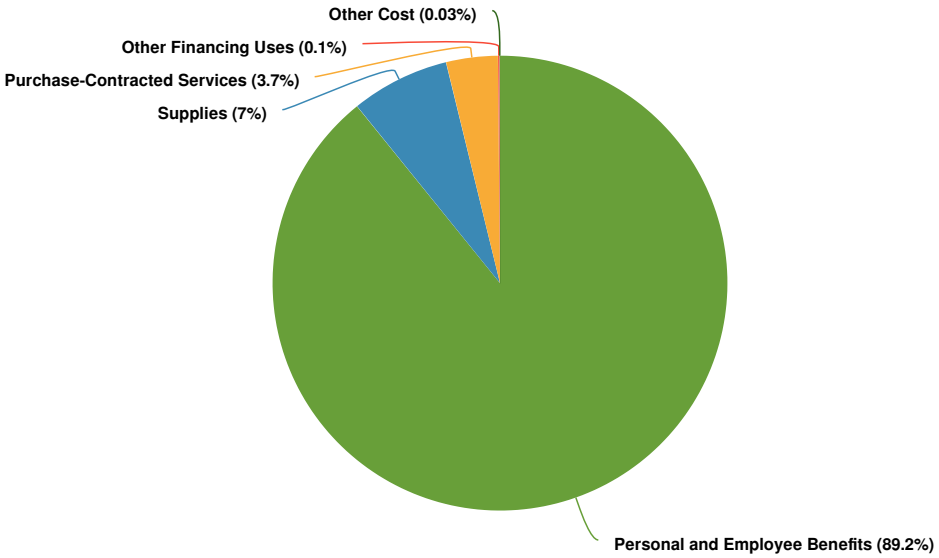
$34,064,107 **$5,825,797**
(20.63% vs. prior year)

Fire Shift Proposed and Historical Budget vs. Actual

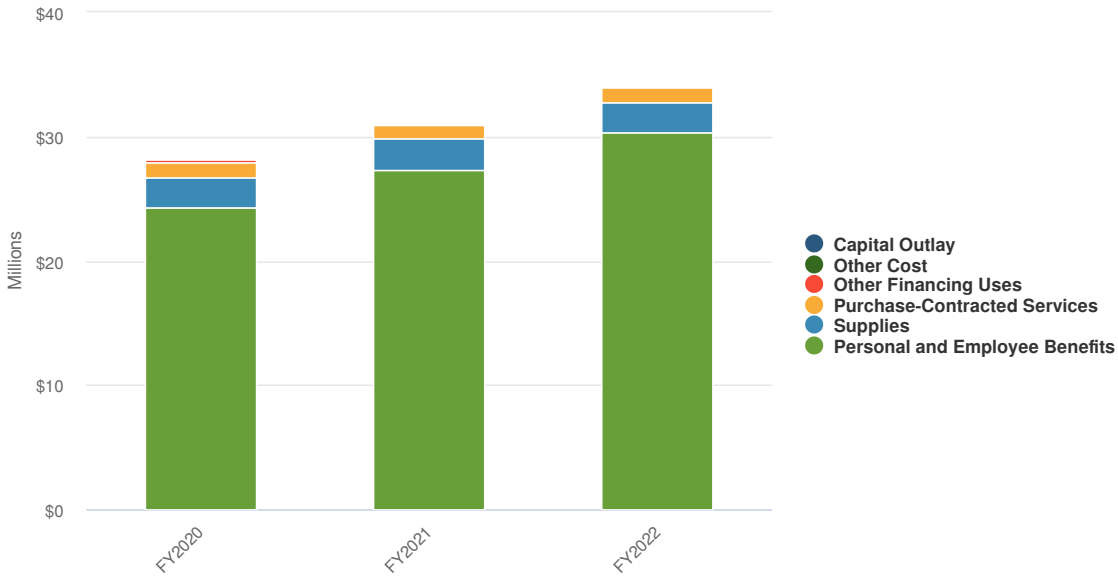


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

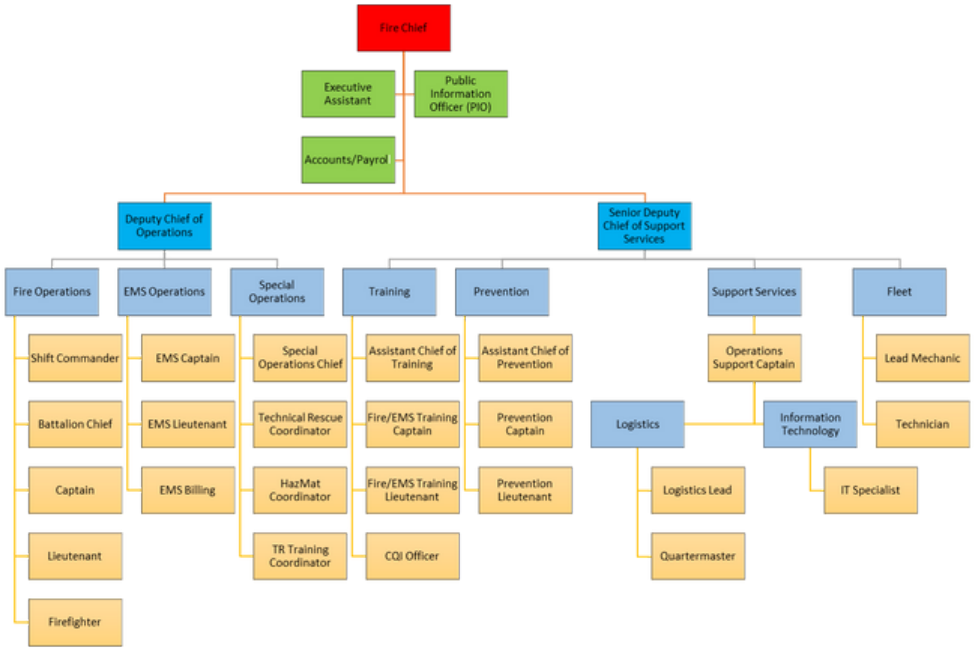


Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002350-511100	$15,737,101	$16,553,821	$19,651,968	23.3%
Overtime	10002350-511300	$467,182	$361,651	$629,380	186.1%
Travel Allowance	10002350-511600	$18	$0	$0	0%
Group Insurance	10002360-512100	$4,153,394	$6,087,336	$5,200,659	16.4%
Social Security	10002360-512200	$956,830	$995,908	$1,239,242	27.9%
Medicare	10002360-512300	$223,775	$233,378	$289,822	27.9%
Retirement Contributions	10002360-512400	$2,252,323	$2,400,664	$2,778,266	27.9%
Workers' Compensation	10002360-512700	$540,132	$622,233	$589,478	18.5%
Total Personal and Employee Benefits:		**$24,330,754**	**$27,254,990**	**$30,378,815**	**24%**
Purchase-Contracted Services					
Official/Administrative	10002370-521100	$446,560	$455,431	$465,000	0%
Professional Contracted Servic	10002370-521200	$93,659	$100,495	$130,000	18.2%
Technical Contracted Services	10002370-521300	$25,539	$27,266	$30,000	0%
Professional-Medical	10002370-521400	$167,994	$159,814	$150,000	0%
Cleaning Services	10002380-522100	$2,575	$2,229	$3,000	0%
Disposal	10002380-522110	$10,944	$15,857	$10,000	0%
Repairs & Maintenance	10002380-522200	$257,229	$167,344	$202,900	0%
Rental of Land and Buildings	10002380-522310	$16,863	$0	$0	0%
Rental of Equipment & Vehicles	10002380-522320	$10,702	$7,074	$12,000	0%
Insurance Oth than Empl Ben	10002390-523100	$81,856	$31,990	$60,000	0%
Communications	10002390-523200	$63,780	$84,300	$52,000	0%
Printing and Binding	10002390-523400	$1,592	$850	$3,000	0%
Travel	10002390-523500	$8,570	$10,333	$25,000	0%
Dues and Fees	10002390-523600	$4,201	$5,987	$6,000	0%
Education & Training	10002390-523700	$69,556	$64,323	$70,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Licenses	10002390-523800	$29,100	$30,500	$31,900	0%
Total Purchase-Contracted Services:		**$1,290,720**	**$1,163,793**	**$1,250,800**	**1.6%**
Supplies					
General Supplies & Materials	10002400-531100	$115,714	$93,835	$98,587	-2.4%
Paramedic School Supplies	10002400-531160	$43,180	$44,630	$50,000	4.2%
Water/Sewerage	10002400-531210	$47,629	$56,520	$53,000	0%
Natural Gas	10002400-531220	$41,414	$48,037	$50,000	0%
Electricity	10002400-531230	$146,288	$150,478	$168,000	0%
Gasoline	10002400-531270	$325,269	$378,429	$350,000	0%
Food	10002400-531300	$2,780	$3,560	$1,500	0%
Books & Periodicals	10002400-531400	$1,288	$175	$0	-100%
Small Equipment	10002400-531600	$292,536	$211,544	$150,427	-20.1%
Other Supplies	10002400-531700	$413,703	$415,600	$417,822	-0.3%
Tires, Batteries, Oil	10002400-531710	$541,818	$732,657	$650,000	85.7%
Medical Supplies	10002400-531720	$348,546	$421,036	$398,148	-4.1%
Total Supplies:		**$2,320,166**	**$2,556,501**	**$2,387,484**	**11.2%**
Capital Outlay					
Gen Fund-Fire Shift-Vehicles	10002402-542200	$145,046	$242	$0	0%
Total Capital Outlay:		**$145,046**	**$242**	**$0**	**0%**
Other Cost					
Payments to Other Agencies	10002410-572000	$8,510	$8,510	$10,000	0%
Total Other Cost:		**$8,510**	**$8,510**	**$10,000**	**0%**
Other Financing Uses					
Fire Grant Match	10002415-611135	$183,270	$0	$37,008	-89.6%
Total Other Financing Uses:		**$183,270**	**$0**	**$37,008**	**-89.6%**
Total Expense Objects:		**$28,278,466**	**$30,984,036**	**$34,064,107**	**20.6%**

Organizational Chart



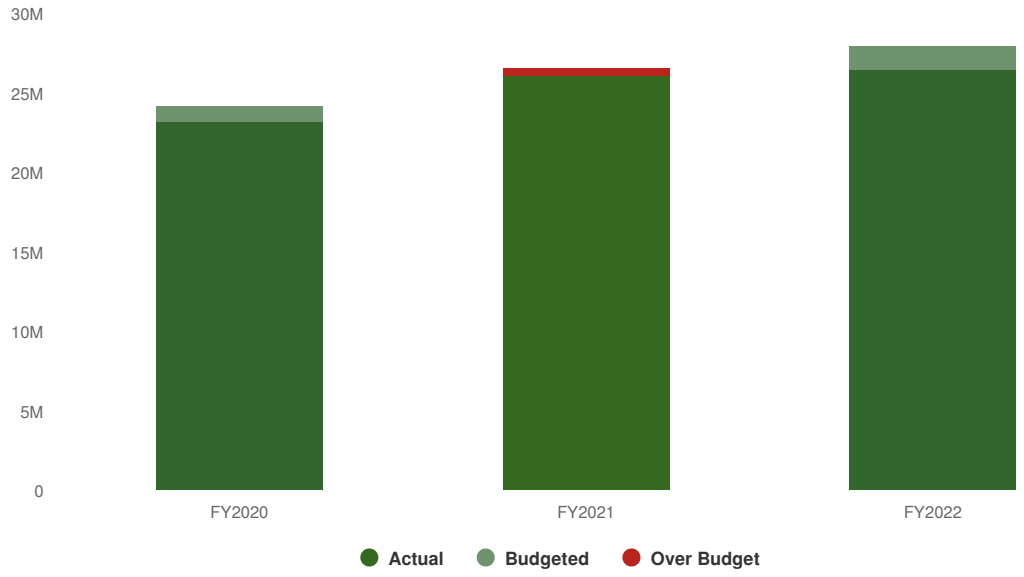
Police

The Henry County Police Department strives to provide police services to the citizens and businesses of Henry County with commitment, honor, integrity, transparency and professionalism. The police department is dedicated to establishing safer communities by building community partnerships based on a foundation of trust and confidence.

Expenditures Summary

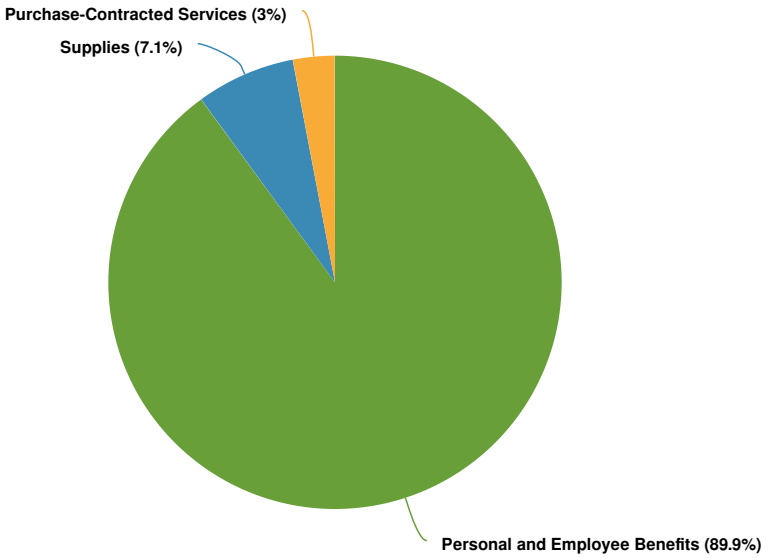
$28,063,422 $1,954,462
(7.49% vs. prior year)

Police Proposed and Historical Budget vs. Actual

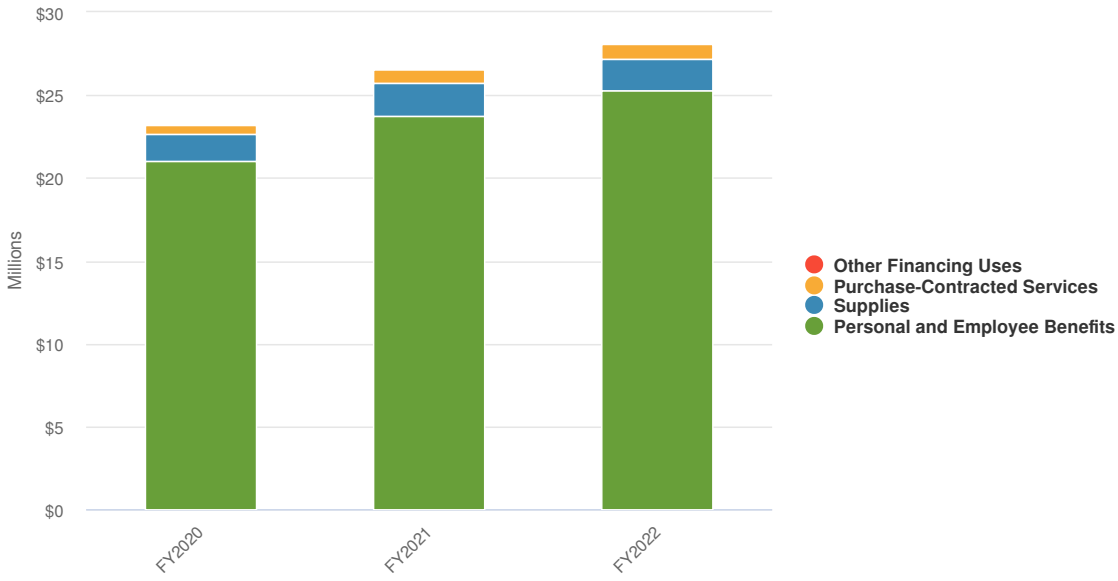


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002090-511100	$12,944,849	$14,124,430	$16,162,146	5.3%
Overtime	10002090-511300	$1,241,629	$1,302,446	$1,401,788	158.6%
Uniform Allowance	10002090-511500	$15,300	$5,200	$20,700	0%
Group Insurance	10002100-512100	$3,259,879	$4,392,129	$3,875,818	0%
Social Security	10002100-512200	$846,166	$918,470	$951,066	6%
Medicare	10002100-512300	$198,111	$215,900	$222,604	6.1%
Retirement Contributions	10002100-512400	$1,938,953	$2,140,115	$2,082,811	6.2%
Workers' Compensation	10002100-512700	$543,377	$641,618	$525,922	1.6%
Total Personal and Employee Benefits:		**$20,988,264**	**$23,740,308**	**$25,242,855**	**8%**
Purchase-Contracted Services					
Professional Contracted Servic	10002110-521200	$67,683	$151,492	$69,801	1%
Technical Contracted Services	10002110-521300	$15,688	$16,551	$28,510	70.6%
Professional-Medical	10002110-521400	$48,074	$49,574	$71,114	26.6%
Cleaning Services	10002120-522100	$17,950	$22,773	$22,200	0%
Disposal	10002120-522110	$4,948	$5,812	$5,919	0%
Repairs & Maintenance	10002120-522200	$20,614	$19,222	$25,000	0%
Rental of Land and Buildings	10002120-522310	$16,661	$16,950	$18,217	0%
Rental of Equipment & Vehicles	10002120-522320	$65,033	$74,730	$72,728	0%
Communications	10002130-523200	$290,572	$467,445	$462,264	0.7%
Advertising	10002130-523300	$20,596	$280	$600	0%
Printing and Binding	10002130-523400	$4,460	$5,419	$10,000	0%
Travel	10002130-523500	$22,172	$20,047	$26,510	1.4%
Dues and Fees	10002130-523600	$2,598	$4,636	$7,550	63.7%
Education & Training	10002130-523700	$5,574	$16,781	$16,790	-1.5%
Total Purchase-Contracted Services:		**$602,623**	**$871,712**	**$837,203**	**4.2%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Supplies					
General Supplies & Materials	10002140-531100	$170,839	$193,971	$211,640	17.9%
Water/Sewerage	10002140-531210	$6,900	$8,271	$12,500	0%
Natural Gas	10002140-531220	$10,757	$8,182	$10,000	0%
Electricity	10002140-531230	$124,828	$119,797	$145,322	0%
Gasoline	10002140-531270	$510,226	$559,896	$597,210	0%
Food	10002140-531300	$9,025	$3,556	$9,000	0%
Small Equipment	10002140-531600	$295,722	$469,014	$515,884	1.4%
Other Supplies	10002140-531700	$91,808	$103,336	$126,550	17.1%
Tires, Batteries, Oil	10002140-531710	$411,206	$493,206	$355,258	0%
Total Supplies:		**$1,631,311**	**$1,959,229**	**$1,983,364**	**3%**
Other Financing Uses					
Police Grant Match	10002149-611135	$16,566	$0	$0	0%
Total Other Financing Uses:		**$16,566**	**$0**	**$0**	**0%**
Total Expense Objects:		**$23,238,763**	**$26,571,248**	**$28,063,422**	**7.5%**



Goal #1

Recruit and retain a diverse, highly skilled and motivated law enforcement work force.

Deliverables:

- Maintain high standards for selection of police officers and support personnel.
- Promote a positive work environment.
- Recruit and select highly competent personnel

Goal #2

Ensure a safe community.

Deliverables:

- Prevent and solve crime and prosecute offenders.
- Recover and return stolen property to the owner.
- Participate with other local, state and federal agencies to address public safety issues within Henry County.
- Increase perception of safety within our community.

Performance Measures

Measure 1: Ensure high standards for officer selection and recruitment, promotion of a positive work environment
Metrics: Officer recruitment metrics, employee satisfaction metrics
Inputs: Officer recruitment data, employee surveys
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improve community safety
Metrics: Percentage of crimes solved, percentage and amount of stolen property to owners, increase participation in public safety cooperation
Inputs: Case data, training and collaboration documentation
Due Dates: END of FY 22, Intermediate Milestones as needed

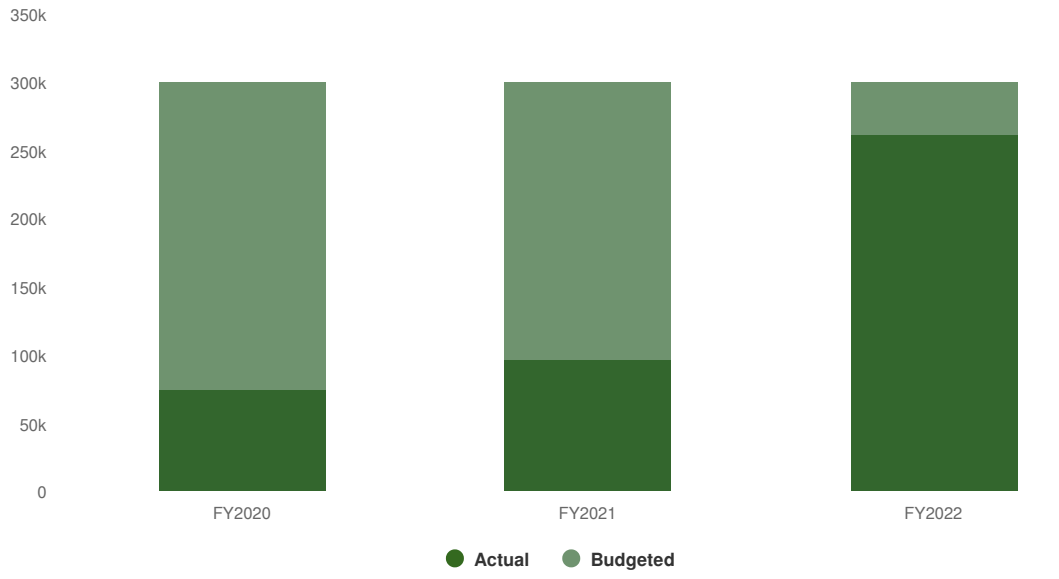
Public Safety Communication

All 911 calls in Henry County are routed to the Public Safety Communications Center (PSC) for dispatching of proper emergency personnel. The PSC is responsible for operating the center on a 24/7 basis to field and dispatch calls, provide technical support, monitor radio systems and perform crisis intervention and management activities.

Expenditures Summary

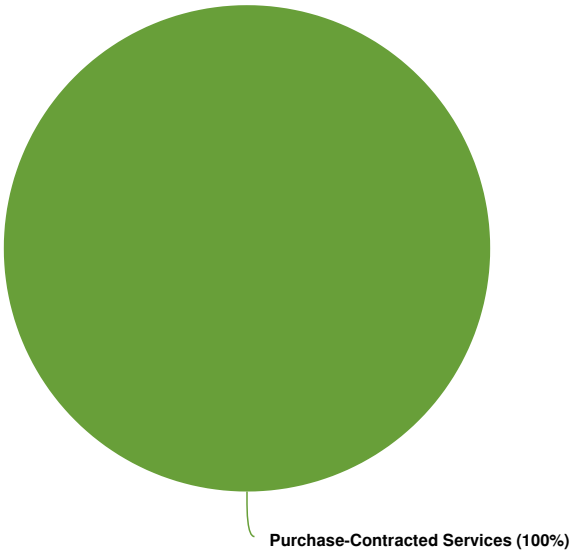
$300,000 $0
(0.00% vs. prior year)

Public Safety Communication Proposed and Historical Budget vs. Actual

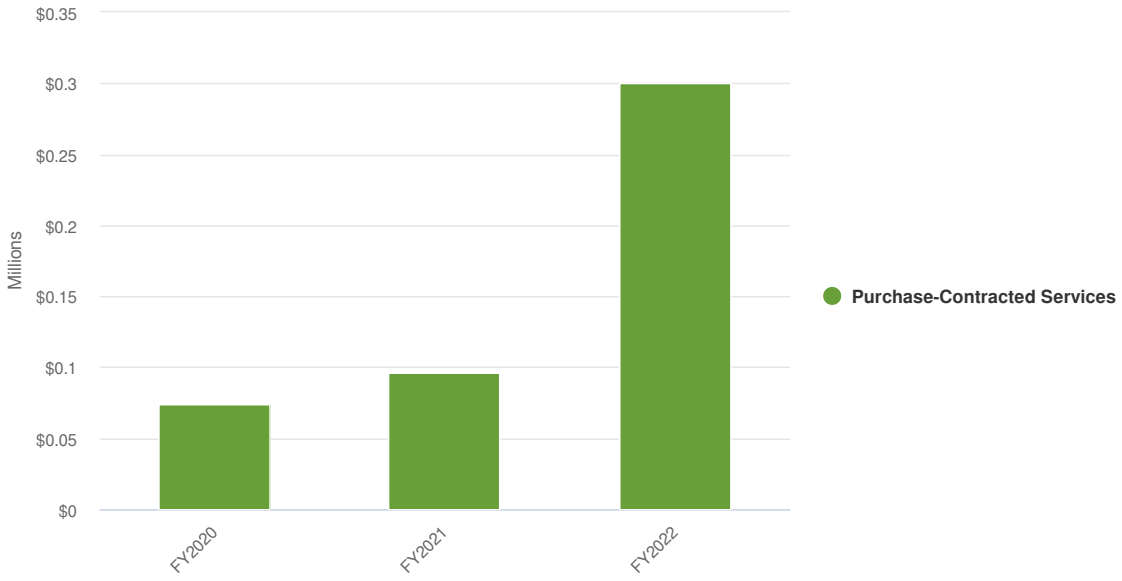


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Purchase-Contracted Services					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Repairs & Maintenance	10003770-522200	$74,435	$96,750	$300,000	0%
Total Purchase-Contracted Services:		**$74,435**	**$96,750**	**$300,000**	**0%**
Total Expense Objects:		**$74,435**	**$96,750**	**$300,000**	**0%**

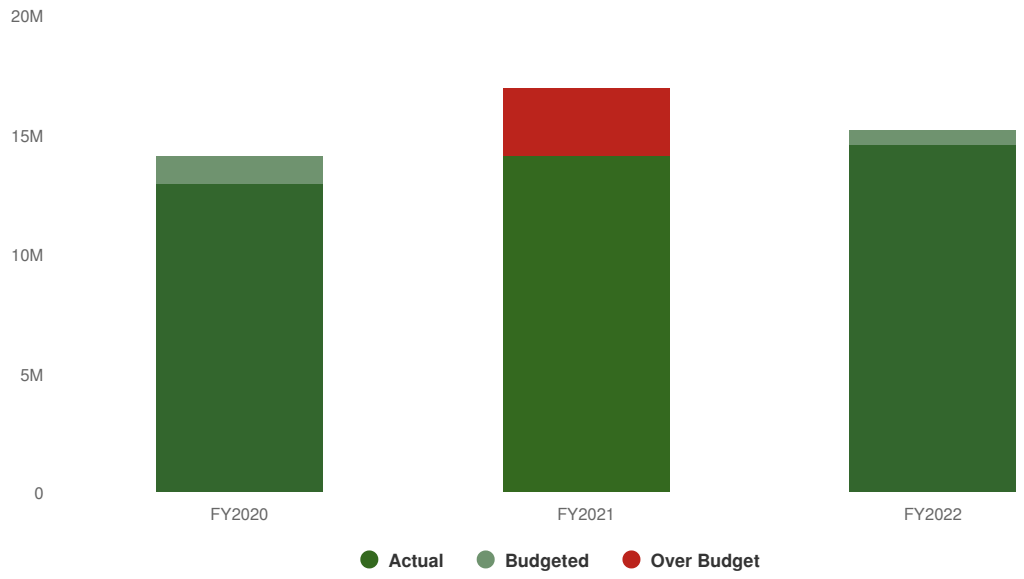
Sheriff

The Sheriff's Office serves in many capacities to the citizens of the county. The primary roles of the Sheriff's Office include; security of the Justice Complex, Courtrooms and Judges. Service of all civil papers that are generated by the courts. Service of all criminal warrants. Responsibility for running and supervising court ordered work release inmates.

Expenditures Summary

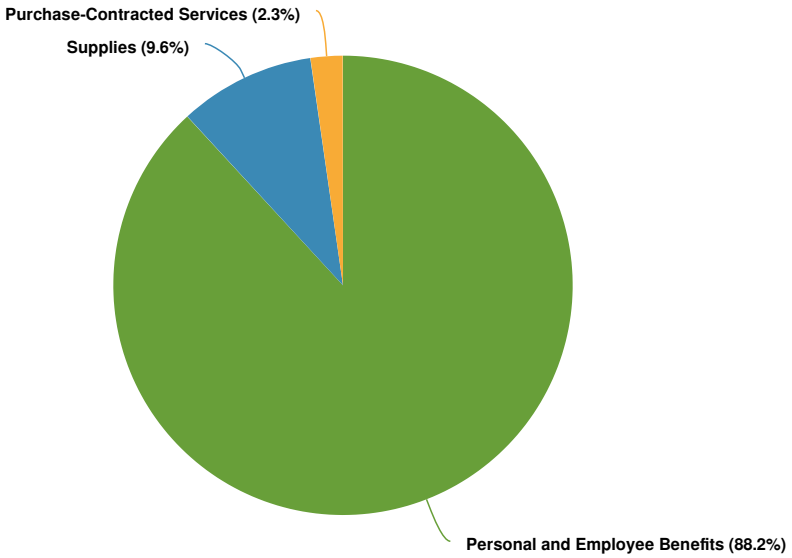
$15,240,516 $1,080,394
(7.63% vs. prior year)

Sheriff Proposed and Historical Budget vs. Actual

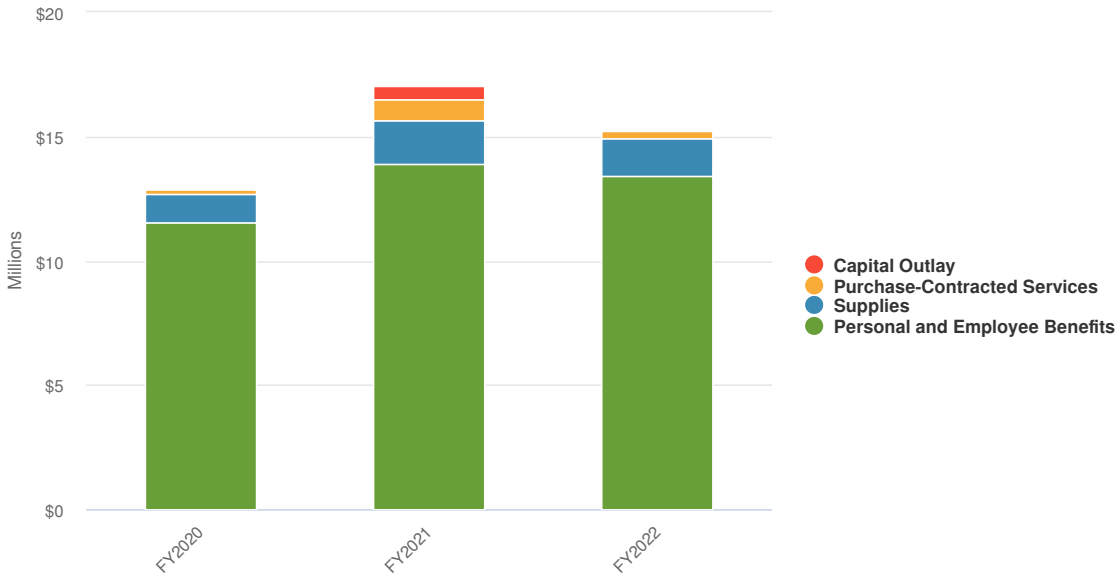


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002150-511100	$7,563,364	$8,645,578	$9,156,395	13.2%
Overtime	10002150-511300	$297,728	$319,031	$87,600	0%
Uniform Allowance	10002150-511500	$0	$0	$4,200	0%
Group Insurance	10002160-512100	$1,810,460	$2,718,714	$2,098,848	0%
Social Security	10002160-512200	$465,254	$524,893	$535,842	6.2%
Medicare	10002160-512300	$109,122	$124,600	$125,318	6.2%
Retirement Contributions	10002160-512400	$1,032,904	$1,219,318	$1,142,532	6.6%
Workers' Compensation	10002160-512700	$284,294	$347,308	$284,951	1.8%
Total Personal and Employee Benefits:		**$11,563,125**	**$13,899,442**	**$13,435,686**	**9.6%**
Purchase-Contracted Services					
Professional Contracted Servic	10002170-521200	$27,071	$310,911	$50,000	0%
Technical Contracted Services	10002170-521300	$55	$1,550	$900	-40%
Professional-Medical	10002170-521400	$27,863	$107,295	$20,000	0%
Cleaning Services	10002180-522100	$23,073	$10,404	$25,000	0%
Repairs & Maintenance	10002180-522200	$7,042	$196,674	$75,000	0%
Rental of Equipment & Vehicles	10002180-522320	$9,588	$20,894	$20,000	0%
Communications	10002190-523200	$82,884	$107,206	$100,000	0%
Printing and Binding	10002190-523400	$1,850	$6,567	$16,000	166.7%
Travel	10002190-523500	$25,618	$20,681	$25,000	0%
Dues and Fees	10002190-523600	$1,808	$2,007	$2,250	0%
Education & Training	10002190-523700	$3,307	$11,325	$11,000	37.5%
Other Purchased Services	10002190-523900	$81	$34,712	$300	-70%
Total Purchase-Contracted Services:		**$210,239**	**$830,227**	**$345,450**	**3.5%**
Supplies					
General Supplies & Materials	10002200-531100	$22,575	$70,731	$26,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Water/Sewerage	10002200-531210	$280,302	$265,970	$275,367	0%
Natural Gas	10002200-531220	$46,235	$49,346	$98,000	-2%
Electricity	10002200-531230	$268,292	$287,994	$384,779	0%
Gasoline	10002200-531270	$211,141	$399,934	$300,000	0%
Food	10002200-531300	$5,634	$3,677	$5,000	-37.5%
Small Equipment	10002200-531600	$55,509	$127,045	$60,778	0%
Other Supplies	10002200-531700	$110,064	$269,111	$191,858	1.8%
Tires, Batteries, Oil	10002200-531710	$121,490	$292,157	$117,598	0%
Total Supplies:		**$1,121,242**	**$1,765,965**	**$1,459,380**	**-0.1%**
Capital Outlay					
Vehicles	10002201-542200	$56,371	$514,902	$0	-100%
Total Capital Outlay:		**$56,371**	**$514,902**	**$0**	**-100%**
Total Expense Objects:		**$12,950,976**	**$17,010,536**	**$15,240,516**	**7.6%**

Goal #1

Continue to provide a high level of service to the citizens using state of the art technologies and management styles and continue to keep the crime rate down within Henry County.

Deliverables:

- Update the technology used by the deputies to better serve and protect the community.

Goal #2

Continue to provide employees with the training and equipment needed to perform their job functions effectively.

Deliverables:

- Stay at or below the department's budget at the end of the fiscal year.
- Keep employee turnover low.
- Utilize in-house instructors in each specialized field to provide in-house training at the most up to date and highest quality level possible

Performance Measures

Measure 1: Improve Sheriff's Office service to the citizens of Henry County

Metrics: Technology updates completed, crime rate down

Inputs: Criminal case data, number of tickets issued, technology orders

Due Dates: End of FY 22, Intermediate Milestones as needed

Measure 2: Ensure job readiness within the Henry County Sheriff's Office

Metrics: Budget numbers at or below budgeted amount from the Board of Commissioners, number of employees leaving and number of new hires

Inputs: Personnel actions, budget data

Due Dates: End of FY 22, Intermediate Milestones as needed

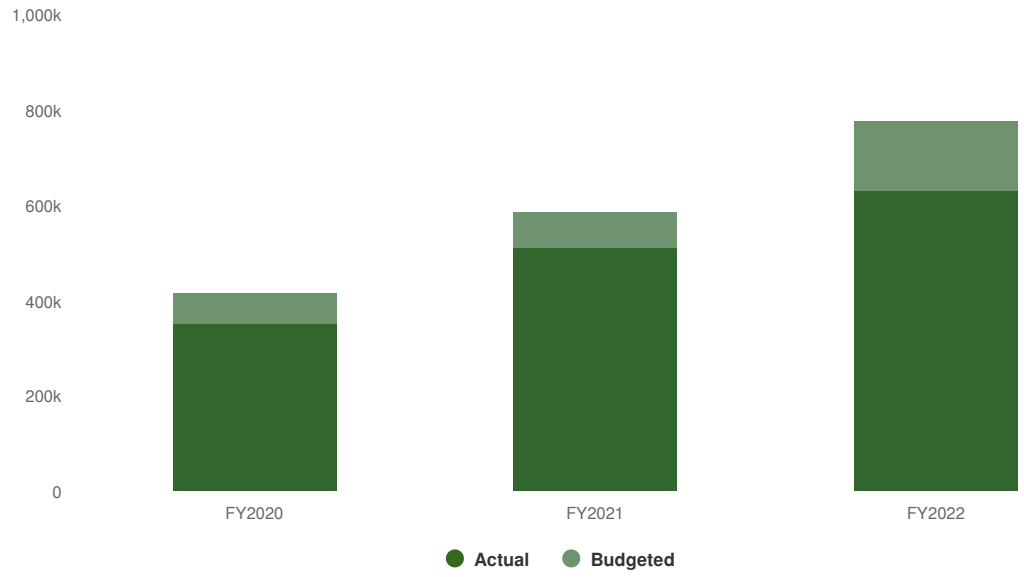
Community Service

Using supervised nonviolent prison inmates to clean up public places and perform community service results in these areas being more attractive, safer places to live and provides an opportunity for inmates to make restitution to the community.

Expenditures Summary

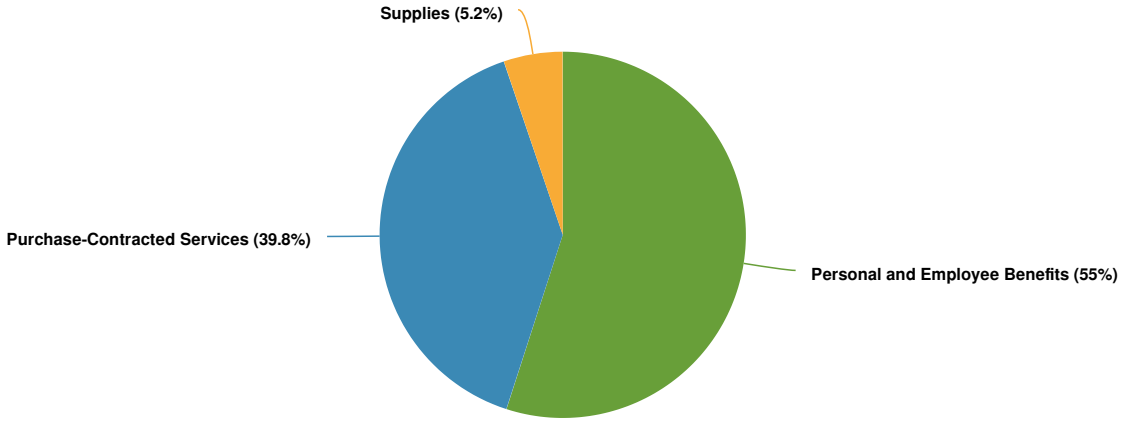
$778,259 $190,972
(32.52% vs. prior year)

Community Service Proposed and Historical Budget vs. Actual

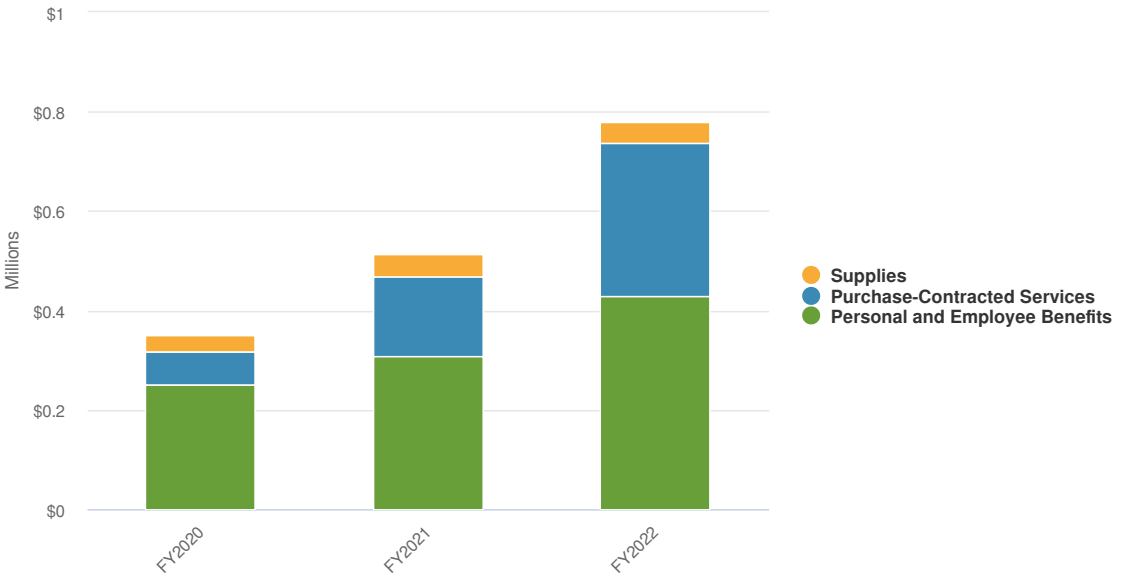


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003820-511100	$172,266	$180,016	$311,082	28.9%
Group Insurance	10003830-512100	$38,017	$89,148	$58,264	0%
Social Security	10003830-512200	$9,869	$10,227	$15,505	28.5%
Medicare	10003830-512300	$2,308	$2,397	$3,626	28.5%
Retirement Contributions	10003830-512400	$23,945	$23,475	$34,760	28.5%
Workers' Compensation	10003830-512700	$4,342	$4,404	$4,667	13.5%
Total Personal and Employee Benefits:		**$250,748**	**$309,667**	**$427,904**	**23.8%**
Purchase-Contracted Services					
Technical Contracted Services	10003840-521300	$2,329	$2,359	$150	0%
Professional-Medical	10003840-521400	$90	$261	$200	0%
Disposal	10003850-522110	$13,993	$15,340	$15,795	0%
Rental of Equipment & Vehicles	10003850-522320	$1,302	$1,317	$1,380	0%
Communications	10003860-523200	$2,543	$2,421	$1,500	0%
Education & Training	10003860-523700	$0	$0	$2,000	100%
Other Purchased Services	10003860-523900	$45,647	$138,217	$288,780	60.4%
Total Purchase-Contracted Services:		**$65,904**	**$159,915**	**$309,805**	**54.9%**
Supplies					
General Supplies & Materials	10003870-531100	$2,068	$3,887	$3,400	0%
Maintenance Supplies	10003870-531110	$8,943	$8,650	$9,000	0%
Inmate Supplies	10003870-531150	$3,703	$4,861	$5,500	0%
Water/Sewerage	10003870-531210	$61	$0	$0	0%
Gasoline	10003870-531270	$9,029	$12,370	$12,000	0%
Small Equipment	10003870-531600	$389	$263	$650	0%
Other Supplies	10003870-531700	$1,007	$1,759	$1,000	-50%
Tires, Batteries, Parts	10003870-531710	$9,598	$11,081	$9,000	0%
Total Supplies:		**$34,797**	**$42,872**	**$40,550**	**-2.4%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Total Expense Objects:		**$351,448**	**$512,454**	**$778,259**	**32.5%**

Goal #1

Provide the Local Government with services to enhance the aesthetic appeal and sanitation of various public facilities, greenspace, and roadsides.

Deliverables:

- Retain contractor services to assist with the routine management of roadside litter pickup.
- Increase staff, materials and equipment to develop two additional crews for departmental assistance, roadside cleanup and janitorial services.

Performance Measures

Measure 1: Improve sanitation of Henry County facilities, greenspaces and roadsides
Metrics: Amount of work contractors perform, number of staff required to perform work
Inputs: Employment contracts, assessment of work required
Due Dates: END of FY 22, Intermediate Milestones as required

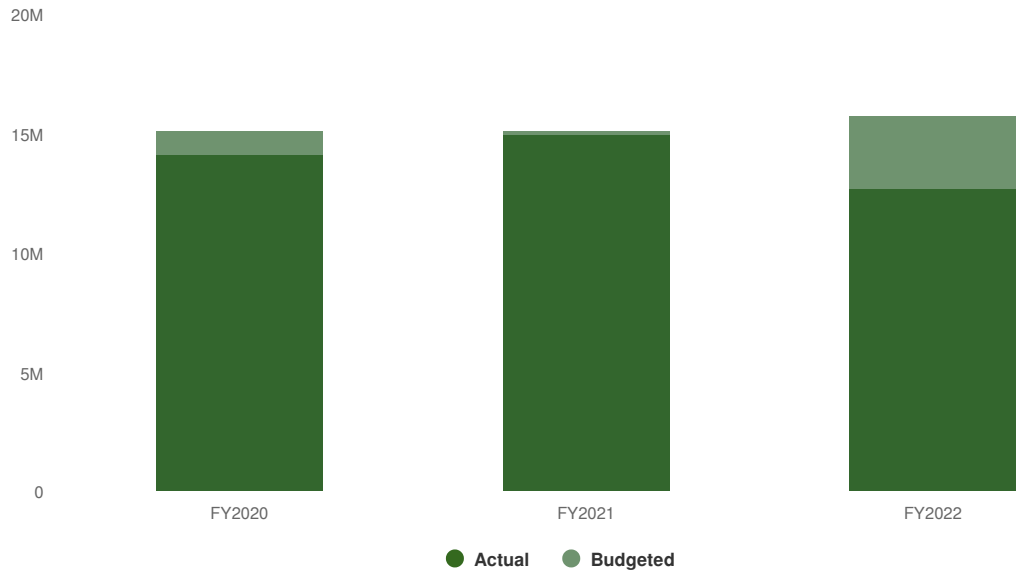
Corrections

The objective is to treat inmates fairly and humanely, and to provide inmates, staff, and visitors with an environment that is clean and healthy, while constantly maintaining a high level of safety and security utilizing current and nationally accepted detention management practices.

Expenditures Summary

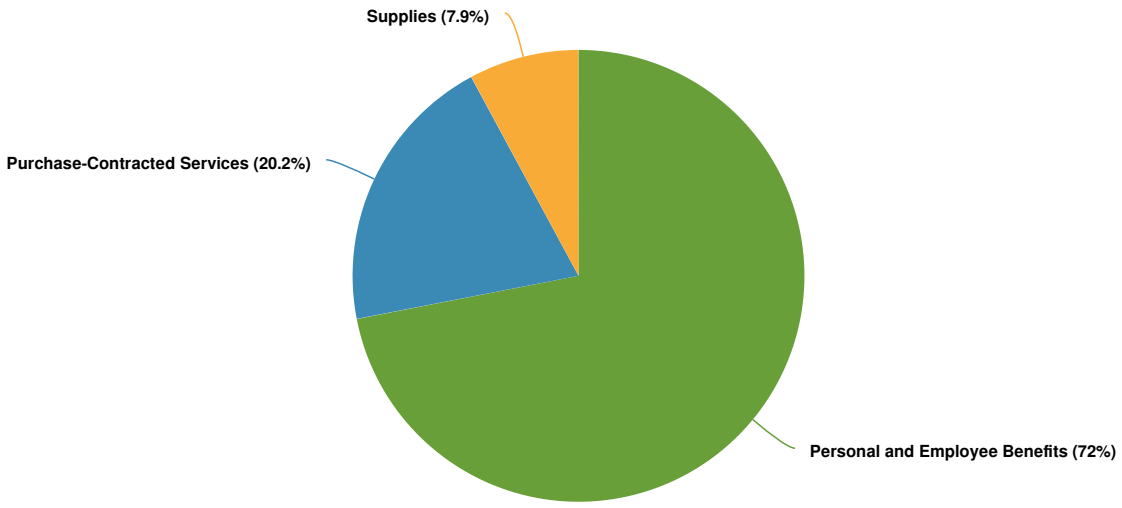
$15,774,893 $632,255
(4.18% vs. prior year)

Corrections Proposed and Historical Budget vs. Actual

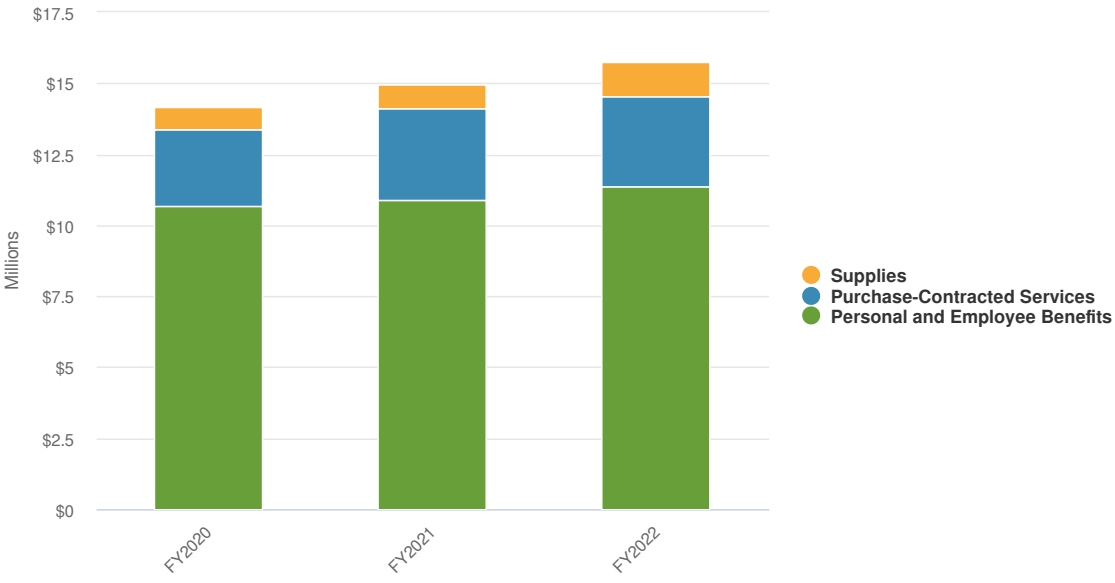


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002210-511100	$6,773,262	$6,767,045	$7,602,867	3.1%
Overtime	10002210-511300	$533,802	$508,810	$96,000	0%
Group Insurance	10002220-512100	$1,507,673	$1,747,634	$1,850,514	0%
Social Security	10002220-512200	$437,430	$434,640	$505,371	9.1%
Medicare	10002220-512300	$102,302	$101,801	$114,382	5.6%
Retirement Contributions	10002220-512400	$1,017,114	$1,030,787	$938,257	6.6%
Workers' Compensation	10002220-512700	$282,999	$318,316	$243,031	1.8%
Total Personal and Employee Benefits:		**$10,654,582**	**$10,909,034**	**$11,350,422**	**3.1%**
Purchase-Contracted Services					
Technical Contracted Services	10002230-521300		$0	$96,667	N/A
Professional-Medical	10002230-521400	$2,459,722	$2,329,477	$2,694,852	3.7%
Disposal	10002240-522110	$13,899	$8,299	$11,050	-42%
Repairs & Maintenance	10002240-522200	$224,090	$797,789	$326,170	0%
Rental of Equipment & Vehicles	10002240-522320	$20,078	$31,369	$29,834	0%
Communications	10002250-523200	$8,621	$49,207	$23,125	0%
Printing and Binding	10002250-523400	$553	$5,329	$2,232	-69.1%
Total Purchase-Contracted Services:		**$2,726,963**	**$3,221,470**	**$3,183,930**	**6%**
Supplies					
General Supplies & Materials	10002260-531100	$17,797	$15,194	$18,000	0%
Cleaning Supplies	10002260-531140	$24,073	$25,355	$25,000	0%
Inmate Supplies	10002260-531150	$81,838	$64,561	$80,000	0%
Food	10002260-531300	$569,744	$524,791	$946,666	11.4%
Small Equipment	10002260-531600	$6,340	$16,768	$18,575	0%
Other Supplies	10002260-531700	$94,964	$183,040	$152,300	9.3%
Total Supplies:		**$794,756**	**$829,708**	**$1,240,541**	**9.7%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Total Expense Objects:		**$14,176,301**	**$14,960,212**	**$15,774,893**	**4.2%**

Goal #1

Continue to safeguard inmates within the Henry County Detention Center

Deliverables:

- Keep sustained inmate complaints low
- Continue to develop new policies and procedures for the safe and secure operation of the facility

Goal #2

Continue to provide employees with the training and equipment needed to perform their job functions effectively

Deliverables:

- Increase use of online resources, particularly Virtual Academy
- Utilize the new range to expand tactical firearms training

Performance Measures

Measure 1: Reduction of overall complaints in the Henry County Detention Center
Metrics: Reduce inmate complaints, improve Henry County Detention Center Policies
Inputs: Number of inmate complaints, Henry County Detention Center Policies
Due Dates: End of FY 22, Intermediate Milestones as needed

Measure 2: Ensure Henry County Corrections officers are provided necessary training
Metrics: Number of trainings completed, performance on trainings
Inputs: Training logs, performance reports
Due Dates: END of FY 22, Intermediate Milestones as needed

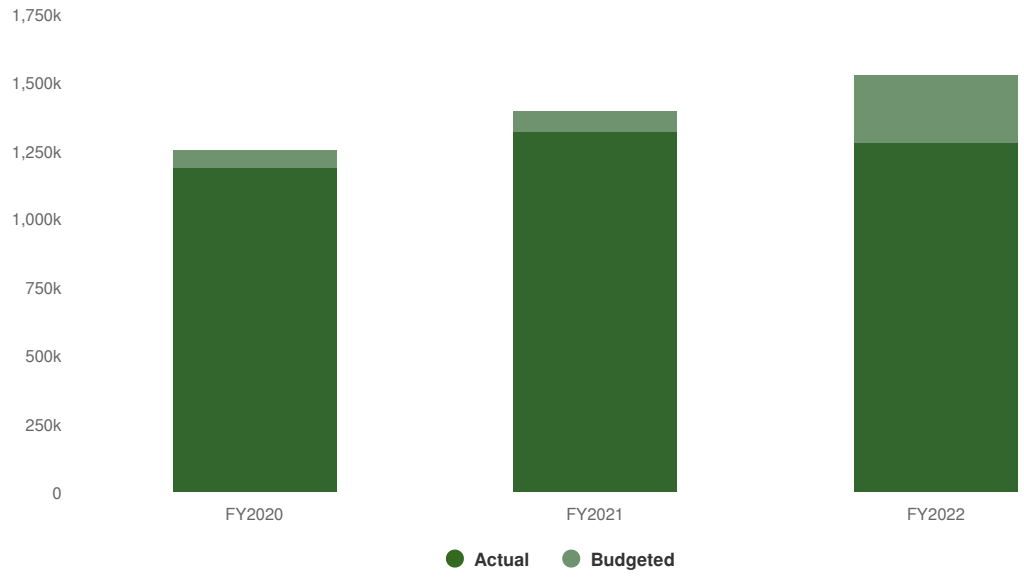
Sentence Enforcement

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

Expenditures Summary

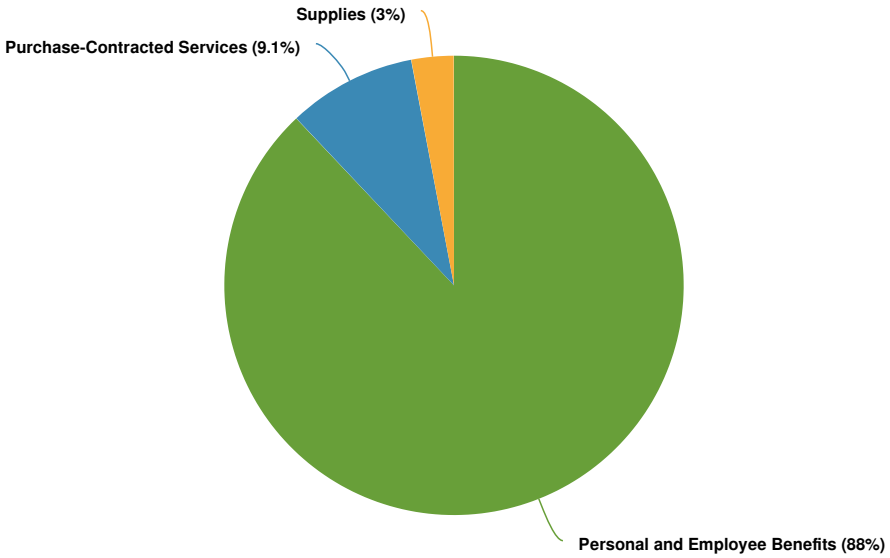
$1,527,362 $129,862
(9.29% vs. prior year)

Sentence Enforcement Proposed and Historical Budget vs. Actual

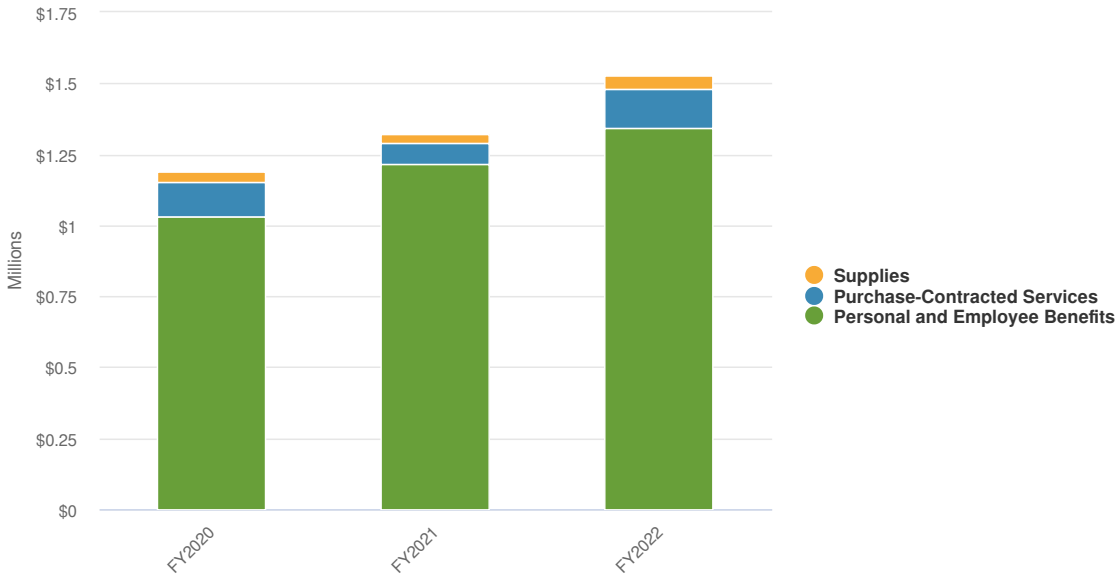


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002270-511100	$725,638	$835,167	$962,569	14%
Overtime	10002270-511300	$3,683	$0	$0	0%
Group Insurance	10002280-512100	$130,944	$181,362	$174,709	0%
Social Security	10002280-512200	$43,837	$49,226	$54,375	6.3%
Medicare	10002280-512300	$10,252	$11,579	$12,716	6.3%
Retirement Contributions	10002280-512400	$96,568	$111,263	$121,988	6.3%
Workers' Compensation	10002280-512700	$21,330	$28,325	$17,139	-44.4%
Total Personal and Employee Benefits:		**$1,032,252**	**$1,216,921**	**$1,343,496**	**9.4%**
Purchase-Contracted Services					
Technical Contracted Services	10002290-521300	$12,952	$10,322	$14,687	-11.1%
Professional-Medical	10002290-521400	$42,929	$5,203	$46,367	53%
Cleaning Services	10002300-522100	$2,925	$3,142	$3,600	2.9%
Disposal	10002300-522110	$372	$779	$780	0%
Repairs & Maintenance	10002300-522200	$45,259	$43,965	$46,463	-0.2%
Rental of Equipment & Vehicles	10002300-522320	$6,647	$6,534	$10,400	0%
Communications	10002310-523200	$6,794	$3,388	$7,500	0%
Printing and Binding	10002310-523400	$3,000	$510	$2,460	-18%
Travel	10002310-523500	$0	$0	$902	0%
Dues and Fees	10002310-523600	$379	$15	$350	0%
Education & Training	10002310-523700	$525	$0	$4,878	0%
Total Purchase-Contracted Services:		**$121,783**	**$73,858**	**$138,386**	**11%**
Supplies					
General Supplies & Materials	10002320-531100	$6,787	$4,403	$8,540	6.8%
Water/Sewerage	10002320-531210	$1,072	$736	$1,200	0%
Electricity	10002320-531230	$12,462	$11,609	$14,500	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Gasoline	10002320-531270	$241	$153	$642	0%
Small Equipment	10002320-531600	$13,161	$14,192	$20,000	0%
Tires, Batteries, Oil	10002320-531710	$924	$258	$598	0%
Total Supplies:		**$34,648**	**$31,352**	**$45,480**	**1.2%**
Total Expense Objects:		**$1,188,683**	**$1,322,131**	**$1,527,362**	**9.3%**

Goal #1

Improve public safety by reducing recidivism.

Deliverables:

- Provide recidivism prevention and skills development programs

Performance Measures

Measure 1: Reduce recidivism in Henry County Detention Center
Metrics: Number of inmates and number of those reoffending
Inputs: Recidivism reports
Due Dates: End of FY 22, Intermediate Milestones as needed

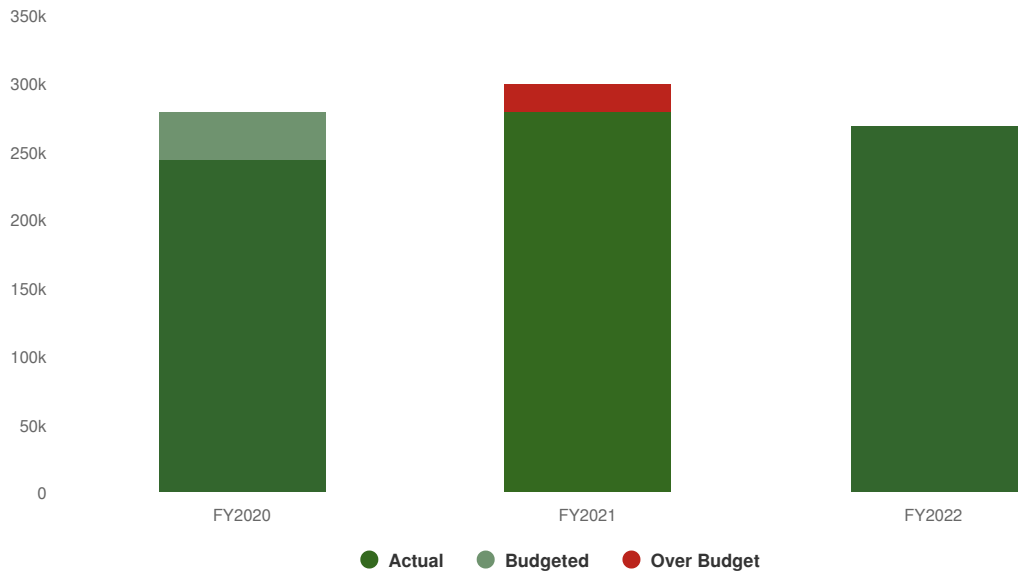
Coroner

To aid in the investigation, determination and certification of cause and manner of deaths under Coroner's jurisdiction (homicide, suicide, trauma, unexpected death, death in police custody, unattended death, etc.) occurring in Henry County; respond to on-scene investigations for all homicides, most suicides, suspicious deaths and some accidental deaths. Provide general and on scene investigations of all homicides, suicides and suspicious deaths, and provide autopsies as necessary. Consult with law enforcement, legal and other interested parties, and expert testimony in court procedures.

Expenditures Summary

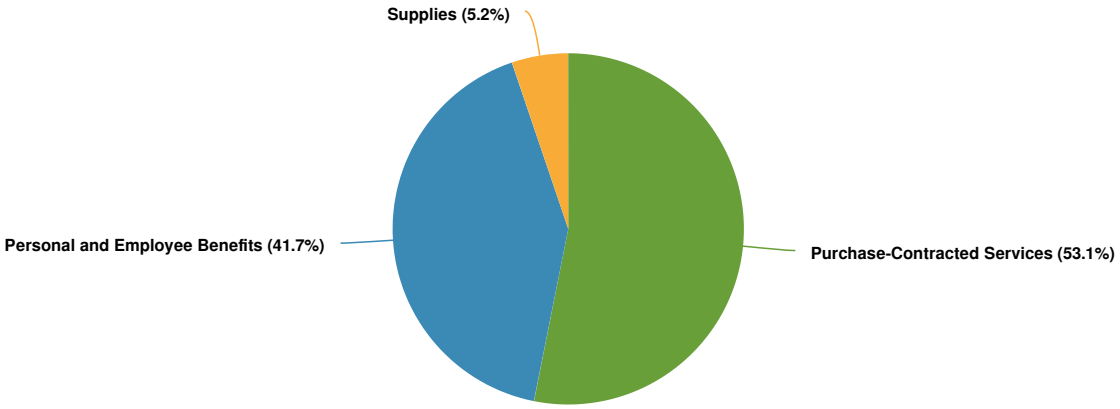
$269,712 -$10,288
(-3.67% vs. prior year)

Coroner Proposed and Historical Budget vs. Actual

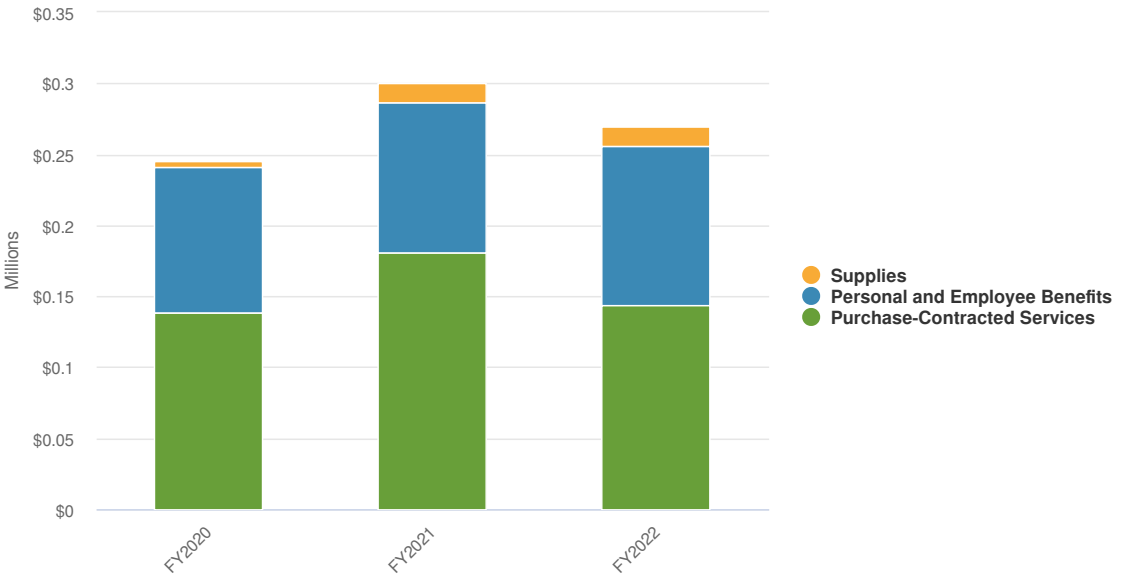


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002420-511100	$82,150	$85,994	$91,010	-10.2%
Group Insurance	10002430-512100	$1,842	$1,377	$1,494	0%
Social Security	10002430-512200	$5,081	$5,334	$6,280	0%
Medicare	10002430-512300	$1,188	$1,248	$1,469	0%
Retirement Contributions	10002430-512400	$9,546	$9,165	$9,287	0%
Workers' Compensation	10002430-512700	$2,519	$2,956	$2,865	0%
Total Personal and Employee Benefits:		**$102,328**	**$106,074**	**$112,405**	**-8.4%**
Purchase-Contracted Services					
Professional Contracted Servic	10002440-521200	$100,833	$118,060	$100,207	0%
Technical Contracted Services	10002440-521300	$28,280	$30,000	$30,000	0%
Rental of Land and Buildings	10002450-522310	$4,034	$25,580	$0	0%
Rental of Equipment & Vehicles	10002450-522320	$647	$963	$1,150	0%
Communications	10002460-523200	$2,595	$3,420	$2,500	0%
Printing and Binding	10002460-523400	$0	$0	$500	0%
Travel	10002460-523500	$1,557	$1,629	$2,300	0%
Dues and Fees	10002460-523600	$14	$21	$150	0%
Education & Training	10002460-523700	$618	$1,230	$6,500	0%
Total Purchase-Contracted Services:		**$138,579**	**$180,904**	**$143,307**	**-1.4%**
Supplies					
General Supplies & Materials	10002470-531100	$324	$2,727	$1,500	0%
Electricity	10002470-531230		$0	$3,000	N/A
Gasoline	10002470-531270	$1,472	$1,680	$5,000	-16.7%
Small Equipment	10002470-531600	$0	$2,944	$1,500	0%
Other Supplies	10002470-531700	$975	$366	$1,000	0%
Tires, Batteries, Oil	10002470-531710	$1,171	$5,535	$2,000	0%
Total Supplies:		**$3,942**	**$13,252**	**$14,000**	**16.7%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Total Expense Objects:		**$244,849**	**$300,230**	**$269,712**	**-3.7%**

Goal #1

Promote education in the community.

Deliverables:

- Participate in programs that would aid in the reduction of pediatric deaths, deaths associated with impaired driving or drug abuse.
- Participate in any programs that may enrich their knowledge base as related to death investigations.

Performance Measures

Measure 1: Improve Death Investigation procedures
Metrics: Speed and quality of Death Investigations
Inputs: Death Investigation Procedures
Due Dates: END of FY 22, Intermediate Milestones as needed

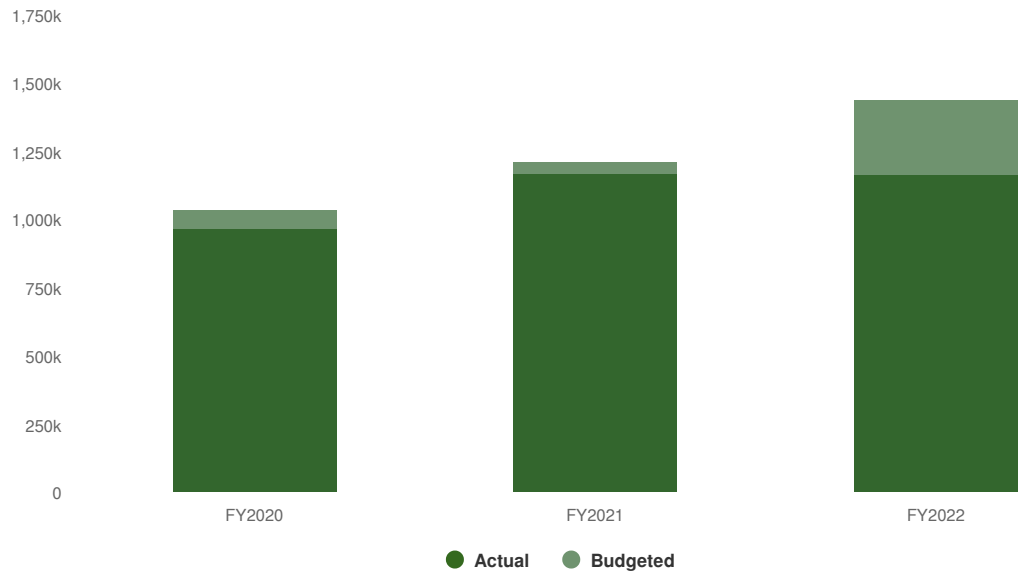
Animal Control

To provide countywide animal control service in a cost-effective and professional manner by active enforcement of state and local laws and ordinances, humane sheltering, handling and disposal of unwanted animals and the promotion of responsible pet ownership. The advent of this service several years ago has provided an effective means for managing the nuisances associated for stray and unwanted animal populations, while at the same time, providing a public safety and public health element caused by dangerous animals.

Expenditures Summary

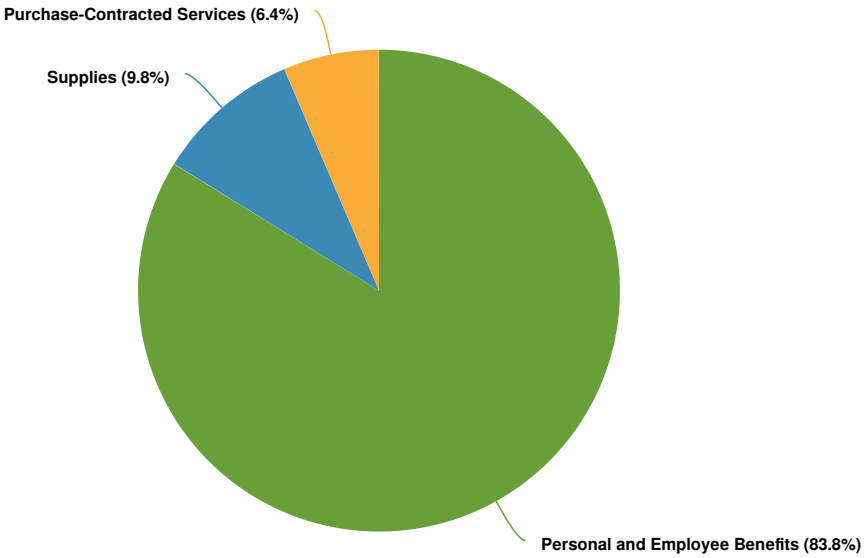
$1,440,525 $224,747
(18.49% vs. prior year)

Animal Control Proposed and Historical Budget vs. Actual

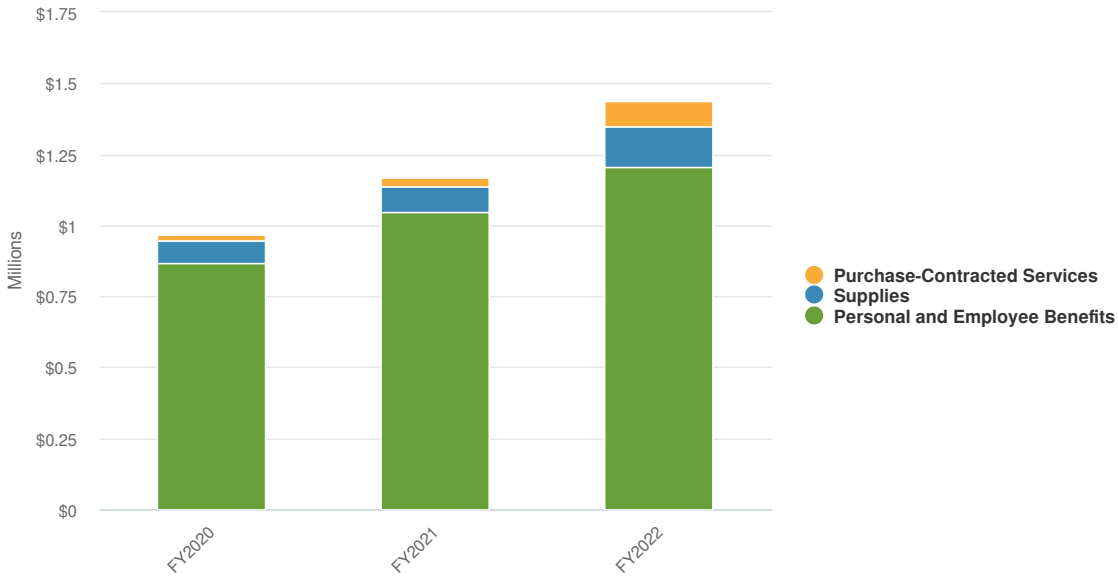


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002480-511100	$559,520	$637,000	$799,503	15.3%
Overtime	10002480-511300	$11,750	$25,423	$8,000	0%
Group Insurance	10002490-512100	$169,552	$232,019	$232,387	0%
Social Security	10002490-512200	$33,805	$38,958	$45,830	11.5%
Medicare	10002490-512300	$7,906	$9,143	$10,718	11.5%
Retirement Contributions	10002490-512400	$79,406	$93,759	$102,875	11.5%
Workers' Compensation	10002490-512700	$7,308	$9,302	$8,287	10.1%
Total Personal and Employee Benefits:		**$869,247**	**$1,045,604**	**$1,207,600**	**11.4%**
Purchase-Contracted Services					
Professional Contracted Servic	10002500-521200	$8,559	$13,151	$14,000	0%
Technical Contracted Services	10002500-521300	$1,636	$1,757	$800	166.7%
Professional-Medical	10002500-521400	$85	$261	$250	0%
Cleaning Services	10002510-522100	$1,613	$1,860	$3,200	0%
Disposal	10002510-522110	$2,051	$1,125	$1,700	0%
Repairs & Maintenance	10002510-522200	$2,071	$7,290	$10,000	0%
Rental of Equipment & Vehicles	10002510-522320	$1,619	$1,892	$2,000	0%
Communications	10002520-523200	$3,247	$3,307	$4,500	0%
Printing and Binding	10002520-523400	$652	$1,448	$2,000	0%
Dues and Fees	10002520-523600	$400	$400	$4,000	700%
Education & Training	10002520-523700		$0	$8,500	N/A
Other Purchased Services	10002520-523900	$1,181	$1,977	$41,500	1,975%
Total Purchase-Contracted Services:		**$23,115**	**$34,468**	**$92,450**	**128.6%**
Supplies					
General Supplies & Materials	10002530-531100	$6,530	$5,361	$10,000	0%
Animal Medical Supplies	10002530-531130	$6,835	$10,440	$17,500	133.3%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Water/Sewerage	10002530-531210	$5,401	$6,140	$10,000	0%
Natural Gas	10002530-531220	$5,742	$4,205	$6,500	0%
Electricity	10002530-531230	$17,686	$18,727	$20,000	0%
Gasoline	10002530-531270	$13,181	$14,515	$19,500	21.9%
Food	10002530-531300	$7,113	$5,227	$7,500	50%
Small Equipment	10002530-531600	$4,726	$8,047	$34,350	428.5%
Other Supplies	10002530-531700	$5,715	$4,410	$6,625	47.2%
Tires, Batteries, Oil	10002530-531710	$4,618	$12,765	$8,500	70%
Total Supplies:		**$77,547**	**$89,836**	**$140,475**	**54.4%**
Total Expense Objects:		**$969,909**	**$1,169,908**	**$1,440,525**	**18.5%**

Goal #1

Retain quality employees.

Deliverables:

- Develop a training program to allow officers to obtain the most up-to-date training.

Goal #2

Educate the community of the changes with the animal services department while providing excellent customer service.

Deliverables:

- Reduce the impoundment of owned animals by performing Return to Owner (RTO) in the field by providing staff with additional resources to effectively identify ownership.

Performance Measures

Measure 1: Employee Retention

Metrics: Percentage of Employees retained, Training Program readiness metrics

Inputs: Employee data, Training data

Due Dates: End of FY 22, Intermediate Milestones as needed

Measure 2: Increase public awareness of Animal Control duties

Metrics: Increased percentage of people aware of animal control functions, increased number of animals returned to owners

Inputs: Animal control data, Public Information Officer office feedback, surveys of county residents

Due Dates: End of FY 22, Intermediate Milestones as needed

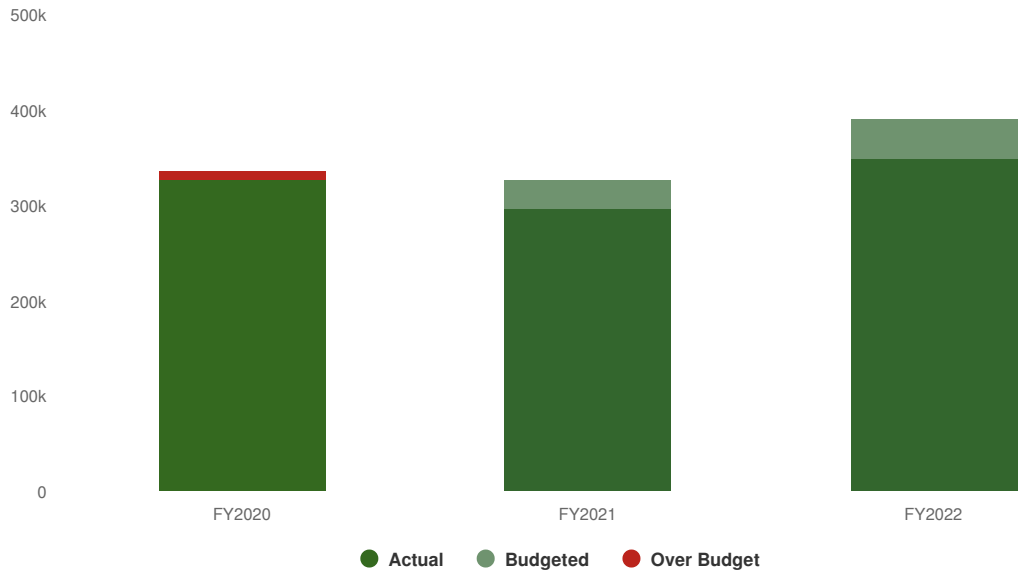
E911

The Henry County 911 Communications center is committed to providing the citizens and visitors of Henry County with the fastest and most efficient response possible to emergency calls, while ensuring the safety of Law Enforcement, Fire and EMS personnel. It is our goal to contribute to the quality of life of our community by giving efficient, reliable, courteous, responsive and professional 9-1-1 Communications services. We will constantly seek ways to improve the quality of assistance we provide to the community by acknowledging that service is our one and only product and our goal is to provide it at the most superior level possible, thereby saving lives, protecting property and helping to stop crimes; making Henry County a safer community to live, work, and visit.

Expenditures Summary

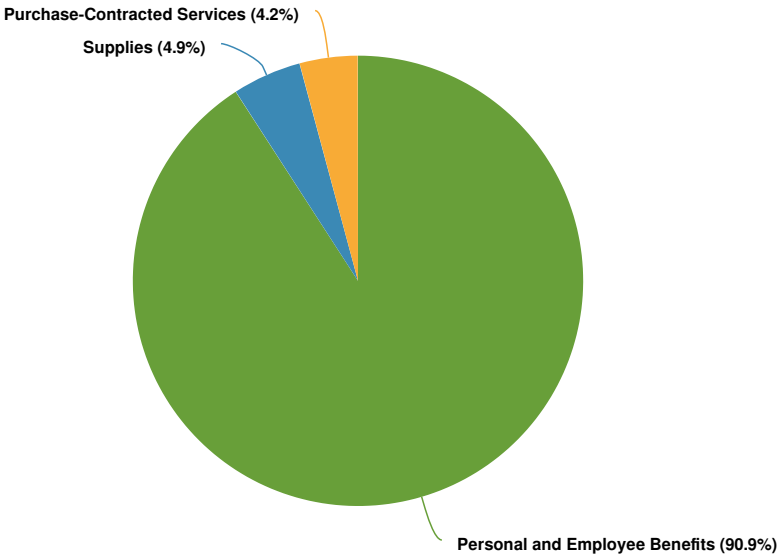
$391,990 **$64,413**
(19.66% vs. prior year)

E911 Proposed and Historical Budget vs. Actual

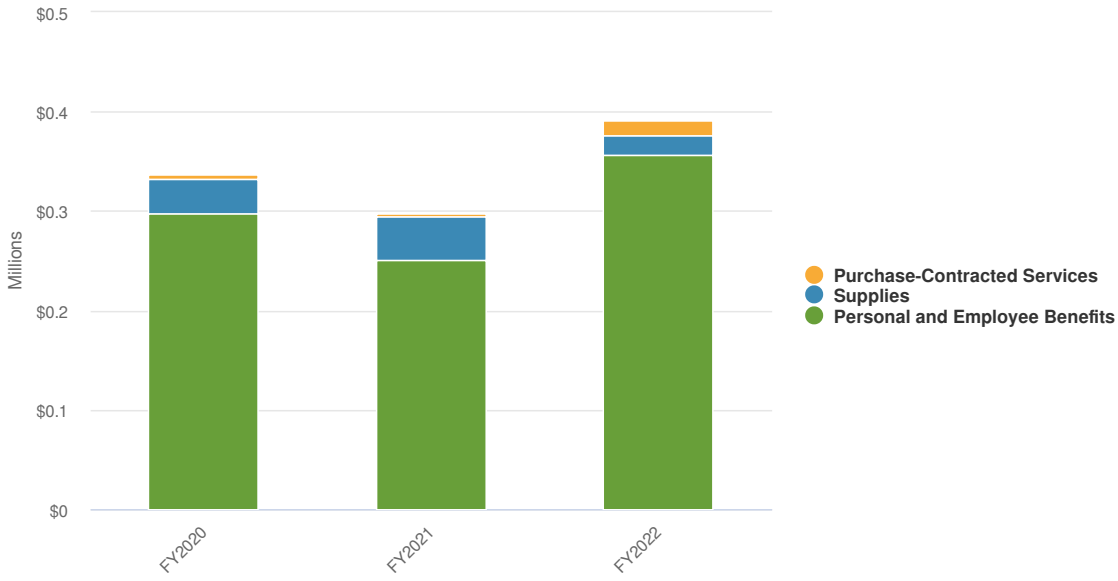


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002540-511100	$192,897	$140,946	$240,828	35%
Overtime	10002540-511300	$586	$1,569	$700	0%
Group Insurance	10002550-512100	$57,260	$58,766	$68,455	0%
Social Security	10002550-512200	$11,293	$10,458	$11,775	6.1%
Medicare	10002550-512300	$2,641	$2,446	$2,754	6.1%
Retirement Contributions	10002550-512400	$26,894	$30,299	$26,401	6.1%
Workers' Compensation	10002550-512700	$5,574	$6,682	$5,322	2.1%
Total Personal and Employee Benefits:		**$297,146**	**$251,165**	**$356,235**	**22.3%**
Purchase-Contracted Services					
Repairs & Maintenance	10002560-522200	$2,705	$0	$7,000	0%
Communications	10002570-523200	$1,388	$1,523	$1,400	0%
Travel	10002570-523500	$84	$0	$4,000	0%
Dues and Fees	10002570-523600	$220	$245	$500	0%
Education & Training	10002570-523700	$0	$1,260	$3,500	0%
Total Purchase-Contracted Services:		**$4,398**	**$3,028**	**$16,400**	**0%**
Supplies					
General Supplies & Materials	10002580-531100	$1,258	$23,544	$1,300	0%
Gasoline	10002580-531270	$1,939	$2,211	$5,000	-9.1%
Food	10002580-531300	$1,052	$6,533	$2,000	0%
Small Equipment	10002580-531600	$27,586	$8,823	$6,855	0%
Other Supplies	10002580-531700	$663	$1,824	$1,200	0%
Tires, Batteries, Oil	10002580-531710	$2,935	$571	$3,000	0%
Total Supplies:		**$35,433**	**$43,506**	**$19,355**	**-2.5%**
Total Expense Objects:		**$336,976**	**$297,699**	**$391,990**	**19.7%**

Goal #1

Maintain or exceed current staff retention levels.

Deliverables:

- Continue to provide training opportunities for all communications officers.
- Continue providing structured and consistent training.

Performance Measures

Measure 1: Increase staff retention levels

Metrics: Percentage of employees retained, Increased training opportunities

Inputs: Employee data, training data

Due Dates: End of FY 22, Intermediate Milestones as needed

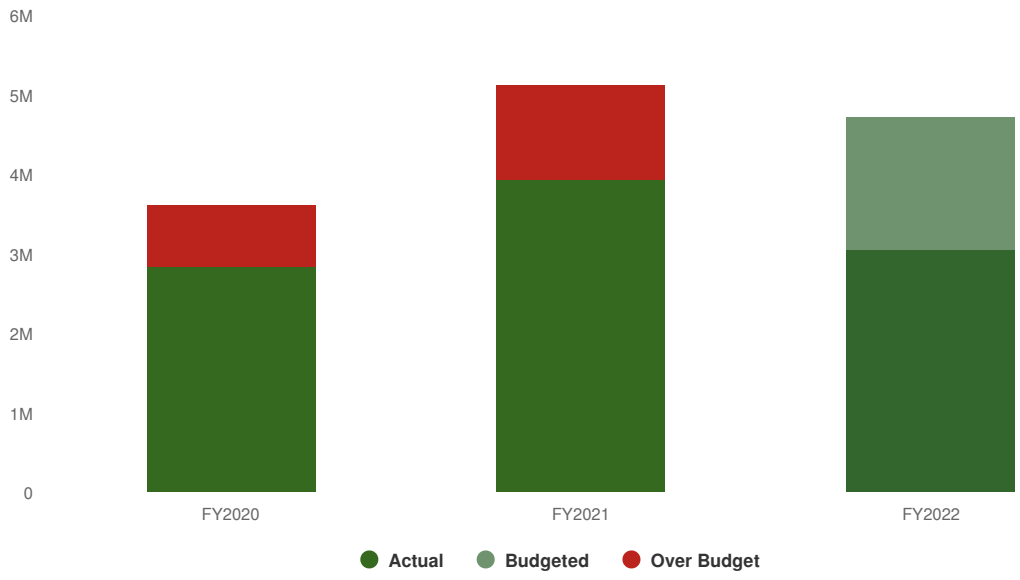
DOT-Admin

DOT has an objective to complete capital improvements as rapidly as funds will allow, keep projects on schedule, and ensure contracts stay within budgeted amounts. The Division is also tasked with ensuring that all county roads and bridges are maintained in safe condition. Additionally, DOT is responsible for stormwater infrastructure maintenance and capital improvements, erosion and sediment control and compliance, floodplain management, as well as traffic engineering.

Expenditures Summary

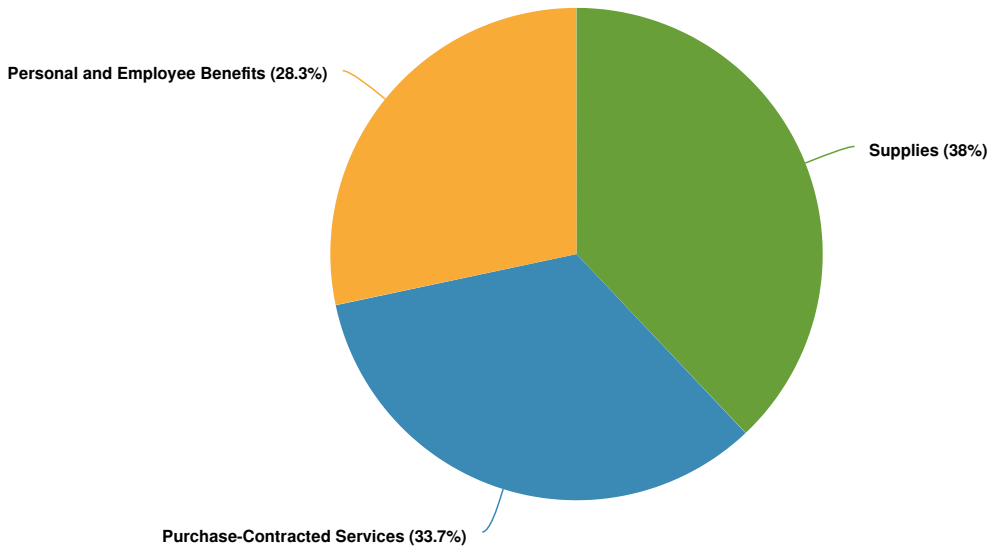
$4,739,471 $790,065
(20.00% vs. prior year)

DOT-Admin Proposed and Historical Budget vs. Actual

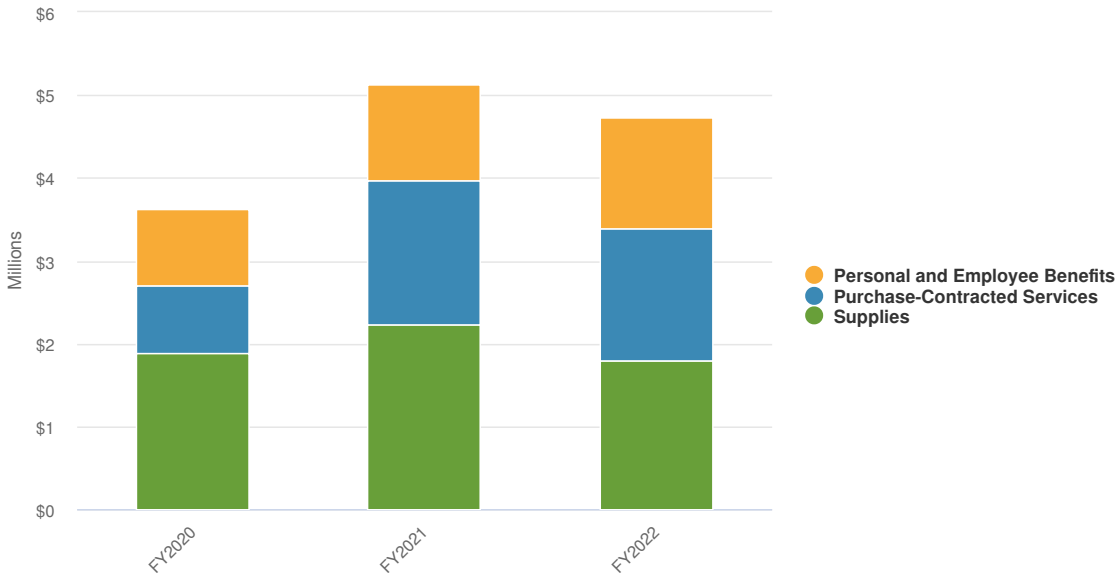


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002590-511100	$622,884	$649,049	$931,462	32.4%
Overtime	10002590-511300	$2,477	$1,189	$5,000	0%
Group Insurance	10002600-512100	$150,134	$346,360	$211,261	0%
Social Security	10002600-512200	$37,231	$39,139	$47,211	7.6%
Medicare	10002600-512300	$8,707	$9,089	$11,041	7.5%
Retirement Contributions	10002600-512400	$87,426	$93,060	$105,844	7.6%
Workers' Compensation	10002600-512700	$19,905	$22,831	$30,428	1.8%
Total Personal and Employee Benefits:		**$928,764**	**$1,160,717**	**$1,342,247**	**21.8%**
Purchase-Contracted Services					
Professional Contracted Servic	10002610-521200	$742,195	$1,655,583	$1,510,129	36%
Technical Contracted Services	10002610-521300	$3,469	$3,619	$2,900	-21.6%
Professional-Medical	10002620-521400	$0	$549	$1,500	-40%
Cleaning Services	10002620-522100	$2,310	$2,979	$3,980	25.2%
Disposal	10002620-522110	$3,153	$2,736	$6,000	20%
Repairs & Maintenance	10002620-522200	$13,688	$4,459	$13,000	0%
Rental of Equipment & Vehicles	10002630-522320	$14,979	$26,746	$14,000	40%
Communications	10002630-523200	$10,698	$11,403	$10,000	0%
Advertising	10002630-523300	$250	$240	$500	0%
Printing and Binding	10002630-523400	$42	$42	$250	0%
Travel	10002630-523500	$50	$0	$2,500	0%
Dues and Fees	10002630-523600	$0	$254	$300	0%
Education & Training	10002630-523700	$2,223	$0	$2,500	0%
Other Purchased Services	10002630-523900	$19,362	$25,782	$31,000	0%
Total Purchase-Contracted Services:		**$812,419**	**$1,734,392**	**$1,598,559**	**33.8%**
Supplies					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
General Supplies & Materials	10002640-531100	$3,631	$2,864	$5,300	0%
Water/Sewerage	10002640-531210	$4,159	$6,452	$6,000	0%
Natural Gas	10002640-531220	$3,408	$5,801	$5,800	65.7%
Electricity	10002640-531230	$15,303	$15,669	$22,700	-9.2%
Gasoline	10002640-531270	$120,381	$121,843	$180,000	0%
Small Equipment	10002640-531600	$4,148	$7,355	$3,000	-57.1%
Tires, Batteries, Oil	10002640-531710	$210,285	$274,465	$221,595	0%
Street Lighting	10002640-531720	$250,033	$364,169	$342,188	41.3%
Area Lighting	10002640-531721	$1,268,630	$1,435,920	$1,012,082	5.2%
Total Supplies:		**$1,879,978**	**$2,234,539**	**$1,798,665**	**8.8%**
Total Expense Objects:		**$3,621,162**	**$5,129,648**	**$4,739,471**	**20%**

Goal #1

Complete roadway maintenance projects on time

Deliverables:

- Completed roadway maintenance projects by meeting the completion date per each project schedule

Performance Measures

Measure 1: Increase percentage of roadway maintenance projects completed on time

Metrics: Percentage of roadway maintenance projects completed on time, percentage of roadway maintenance projects that are late

Inputs: Number of roadway maintenance projects, project completion data

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Ensure compliance with roadway repair budget

Metrics: Percentage of Projects completed within roadway repair budget

Inputs: Number of ongoing and planned projects, budget data, completion bonuses or penalties paid if applicable

Due Dates: END of FY 22, Intermediate Milestones as needed

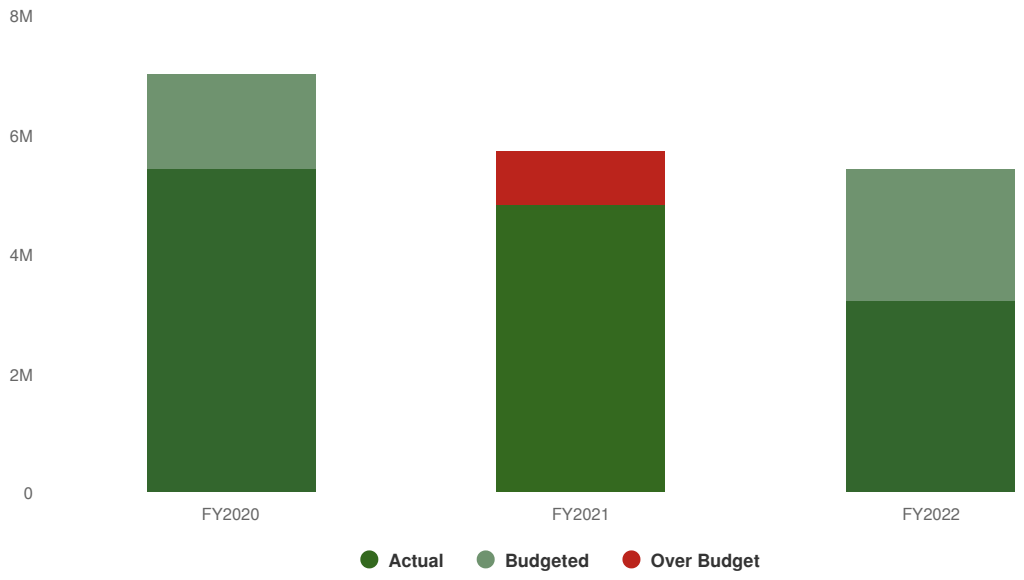
DOT-ROW

DOT has an objective to complete capital improvements as rapidly as funds will allow, keep projects on schedule, and ensure contracts stay within budgeted amounts. The Division is also tasked with ensuring that all county roads and bridges are maintained in safe condition. Additionally, DOT is responsible for stormwater infrastructure maintenance and capital improvements, erosion and sediment control and compliance, floodplain management, as well as traffic engineering.

Expenditures Summary

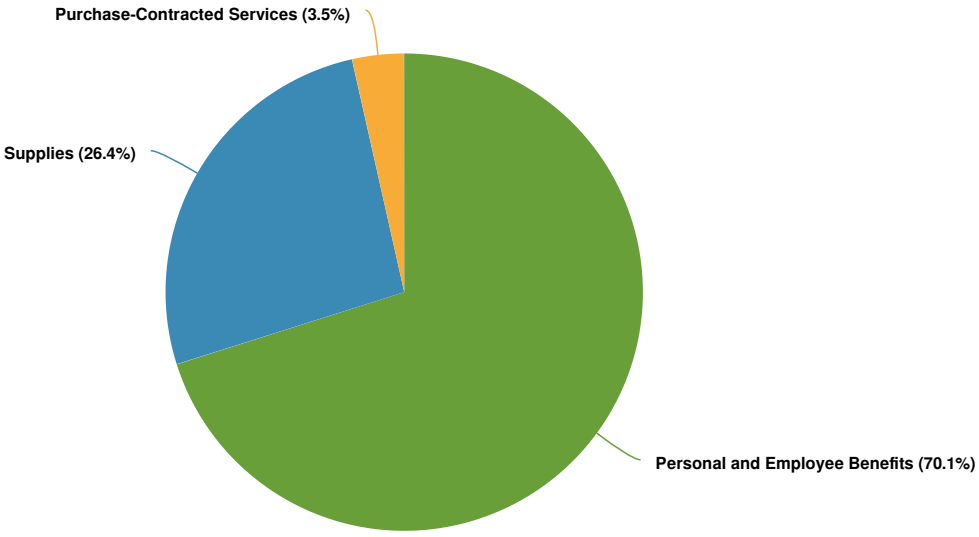
$5,432,208 **$611,848**
(12.69% vs. prior year)

DOT-ROW Proposed and Historical Budget vs. Actual

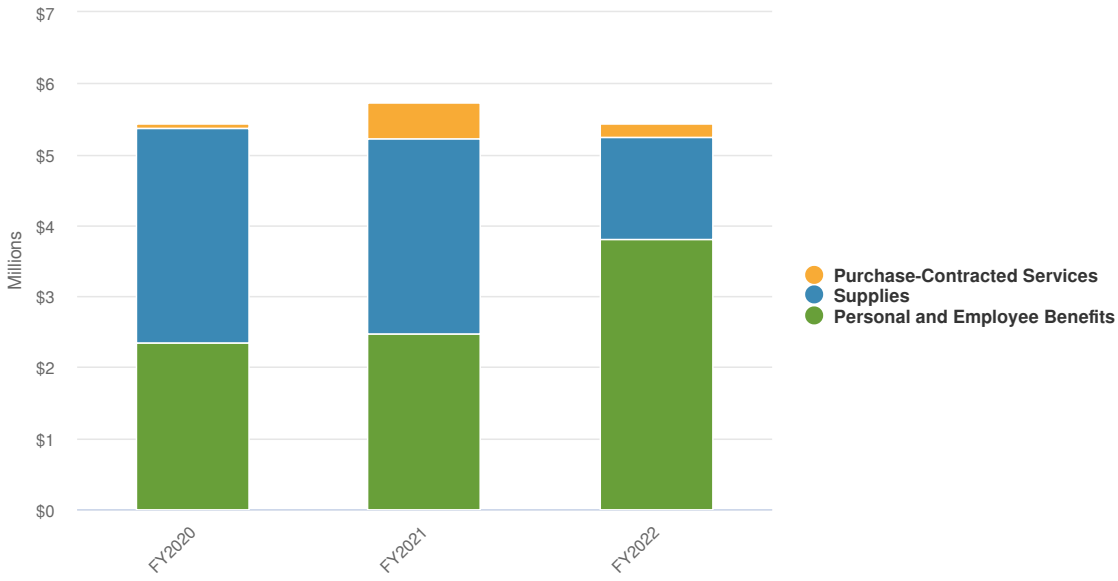


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002650-511100	$1,434,829	$1,491,413	$2,498,963	30.2%
Overtime	10002650-511300	$41,591	$28,595	$38,951	0%
Group Insurance	10002660-512100	$447,609	$509,764	$594,326	0%
Social Security	10002660-512200	$86,813	$88,987	$137,416	6.9%
Medicare	10002660-512300	$20,303	$20,932	$32,137	6.9%
Retirement Contributions	10002660-512400	$205,219	$215,070	$307,761	6.9%
Workers' Compensation	10002660-512700	$112,658	$120,700	$199,729	0.7%
Total Personal and Employee Benefits:		**$2,349,022**	**$2,475,461**	**$3,809,283**	**19.1%**
Purchase-Contracted Services					
Professional Contracted Servic	10002670-521200	$728	$492	$0	0%
Repairs & Maintenance	10002680-522200	$67,437	$254,276	$110,000	0%
Rental of Equipment & Vehicles	10002680-522320	$5,900	$43,830	$35,000	0%
Other Purchased Services	10002690-523900	$0	$195,516	$45,800	1.8%
Total Purchase-Contracted Services:		**$74,065**	**$494,114**	**$190,800**	**0.4%**
Supplies					
General Supplies & Materials	10002700-531100	$2,634,192	$2,437,277	$1,000,835	0%
Gasoline	10002700-531270	$486	$619	$2,500	0%
Small Equipment	10002700-531600	$4,996	$0	$5,000	0%
Rock / Stone Supplies	10002700-531730	$94,431	$85,131	$125,000	0%
Signs / Striping	10002700-531731	$154,743	$188,452	$229,590	0%
Miscellaneous / Roads	10002700-531732	$66,181	$45,931	$69,200	-1.1%
Grant Match	10002700-531799	$57,162	$0	$0	0%
Total Supplies:		**$3,012,191**	**$2,757,409**	**$1,432,125**	**-0.1%**
Total Expense Objects:		**$5,435,278**	**$5,726,984**	**$5,432,208**	**12.7%**

Goal #1

Complete roadway maintenance projects on County facilities within the approved
budget for each project.

Deliverables:

- Completed, on-budget interim financial milestones on in-process roadway maintenance projects
- Completed roadway maintenance projects within budget

Performance Measures

Measure 1: Increase percentage of roadway maintenance projects completed on time

Metrics: Percentage of roadway maintenance projects completed on time, percentage of roadway maintenance projects that are late

Inputs: Number of roadway maintenance projects, project completion data

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Ensure compliance with roadway repair budget

Metrics: Percentage of Projects completed within roadway repair budget

Inputs: Number of ongoing and planned projects, budget data, completion bonuses or penalties paid if applicable

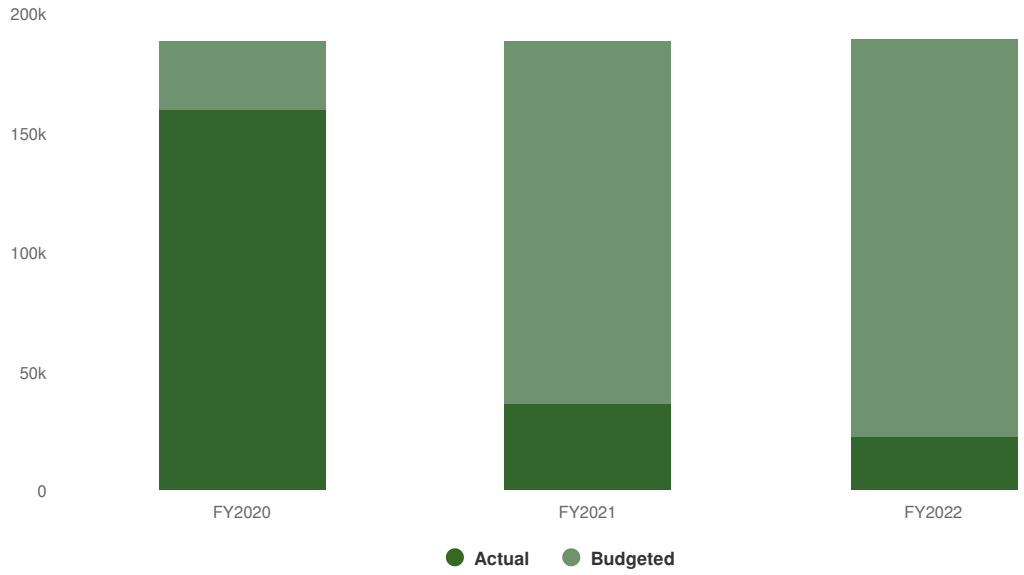
Due Dates: END of FY 22, Intermediate Milestones as needed

Waste Management

Expenditures Summary

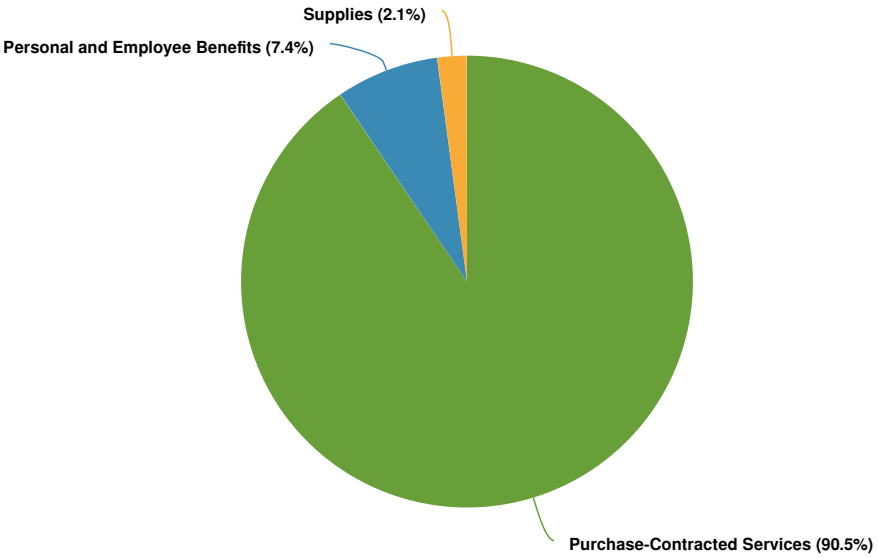
$189,277 $746
(0.40% vs. prior year)

Waste Management Proposed and Historical Budget vs. Actual

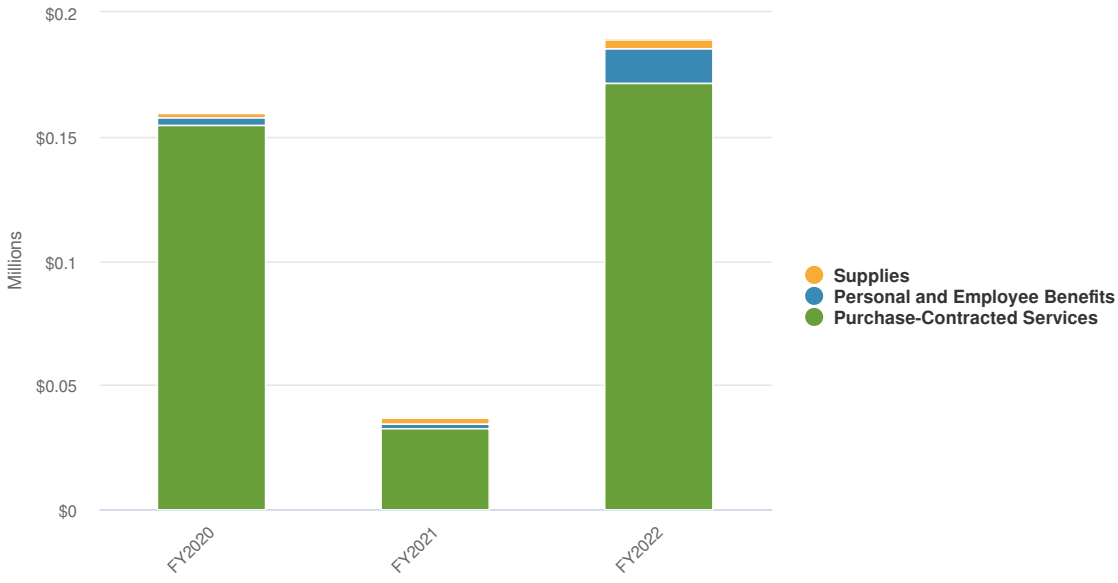


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002710-511100	$2,059	$1,263	$10,609	6.1%
Group Insurance	10002720-512100	$578	$324	$1,364	0%
Social Security	10002720-512200	$121	$75	$662	5.9%
Medicare	10002720-512300	$28	$18	$156	6.1%
Retirement Contributions	10002720-512400	$286	$178	$1,085	8.5%
Workers' Compensation	10002720-512700	$14	$9	$71	9.2%
Total Personal and Employee Benefits:		**$3,087**	**$1,867**	**$13,947**	**5.7%**
Purchase-Contracted Services					
Professional Contracted Servic	10002730-521200	$21,975	$22,825	$22,299	0%
Repairs & Maintenance	10002740-522200	$132,482	$9,570	$149,031	0%
Total Purchase-Contracted Services:		**$154,457**	**$32,395**	**$171,330**	**0%**
Supplies					
Electricity	10002750-531230	$2,274	$2,342	$4,000	0%
Total Supplies:		**$2,274**	**$2,342**	**$4,000**	**0%**
Total Expense Objects:		**$159,818**	**$36,604**	**$189,277**	**0.4%**

Goal #1

Increase litter-prevention and environmentally focused awareness and
knowledge.

Deliverables:

- Provide educational and promotional materials.

Goal #2

Manage and coordinate the recovery from emergencies and manmade and
natural disasters.

Deliverables:

- Provide clarity on the respective treatments of various recyclable items.

Performance Measures

Measure 1: Increase litter prevention awareness

Metrics: Increase amount of educational and promotional materials provided to public

Inputs: Guidance from Public Information Officer office, amount of education and promotional materials provided

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improve disaster response

Metrics: Improve disaster response time and quality

Inputs: Disaster response data, resources used, reports regarding lessons learned, materials on disposal of recyclable materials

Due Dates: END of FY 22, Intermediate Milestones as needed

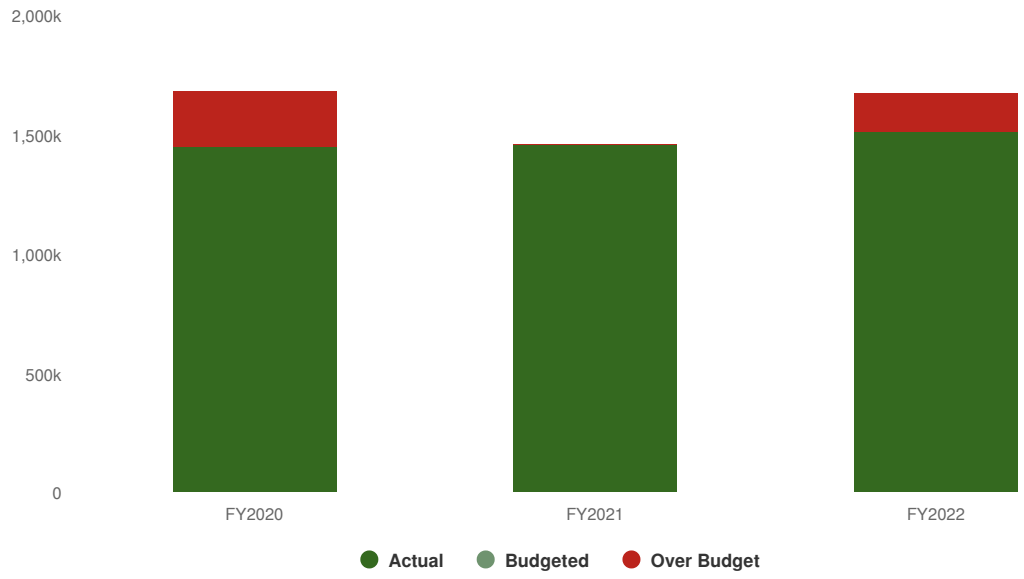
Fleet Services

The mission of this department is to maintain county fleet vehicles and heavy equipment for the provision of safe, reliable and economical transportation of county employees in the performance of their job duties. This department performs fuel depot storage and dispensing management, preventive maintenance and major vehicle repairs on heavy equipment and general-purpose vehicles for all departments except the Sheriff's Department, EMS and Public Safety. While Henry County attempts to replenish its fleet regularly to minimize maintenance costs, increasing parts, new vehicle and equipment prices influence total costs.

Expenditures Summary

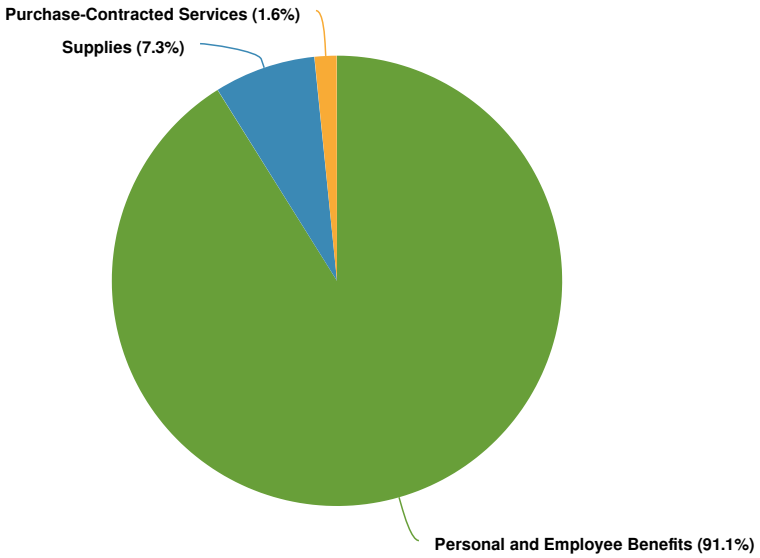
$1,518,494 **$58,916**
(4.04% vs. prior year)

Fleet Services Proposed and Historical Budget vs. Actual

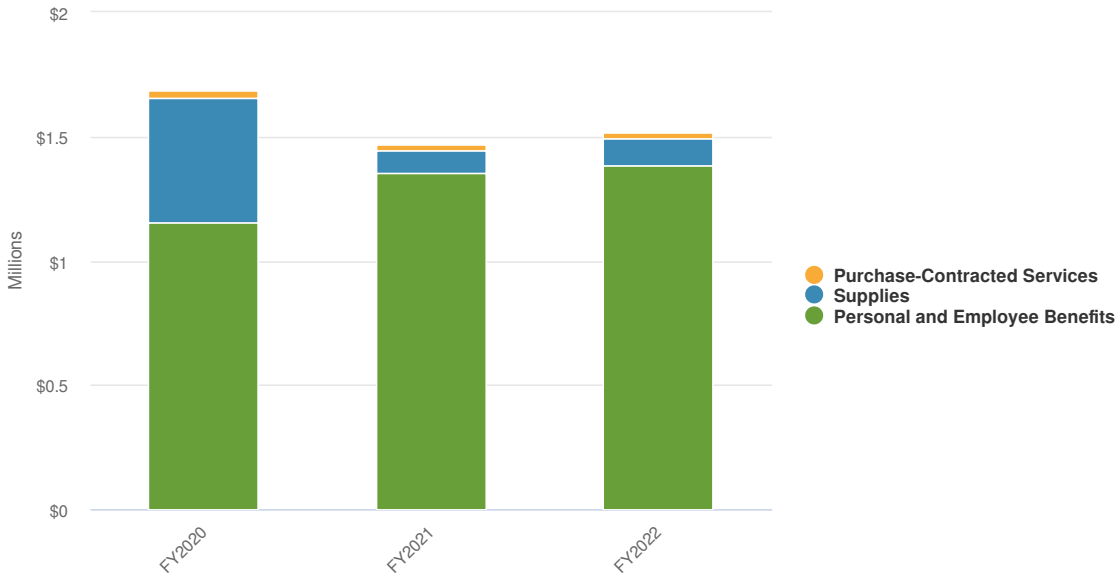


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002760-511100	$779,047	$849,272	$911,691	4.7%
Overtime	10002760-511300	$259	$2,919	$3,000	0%
Group Insurance	10002770-512100	$188,648	$296,530	$256,235	0%
Social Security	10002770-512200	$46,013	$50,328	$55,929	6.2%
Medicare	10002770-512300	$10,761	$11,770	$13,081	6.2%
Retirement Contributions	10002770-512400	$108,324	$120,690	$125,392	6.2%
Workers' Compensation	10002770-512700	$18,742	$22,829	$18,270	2.9%
Total Personal and Employee Benefits:		**$1,151,793**	**$1,354,339**	**$1,383,598**	**4%**
Purchase-Contracted Services					
Professional-Medical	10002780-521400	$456	$0	$800	0%
Disposal	10002790-522110	$6,141	$6,978	$7,400	0%
Repairs & Maintenance	10002790-522200	$9,655	$8,366	$10,026	24.9%
Rental of Equipment & Vehicles	10002790-522320	$4,091	$4,387	$5,000	0%
Communications	10002800-523200	$992	$860	$1,000	0%
Dues and Fees	10002800-523600	$6,004	$5,588	$0	-100%
Education & Training	10002800-523700	$500	$0	$0	-100%
Total Purchase-Contracted Services:		**$27,839**	**$26,180**	**$24,226**	**-19.9%**
Supplies					
General Supplies & Materials	10002810-531100	$1,769	$2,118	$3,200	0%
Tool Replacement	10002810-531111		$0	$12,000	N/A
Water/Sewerage	10002810-531210	$1,026	$1,248	$2,000	-42.9%
Natural Gas	10002810-531220	$10,424	$9,807	$12,500	25%
Electricity	10002810-531230	$18,332	$25,795	$21,500	-10.4%
Gasoline	10002810-531270	$16,163	$1,039	$11,500	15%
Small Equipment	10002810-531600	$5,385	$1,920	$7,000	0%
Other Supplies	10002810-531700	$7,565	$7,913	$8,970	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Tires, Batteries, Oil	10002810-531710	$445,669	$37,284	$32,000	0%
Total Supplies:		**$506,332**	**$87,123**	**$110,670**	**12.2%**
Total Expense Objects:		**$1,685,965**	**$1,467,642**	**$1,518,494**	**4%**

Goal #1

Increase the number of in-house repairs relative to the number of vendor repairs.

Deliverables:

- Increased number of in-house repairs
- Decreased number of vendor repairs

Goal #2

Maximize time efficiency.

Deliverables:

- Decreased length of vehicle stay for maintenance and repairs.

Performance Measures

Measure 1: Increase number of in-house repairs
Metrics: Percentage of in-house repairs, percentage of total repairs
Inputs: Fleet Services repair data
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Reduce time Henry County Vehicles are being serviced
Metrics: Time spent servicing vehicles
Inputs: Service vehicle time
Due Dates: END of FY 22, Intermediate Milestones as needed

Traffic Engineering

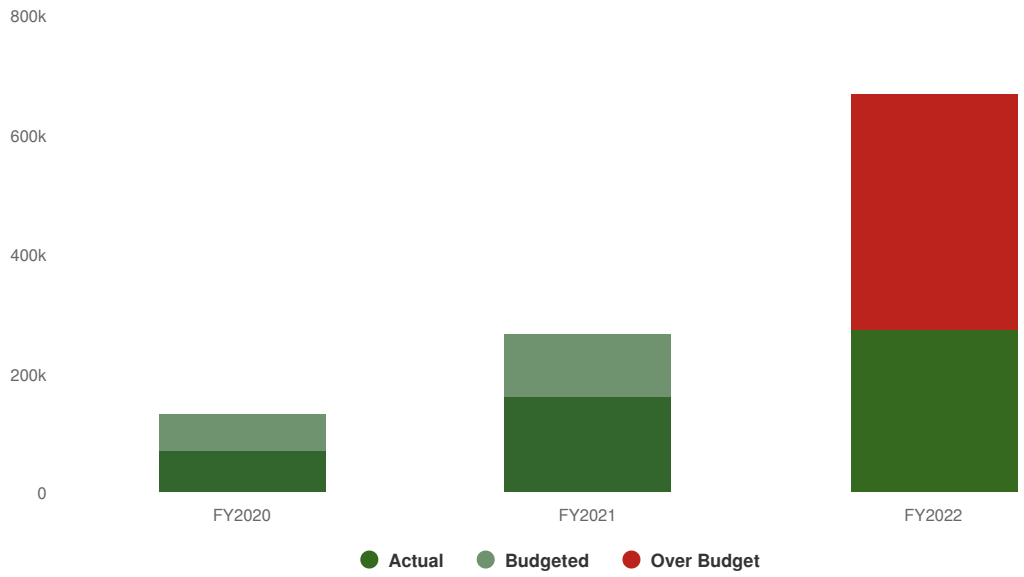
The mission of the Department of Transportation Planning is to make transportation infrastructure investments in Henry County on the basis of a citizen-accepted and county-adopted long-range transportation plan. Towards this end, we develop and periodically update a Comprehensive Transportation Plan. This plan lists all the major transportation projects Henry County intends to undertake to meet the transportation needs now and in the future. In addition to a transportation plan, the Department plans to undertake various other transportation plans and planning studies. They may include transit plan, trails plan, freight study, etc.

The Department of Transportation Planning was created in December 2019 in light of Henry County's tremendous growth in population and the resulting increased traffic congestion. As such, we are a very new department. Our mission is to collaborate with the County's Transportation Department, Special Purpose Local Option Sales Tax (SPLOST) Department, and the Transit Department to meet Henry County citizens' transportation needs now and in the future.

Expenditures Summary

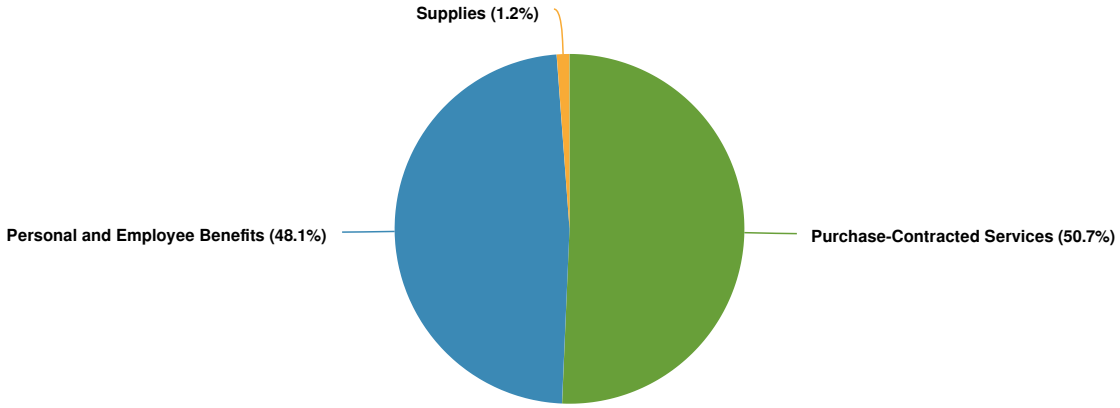
$273,460 $6,461
(2.42% vs. prior year)

Traffic Engineering Proposed and Historical Budget vs. Actual

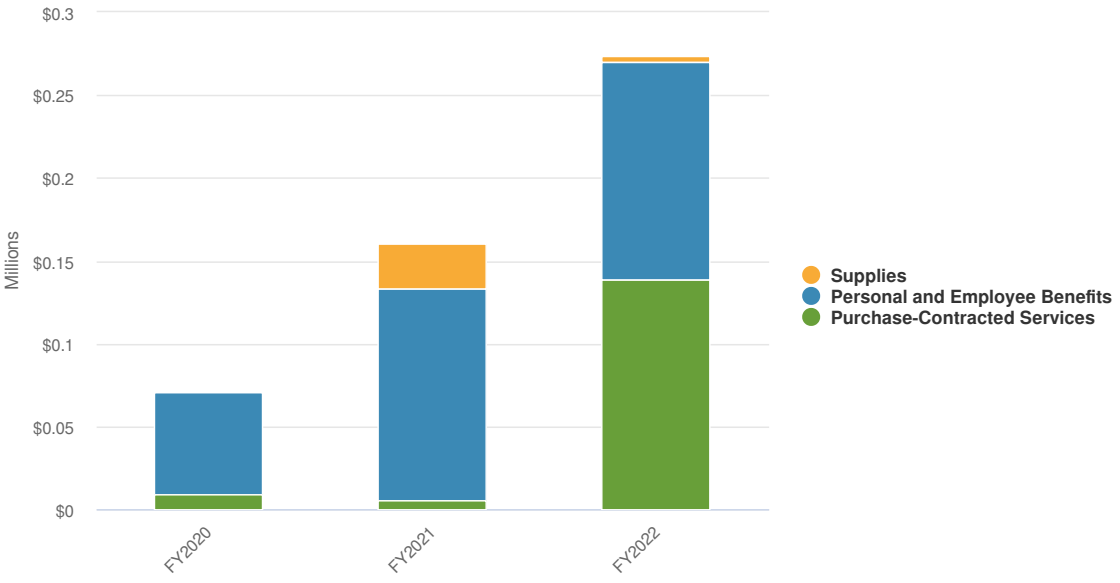


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10004270-511100	$44,961	$90,065	$91,852	6.1%
Overtime	10004270-511300	$0	$0	$500	0%
Group Insurance	10004280-512100	$7,139	$17,629	$23,567	0%
Social Security	10004280-512200	$2,729	$5,436	$4,078	8.7%
Medicare	10004280-512300	$638	$1,271	$953	8.7%
Retirement Contributions	10004280-512400	$6,250	$12,558	$9,142	8.7%
Workers' Compensation	10004280-512700	$356	$666	$1,538	3.6%
Total Personal and Employee Benefits:		**$62,072**	**$127,625**	**$131,630**	**5.2%**
Purchase-Contracted Services					
Professional Contracted Servic	10004290-521200	$7,548	$5,367	$134,000	-0.5%
Professional-Medical	10004290-521400	$0	$0	$100	0%
Communications	10004305-523200	$321	$475	$1,057	-43.2%
Advertising	10004305-523300	$0	$0	$250	0%
Printing and Binding	10004305-523400	$0	$43	$125	0%
Travel	10004305-523500	$117	$0	$1,250	0%
Dues and Fees	10004305-523600	$0	$0	$599	299.3%
Education & Training	10004305-523700	$830	$0	$1,250	0%
Total Purchase-Contracted Services:		**$8,815**	**$5,884**	**$138,631**	**-0.9%**
Supplies					
General Supplies & Materials	10004310-531100	$409	$317	$1,050	40%
Gasoline	10004310-531270	$83	$0	$448	-40.1%
Small Equipment	10004310-531600	$149	$0	$1,201	N/A
Tires, Batteries, Parts	10004310-531710	$0	$10	$500	0%
Grant Match	10004310-531799		$26,891	$0	0%
Total Supplies:		**$641**	**$27,217**	**$3,199**	**60.1%**
Total Expense Objects:		**$71,529**	**$160,727**	**$273,460**	**2.4%**

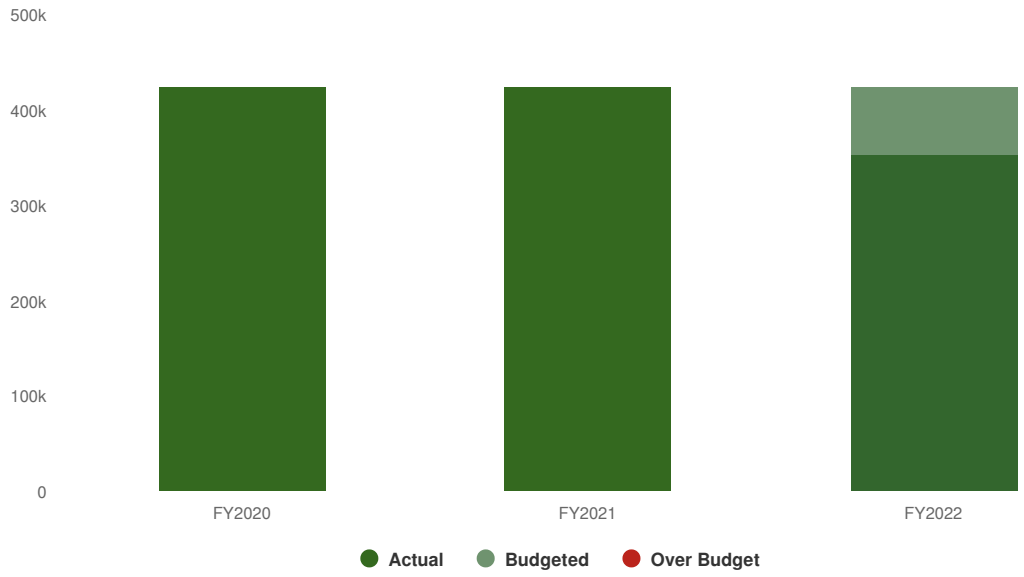
Health

To promote and protect the public's health by determining community health needs, providing leadership to develop policies and plans and assuring the public these policies and plans result in improved community outcomes.

Expenditures Summary

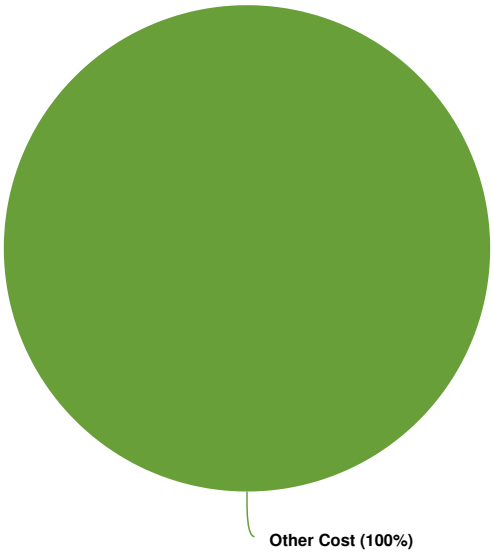
$425,000 $0
(0.00% vs. prior year)

Health Proposed and Historical Budget vs. Actual

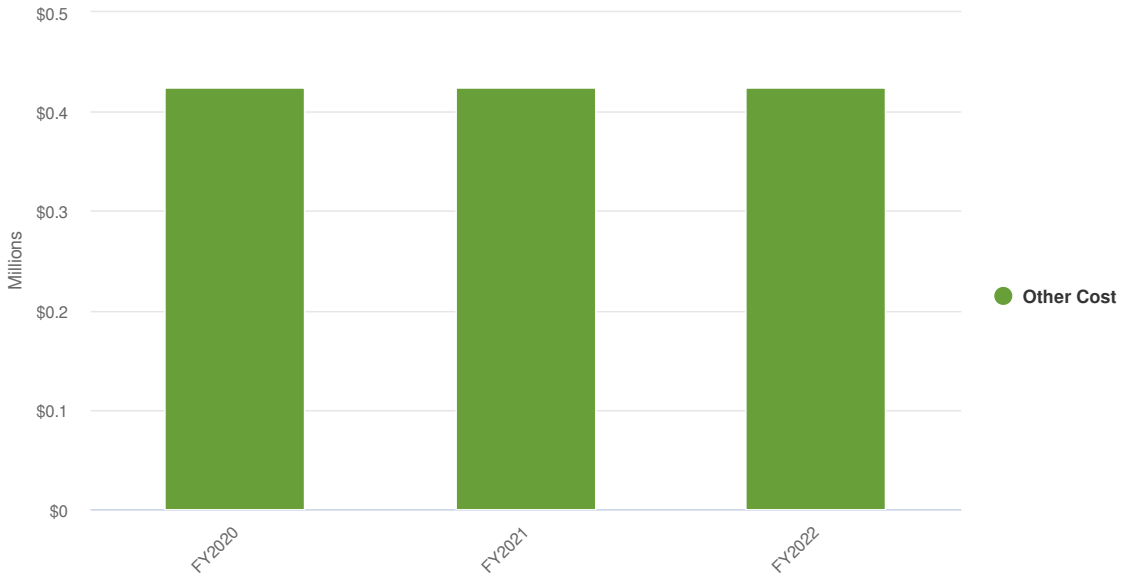


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Other Cost					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Payments to Other Agencies	10002830-572000	$425,012	$425,000	$425,000	0%
Total Other Cost:		**$425,012**	**$425,000**	**$425,000**	**0%**
Total Expense Objects:		**$425,012**	**$425,000**	**$425,000**	**0%**

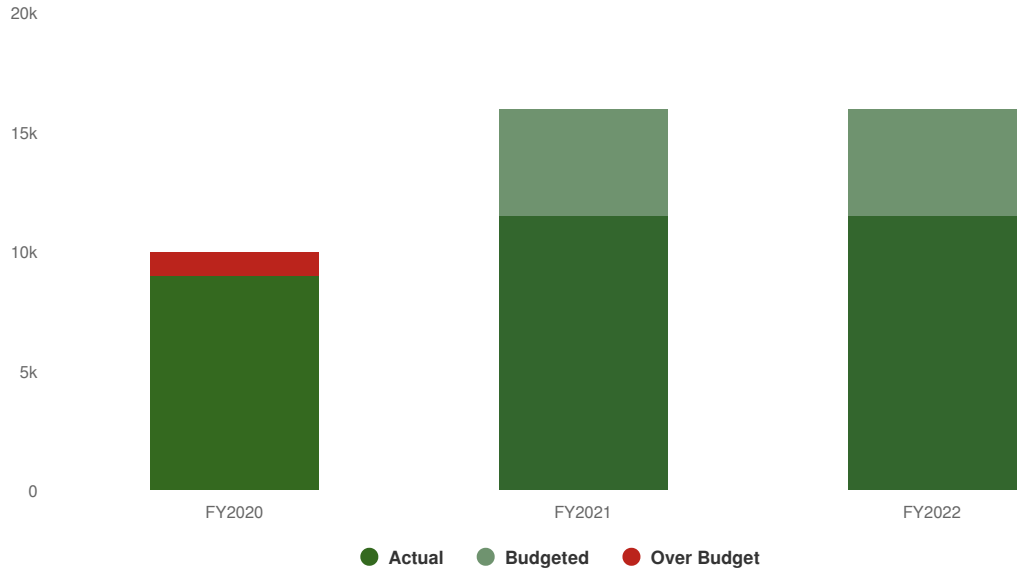
Indigent Medical Care

Covers burial expenses for indigent county residents.

Expenditures Summary

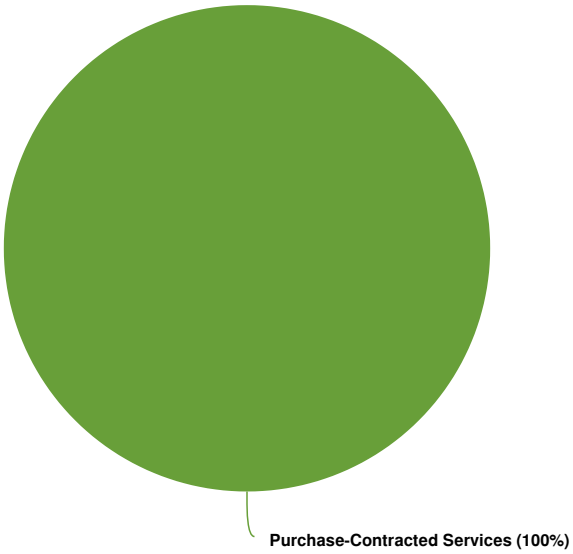
$16,000 **$0**
(0.00% vs. prior year)

Indigent Medical Care Proposed and Historical Budget vs. Actual

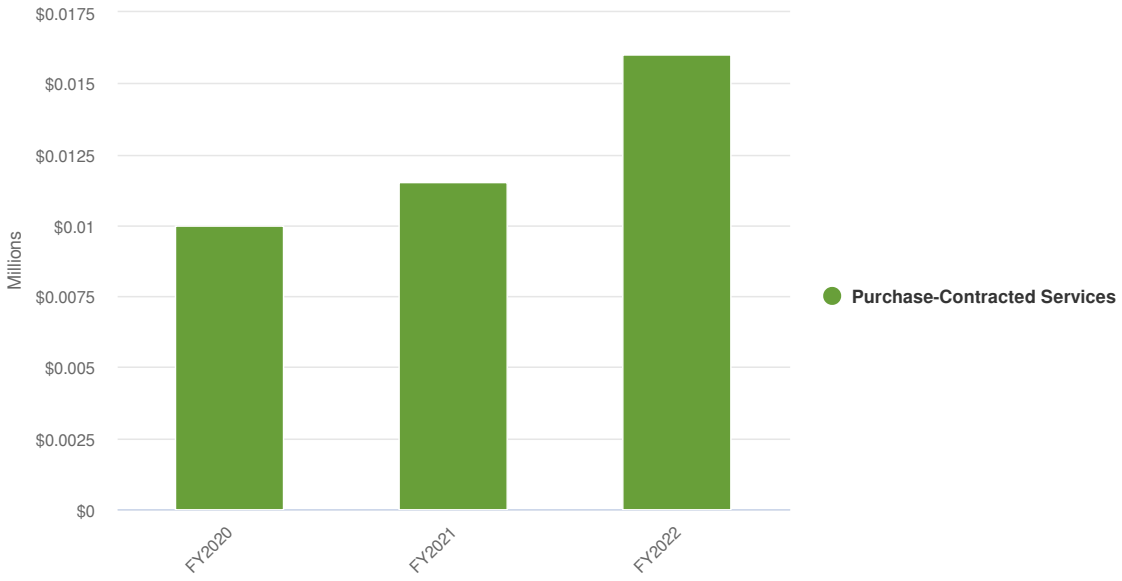


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	Notes
Expense Objects						
Purchase-Contracted Services						

Name	Account ID	FY2021 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	Notes
Professional Contracted Servic	10002840-521200	$11,500	$16,000	$16,000	0%	
Total Purchase-Contracted Services:		**$11,500**	**$16,000**	**$16,000**	**0%**	
Total Expense Objects:		**$11,500**	**$16,000**	**$16,000**	**0%**	

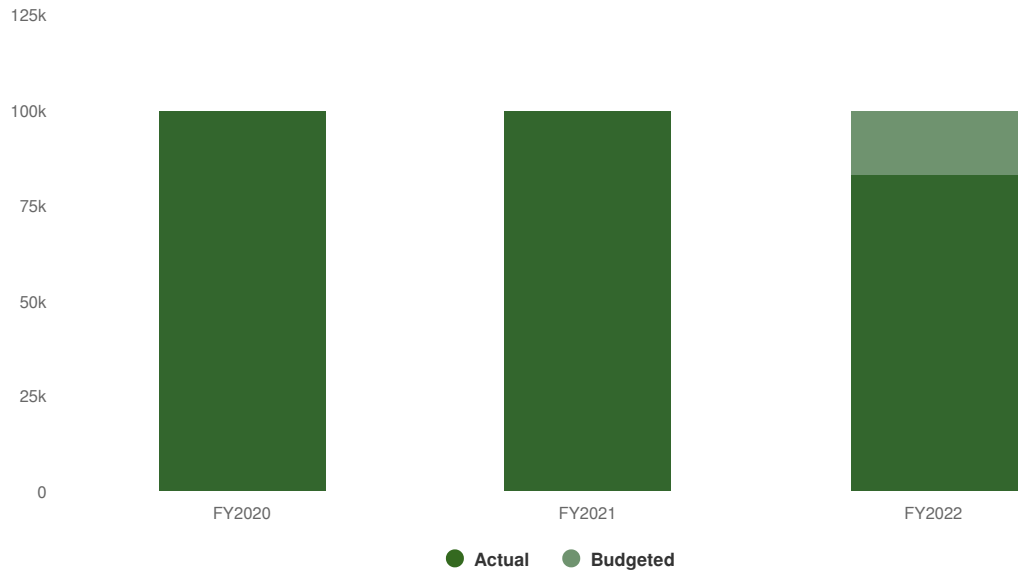
Welfare - DFACS

County provides fixed amount of annual supplemental funding to the Henry County Department of Family and Children Services Department.

Expenditures Summary

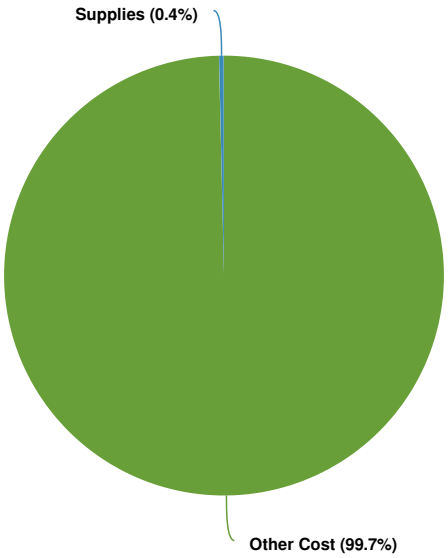
$100,000 **$0**
(0.00% vs. prior year)

Welfare -DFACS Proposed and Historical Budget vs. Actual

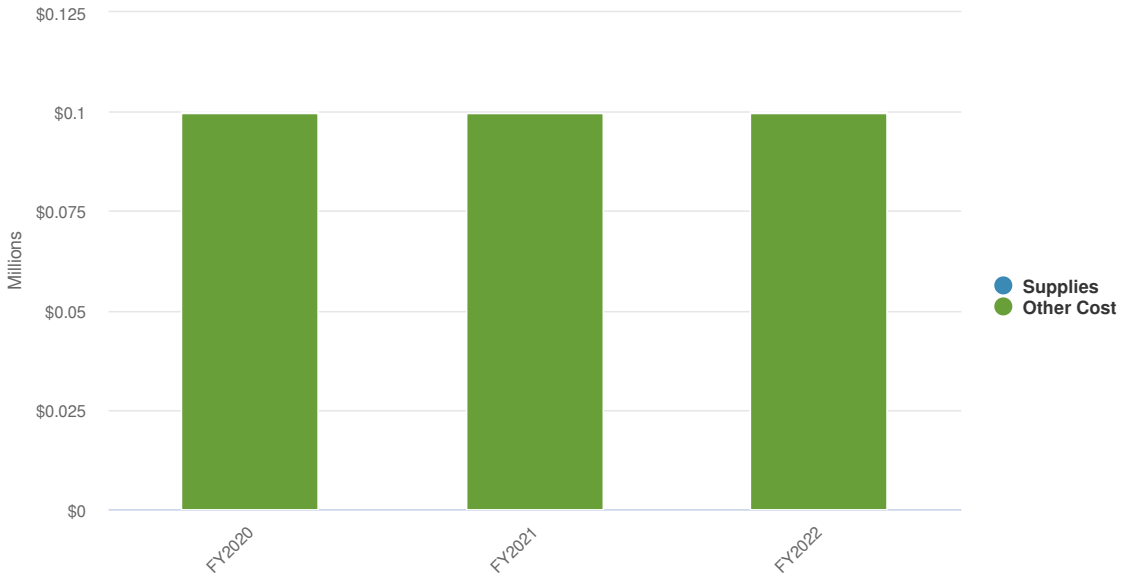


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Supplies					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Tires, Batteries, Parts	10002850-531710	$140	$0	$350	0%
Total Supplies:		**$140**	**$0**	**$350**	**0%**
Other Cost					
Payments to Other Agencies	10002855-572000	$99,770	$99,650	$99,650	0%
Total Other Cost:		**$99,770**	**$99,650**	**$99,650**	**0%**
Total Expense Objects:		**$99,910**	**$99,650**	**$100,000**	**0%**

Organizational Chart

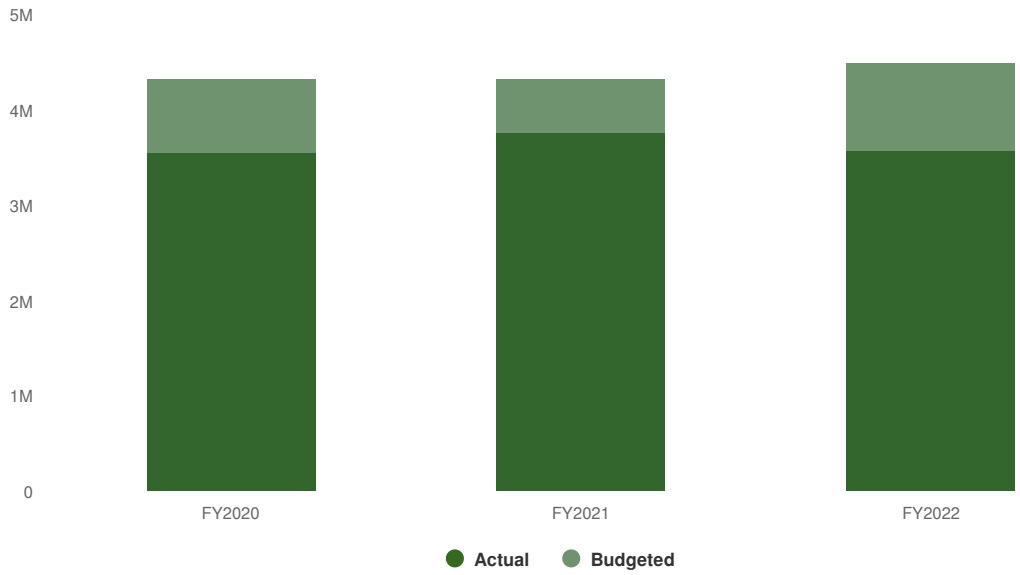
Senior Citizens Center

This department serves 45,880 meals annually to clients at the Senior Center and to homebound senior clients through the Nutrition program. We also provide enrichment activities such as arts and crafts, educational presentations, recreational activities, outings and special events.

Expenditures Summary

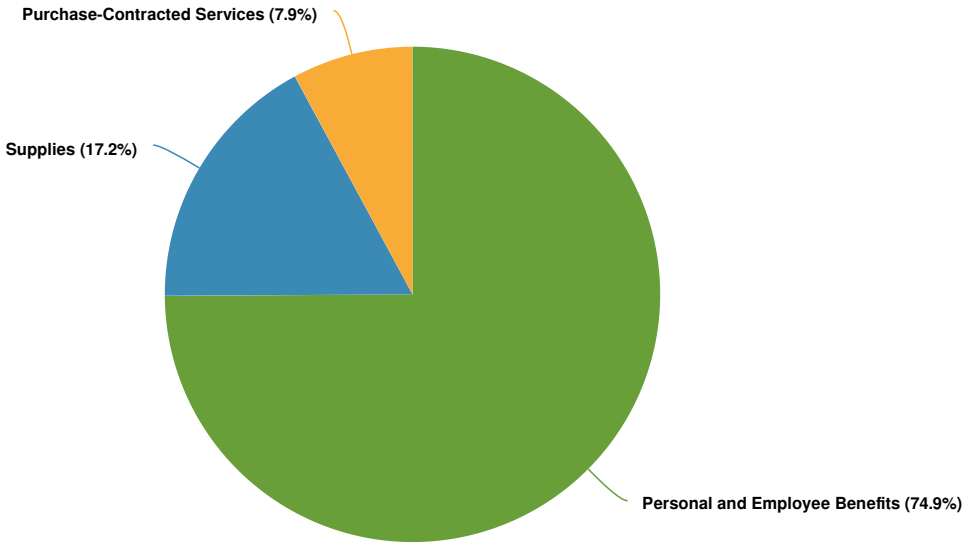
$4,495,818 **$179,444**
(4.16% vs. prior year)

Senior Citizens Center Proposed and Historical Budget vs. Actual

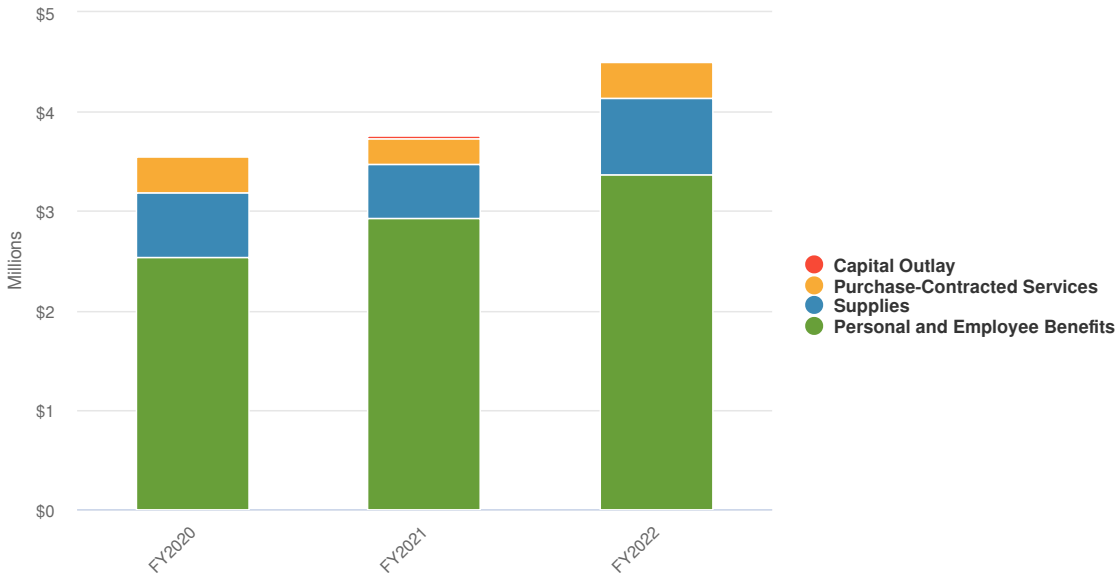


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002860-511100	$1,805,765	$1,935,023	$2,372,415	7.7%
Other Compensation	10002860-511700	$6,607	$0	$0	0%
Group Insurance	10002870-512100	$370,918	$604,701	$536,772	-3.8%
Social Security	10002870-512200	$107,878	$113,219	$139,383	6.4%
Medicare	10002870-512300	$25,242	$26,615	$32,598	6.4%
Retirement Contributions	10002870-512400	$202,330	$223,162	$246,879	8.3%
Workers' Compensation	10002870-512700	$25,062	$28,405	$39,671	3.6%
Total Personal and Employee Benefits:		**$2,543,803**	**$2,931,125**	**$3,367,718**	**5.6%**
Purchase-Contracted Services					
Official/Administrative Contra	10002880-521100	$201,185	$152,724	$137,600	-21.8%
Professional Contracted Servic	10002880-521200	$21,480	$17,910	$36,000	0%
Technical Contracted Services	10002880-521300	$4,873	$9,172	$25,000	0%
Professional-Medical	10002880-521400	$553	$501	$1,500	0%
Cleaning Services	10002890-522100	$21,632	$17,866	$37,000	48%
Disposal	10002890-522110	$5,250	$6,261	$6,300	26%
Repairs & Maintenance	10002890-522200	$79,177	$24,673	$66,000	-22.4%
Rental of Equipment & Vehicles	10002890-522320	$14,504	$15,375	$18,000	12.5%
Communications	10002900-523200	$16,072	$16,505	$18,100	44.8%
Printing and Binding	10002900-523400	$1,821	$2,280	$2,500	0%
Travel	10002900-523500	$1,824	$0	$1,000	0%
Dues and Fees	10002900-523600	$0	$100	$350	0%
Education & Training	10002900-523700	$0	$2,945	$4,500	0%
Total Purchase-Contracted Services:		**$368,372**	**$266,311**	**$353,850**	**-9.4%**
Supplies					
General Supplies & Materials	10002910-531100	$6,482	$6,590	$10,000	0%
Water/Sewerage	10002910-531210	$23,834	$20,633	$30,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Natural Gas	10002910-531220	$14,855	$15,484	$23,500	56.7%
Electricity	10002910-531230	$58,962	$59,943	$65,000	0%
Gasoline	10002910-531270	$12,870	$18,538	$22,000	37.5%
Food	10002910-531300	$499,625	$342,547	$554,800	0%
Small Equipment	10002910-531600	$11,688	$54,441	$25,900	0%
Other Supplies	10002910-531700	$6,423	$4,513	$11,050	0%
Uniforms	10002910-531701		$0	$12,000	N/A
Tires, Batteries, Oil	10002910-531710	$6,995	$18,340	$20,000	100%
Total Supplies:		**$641,733**	**$541,029**	**$774,250**	**4.9%**
Capital Outlay					
Vehicles	10002910-542200	$0	$147	$0	0%
Furniture and Fixtures	10002915-542300		$17,380	$0	0%
Total Capital Outlay:		**$0**	**$17,527**	**$0**	**0%**
Total Expense Objects:		**$3,553,907**	**$3,755,992**	**$4,495,818**	**4.2%**

Goal #1

Identify best practices in providing in-home support services for homebound clients.

Deliverables:
Homemaker Services to help functionally impaired seniors live independently in
their own homes as long as possible through in-home assistance provided by
Homemaker Aides to clients who need help with light housekeeping tasks

Performance Measures

Measure 1: Improve in-home support services for homebound clients
Metrics: Rating of services provided by in-home support services to homebound clients
Inputs: Client surveys
Due Dates: END of FY 22, Intermediate Milestones as necessary

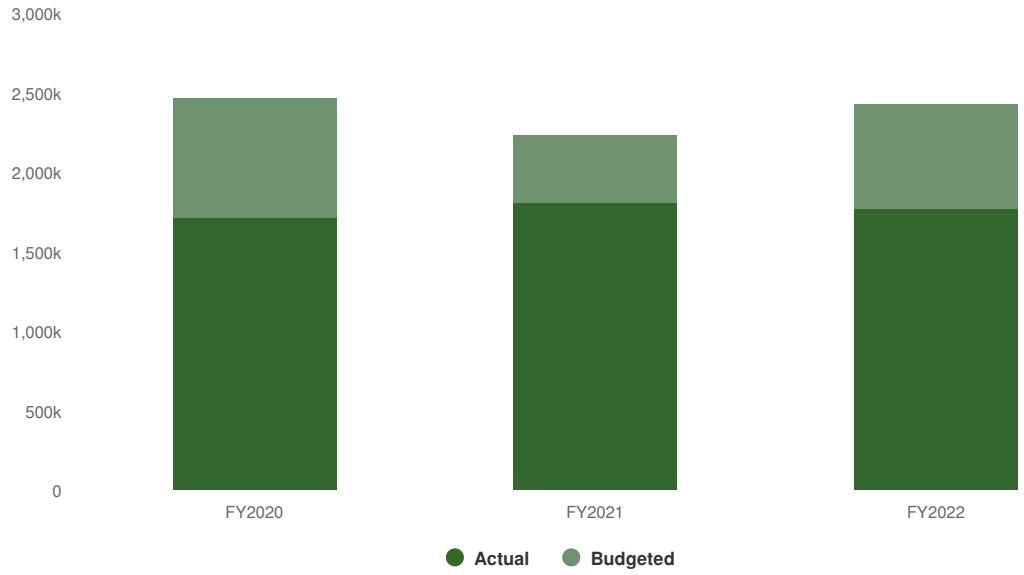
Transportation Services

Henry County Transit provides transportation to and from educational facilities, employment centers, shopping areas, worship services, medical facilities and general places of business.

Expenditures Summary

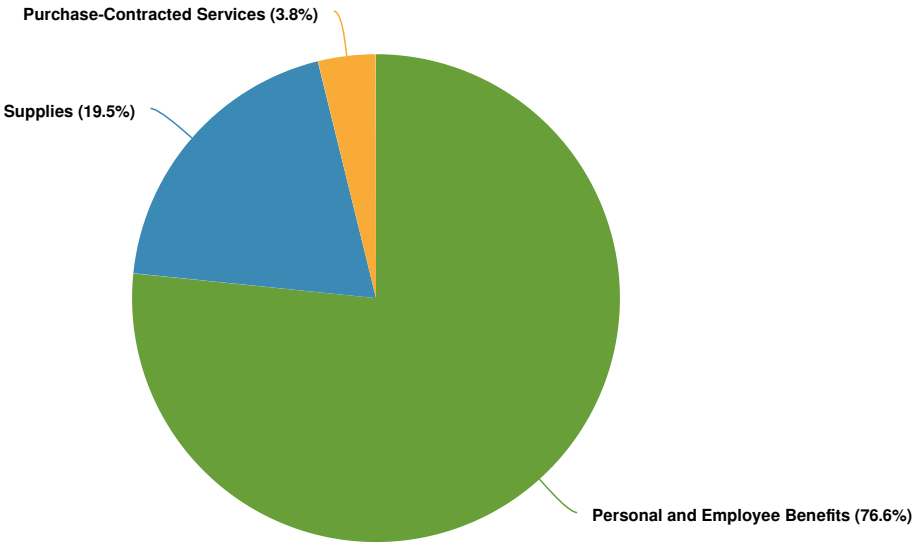
$2,433,155 $200,964
(9.00% vs. prior year)

Transportation Services Proposed and Historical Budget vs. Actual

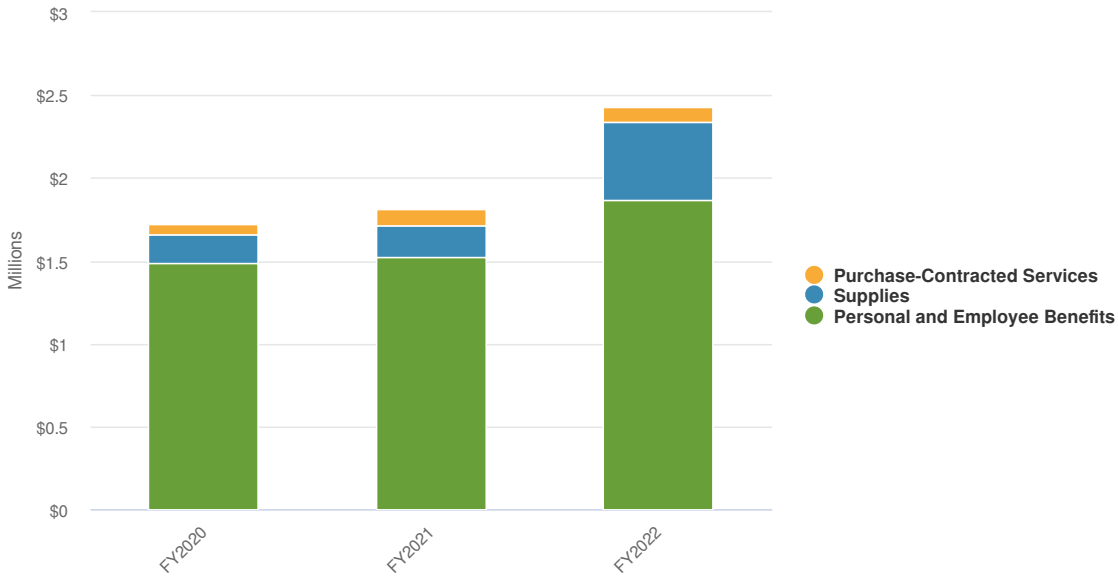


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10002920-511100	$976,474	$946,836	$1,301,431	18.7%
Overtime	10002920-511300	$1,065	$1,171	$12,000	N/A
Overtime	10002930-511300	$3,713	$0	$0	-100%
Group Insurance	10002930-512100	$282,614	$348,572	$273,701	-7.2%
Social Security	10002930-512200	$57,485	$55,251	$73,334	6.7%
Medicare	10002930-512300	$13,472	$13,022	$17,150	6.7%
Retirement Contributions	10002930-512400	$118,692	$121,038	$148,130	7.5%
Workers' Compensation	10002930-512700	$35,240	$36,399	$38,609	2%
Total Personal and Employee Benefits:		**$1,488,754**	**$1,522,289**	**$1,864,355**	**12.1%**
Purchase-Contracted Services					
Professional Contracted Servic	10002940-521200		$14,912	$0	-100%
Technical Contracted Services	10002940-521300	$41,668	$52,057	$52,150	-3.4%
Professional-Medical	10002940-521400	$2,583	$1,351	$5,500	-11.3%
Cleaning Services	10002950-522100	$2,614	$2,584	$4,850	61.7%
Disposal	10002950-522110	$958	$1,063	$1,120	12%
Repairs & Maintenance	10002950-522200	$603	$0	$1,000	0%
Rental of Equipment & Vehicles	10002950-522320	$570	$1,420	$2,600	4%
Communications	10002960-523200	$11,220	$14,267	$15,000	0%
Advertising	10002960-523300	$30	$30	$180	-70%
Printing and Binding	10002960-523400	$888	$476	$2,000	0%
Travel	10002960-523500	$934	$12	$1,000	-50%
Dues and Fees	10002960-523600	$416	$3,422	$1,400	-65%
Education & Training	10002960-523700	$44	$3,803	$3,500	-22.2%
Other Purchased Services	10002960-523900	$880	$700	$2,900	-42%
Total Purchase-Contracted Services:		**$63,407**	**$96,096**	**$93,200**	**-19.5%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Supplies					
General Supplies & Materials	10002970-531100	$1,595	$40,390	$5,500	57.1%
Water/Sewerage	10002970-531210	$2,525	$2,763	$3,500	0%
Electricity	10002970-531230	$9,711	$11,137	$11,000	0%
Gasoline	10002970-531270	$117,814	$92,565	$110,500	11.1%
Other Supplies	10002970-531700	$3,576	$698	$5,000	0%
Uniforms	10002970-531701		$0	$4,999	N/A
Tires, Batteries, Oil	10002970-531710	$27,103	$27,291	$35,101	15.1%
Grant Match	10002970-531799	$5,693	$17,534	$300,000	0%
Total Supplies:		**$168,016**	**$192,379**	**$475,600**	**5%**
Total Expense Objects:		**$1,720,178**	**$1,810,764**	**$2,433,155**	**9%**

Goal #1

Ensure the basic mobility of Henry County residents.

Deliverables:
Countywide transportation services for transit dependents in Henry County.

Goal #2

Provide effective and efficient public transit services to meet the area's transit
needs.

Deliverables:

- Fixed route transportation in and around downtown Henry.

Performance Measures

Measure 1: Improve resident mobility around Henry County
Metrics: Count of people using Henry County Transit services
Inputs: Henry County Transit Services Data
Due Dates: END of FY 22, Intermediate Milestones as necessary

Measure 2: Maintain transit services within Henry County
Metrics: Improving Henry County Transit services
Inputs: Plans for maintaining and improving the Henry County Transit network
Due Dates: END of FY22, Intermediate Milestones as necessary

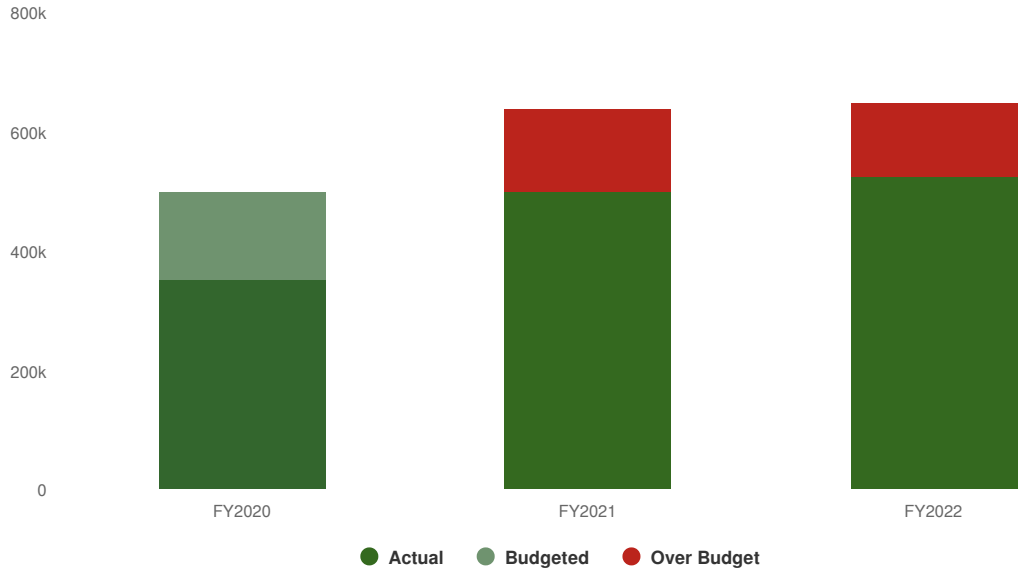
Wellness Center

Annual funding for the Henry County Wellness Center which provides health services to county employees and their dependents.

Expenditures Summary

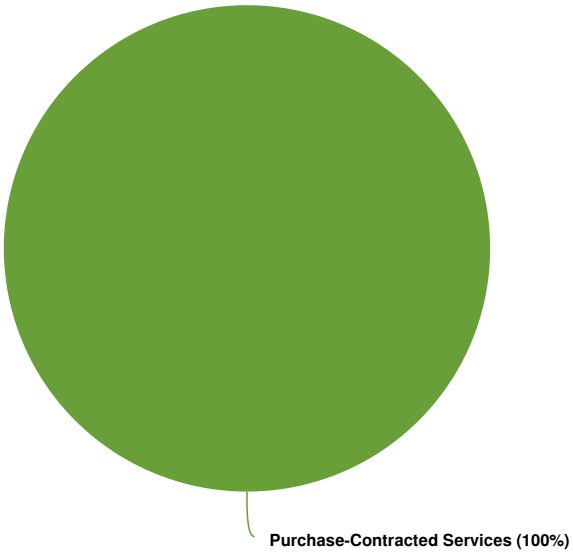
$525,000 $25,000
(5.00% vs. prior year)

Wellness Center Proposed and Historical Budget vs. Actual

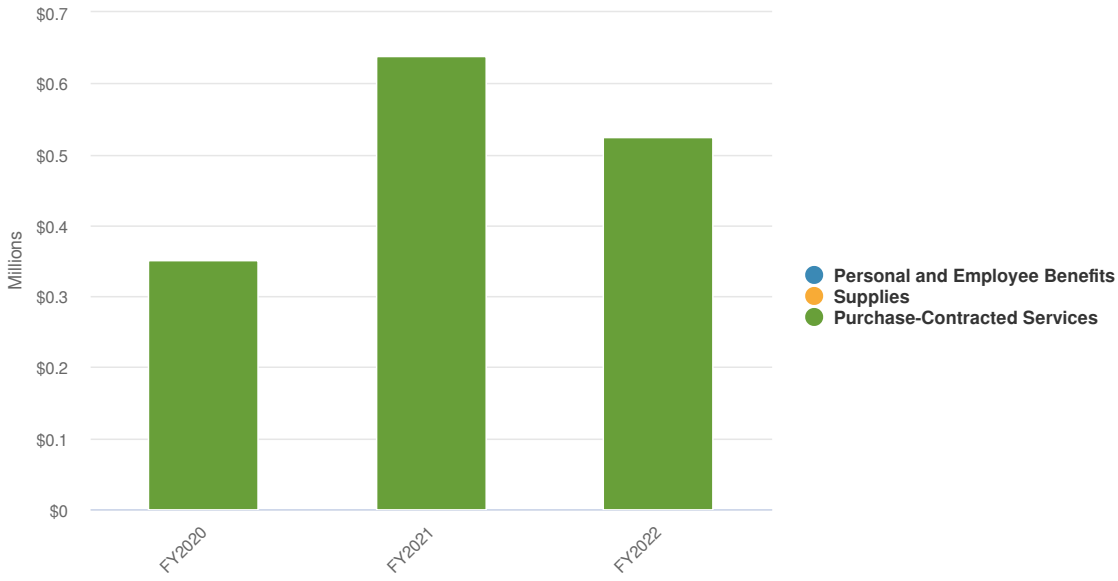


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10004000-511100	$98	$0	$0	0%
Overtime	10004000-511300	$737	$0	$0	0%
Group Insurance	10004010-512100	$8	$0	$0	0%
Social Security	10004010-512200	$35	$0	$0	0%
Medicare	10004010-512300	$8	$0	$0	0%
Retirement Contributions	10004010-512400	$78	$0	$0	0%
Workers' Compensation	10004010-512700	$30	$0	$0	0%
Total Personal and Employee Benefits:		**$993**	**$0**	**$0**	**0%**
Purchase-Contracted Services					
Insurance, Oth than Empl Ben	10004040-523100	$350,115	$628,668	$525,000	5%
Other Purchased Services	10004040-523900	$0	$9,900	$0	0%
Total Purchase-Contracted Services:		**$350,115**	**$638,568**	**$525,000**	**5%**
Supplies					
Small Equipment	10004040-531600	$38	$0	$0	0%
Cleaning Supplies	10004050-531140	$328	$229	$0	0%
Total Supplies:		**$366**	**$229**	**$0**	**0%**
Total Expense Objects:		**$351,474**	**$638,798**	**$525,000**	**5%**

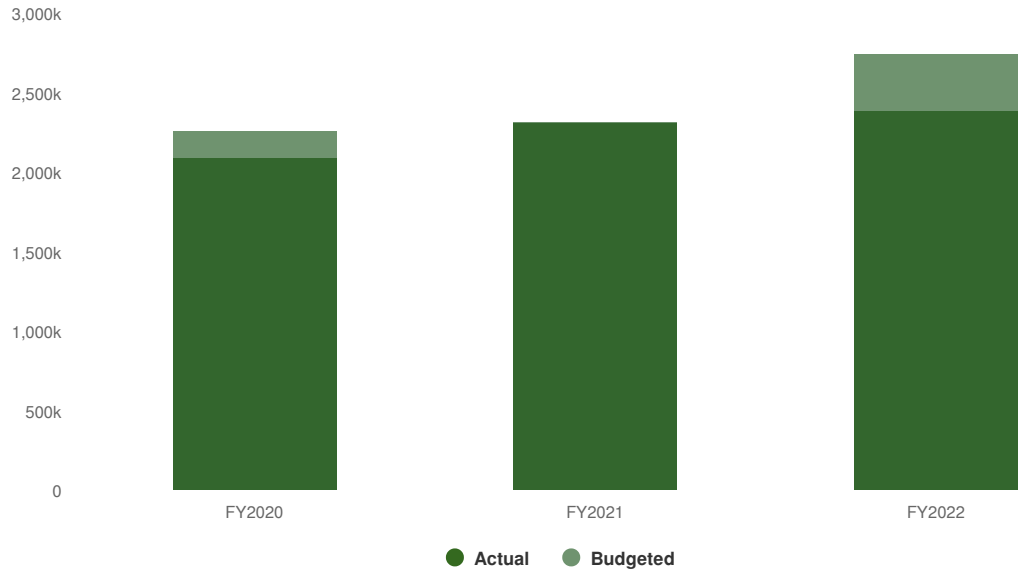
Recreation Admin

The Recreation Department strives to provide a diverse offering of recreation programs and special events for citizens of all ages and abilities. Our mission is to effectively promote recreation activities and services to help the citizens of the community strive for healthier lifestyles through sports, exercise, leisure programs and other amenities.

Expenditures Summary

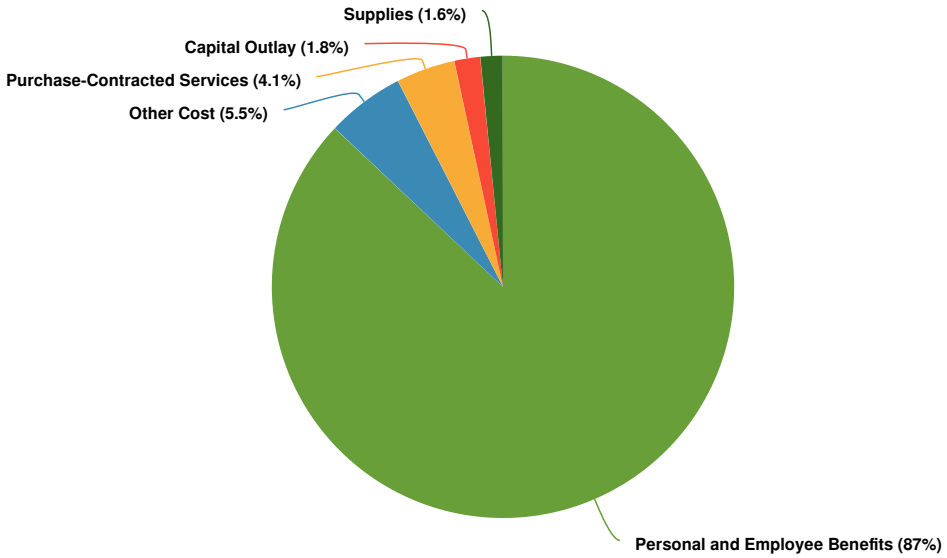
$2,746,915 **$428,448**
(18.48% vs. prior year)

Recreation Admin Proposed and Historical Budget vs. Actual

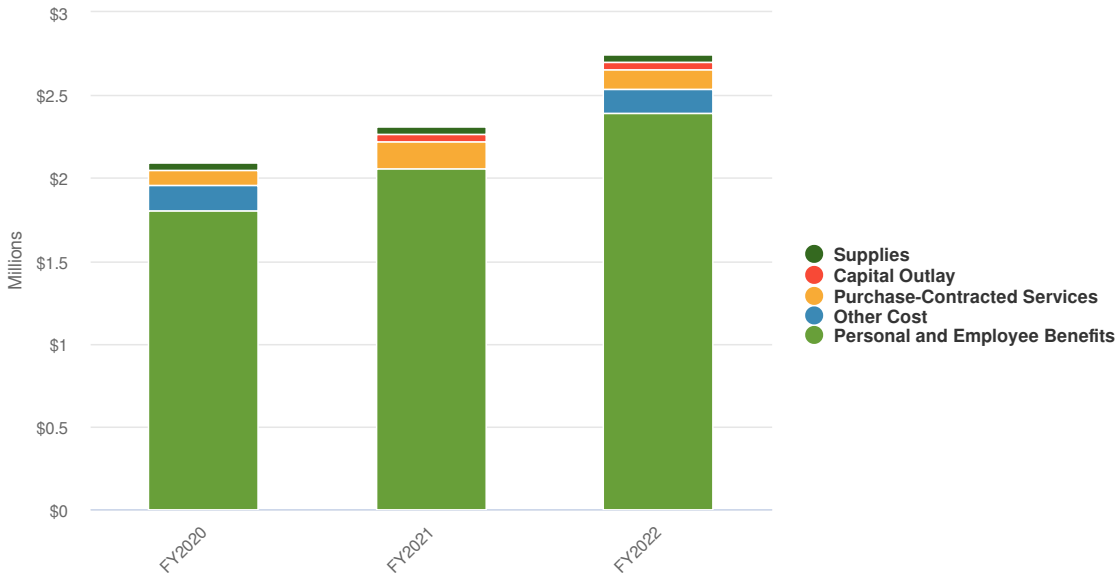


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003020-511100	$1,348,617	$1,453,344	$1,857,744	27.8%
Group Insurance	10003030-512100	$194,056	$212,469	$212,469	0%
Social Security	10003030-512200	$81,269	$88,990	$95,603	7.4%
Medicare	10003030-512300	$19,007	$20,812	$22,358	7.4%
Retirement Contributions	10003030-512400	$135,793	$140,334	$155,157	10.6%
Workers' Compensation	10003030-512700	$26,657	$46,372	$47,438	2.3%
Total Personal and Employee Benefits:		**$1,805,400**	**$1,962,321**	**$2,390,769**	**21.8%**
Purchase-Contracted Services					
Official/Administrative Contra	10003040-521100	$4,525	$6,000	$6,000	0%
Professional-Medical	10003040-521400	$0	$255	$255	0%
Cleaning Services	10003050-522100	$13,845	$20,000	$20,000	0%
Custodial	10003050-522130	$15,893	$25,000	$25,000	0%
Repairs & Maintenance	10003050-522200	$17,212	$15,000	$15,000	0%
Rental of Equipment & Vehicles	10003050-522320	$16,626	$20,000	$20,000	0%
Communications	10003060-523200	$19,765	$16,191	$16,191	0%
Advertising	10003060-523300	$0	$700	$700	0%
Printing and Binding	10003060-523400	$3,038	$2,500	$2,500	0%
Travel	10003060-523500	$1,198	$2,500	$2,500	0%
Dues and Fees	10003060-523600	$2,564	$2,500	$2,500	0%
Education & Training	10003060-523700	$1,934	$2,500	$2,500	0%
Total Purchase-Contracted Services:		**$96,599**	**$113,146**	**$113,146**	**0%**
Supplies					
General Supplies & Materials	10003070-531100	$23,767	$25,000	$25,000	0%
Veterans Wall Bricks	10003070-531170	$315	$0	$0	0%
Gasoline	10003070-531270	$0	$5,000	$5,000	0%

Name	Account ID	FY2020 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Small Equipment	10003070-531600	$3,216	$0	$0	0%
Other Supplies	10003070-531700	$525	$0	$0	0%
Tires, Batteries, Oil	10003070-531710	$16,813	$13,000	$13,000	0%
Total Supplies:		**$44,635**	**$43,000**	**$43,000**	**0%**
Capital Outlay					
Site Improvements Cap Outlay	10003071-541200		$50,000	$50,000	0%
Total Capital Outlay:			**$50,000**	**$50,000**	**0%**
Other Cost					
Payments to Other Agencies	10003075-572000	$150,000	$150,000	$150,000	0%
Total Other Cost:		**$150,000**	**$150,000**	**$150,000**	**0%**
Total Expense Objects:		**$2,096,634**	**$2,318,467**	**$2,746,915**	**18.5%**

Goal #1

Provide, operate and maintain parks and recreation facilities that are safe, accessible and aesthetically pleasing to the entire community.

Deliverables:

- Incorporate newly added amenities into existing parks.
- Provide development and training opportunities to staff to ensure efficiency, safety and quality professional development.
- Improve cooperation with Athletic Division's staff by providing coordination, meeting and training opportunities.

Performance Measures

Measure 1: Improve parks and recreation services facilities

Metrics: Amenity improvement metrics, trainings and coordination opportunities completed

Inputs: Plans for improving amenities, training and coordination logs

Due Dates: END of FY 22, Intermediate Milestones as needed

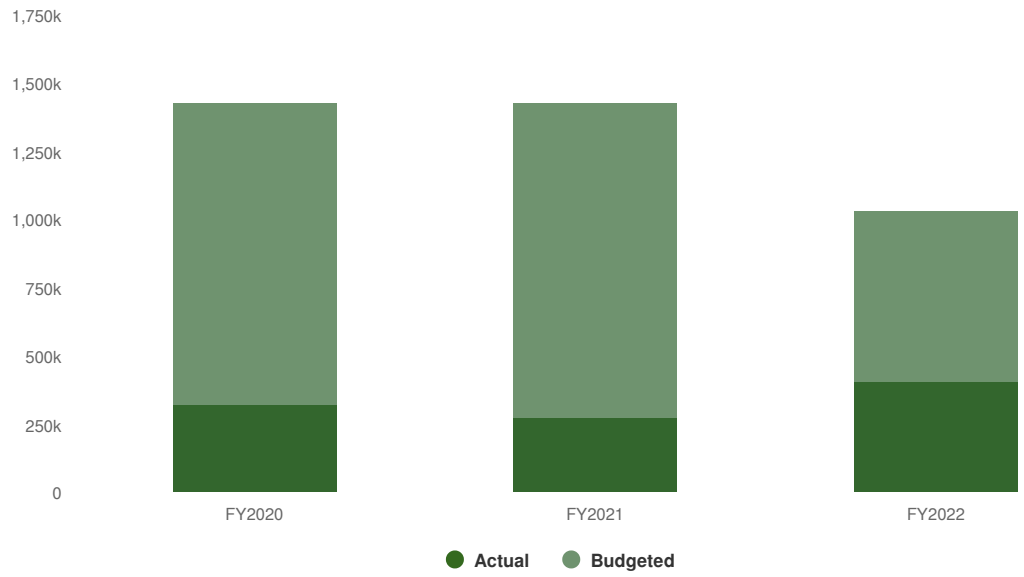
Participant Recreation

The Recreation Department strives to provide a diverse offering of recreation programs and special events for citizens of all ages and abilities. Our mission is to effectively promote recreation activities and services to help the citizens of the community strive for healthier lifestyles through sports, exercise, leisure programs and other amenities.

Expenditures Summary

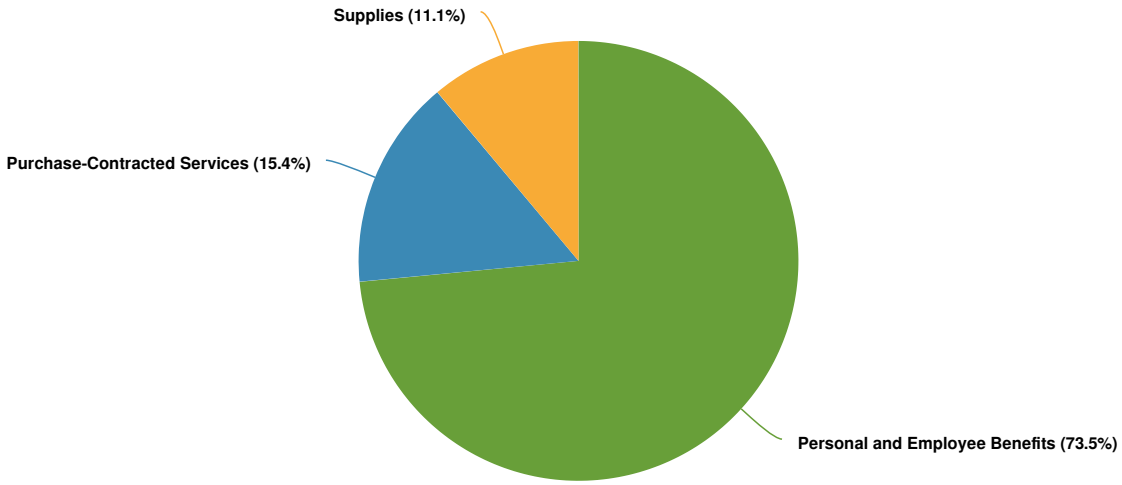
$1,037,330 **-$392,369**
(-27.44% vs. prior year)

Participant Recreation Proposed and Historical Budget vs. Actual

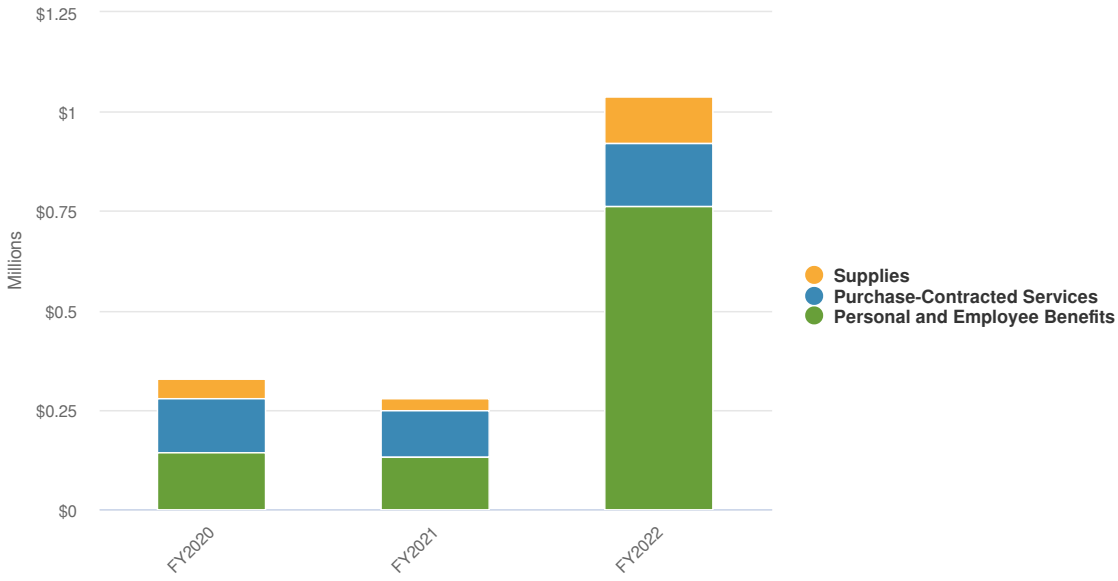


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003080-511100	$128,398	$118,477	$676,052	-37%
Social Security	10003090-512200	$7,961	$7,346	$67,665	1.7%
Medicare	10003090-512300	$1,862	$1,718	$15,824	1.7%
Retirement Contributions	10003090-512400	$0	$0	$2,602	N/A
Workers' Compensation	10003090-512700	$3,579	$3,901	$187	N/A
Total Personal and Employee Benefits:		**$141,800**	**$131,442**	**$762,330**	**-34%**
Purchase-Contracted Services					
Official/Administrative Contra	10003100-521100	$136,059	$117,243	$160,000	0%
Total Purchase-Contracted Services:		**$136,059**	**$117,243**	**$160,000**	**0%**
Supplies					
Gasoline	10003110-531270	$3,698	$1,124	$0	0%
Other Supplies	10003110-531700	$45,694	$27,845	$115,000	0%
Total Supplies:		**$49,392**	**$28,969**	**$115,000**	**0%**
Total Expense Objects:		**$327,252**	**$277,654**	**$1,037,330**	**-27.4%**

Goal #1

Increase the awareness of leisure opportunities, improve upon the quality and quantity of recreation programs and provide the safest facilities and programming as possible.

Deliverables:

- **Increase Recreation Programming for all demographics** Provide additional youth sports instructional programs (basketball and tennis). Increase senior programs to include arts and active programs. Offer additional family oriented special events.
- **Increase Therapeutic Programming** - Increase the number of registered participants. Collaborate with community organization to offer additional recreation and educational programs for parents and caregivers. Increase the number of social events, sports and fitness classes.
- **Improve and increase staff training** - Provide quarterly training to all staff to review customer service and facility operations procedures. Train all full-time and part-time staff in the use of the Department's management software.

Performance Measures

Measure 1: Increase Recreation Programming for all Demographics
- Metrics: Number and costs of recreation opportunities
- Inputs: Recreation department data

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Increase Therapeutic Programming
- Metrics: Percentage of new registered participants, number of new therapeutic programming opportunities
- Inputs: Recreation department data

Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 3: Improve staff training
- Metrics: Number and amount of training opportunities for staff
- Inputs: Training logs

Due Dates: END of FY 22, Intermediate Milestones as needed

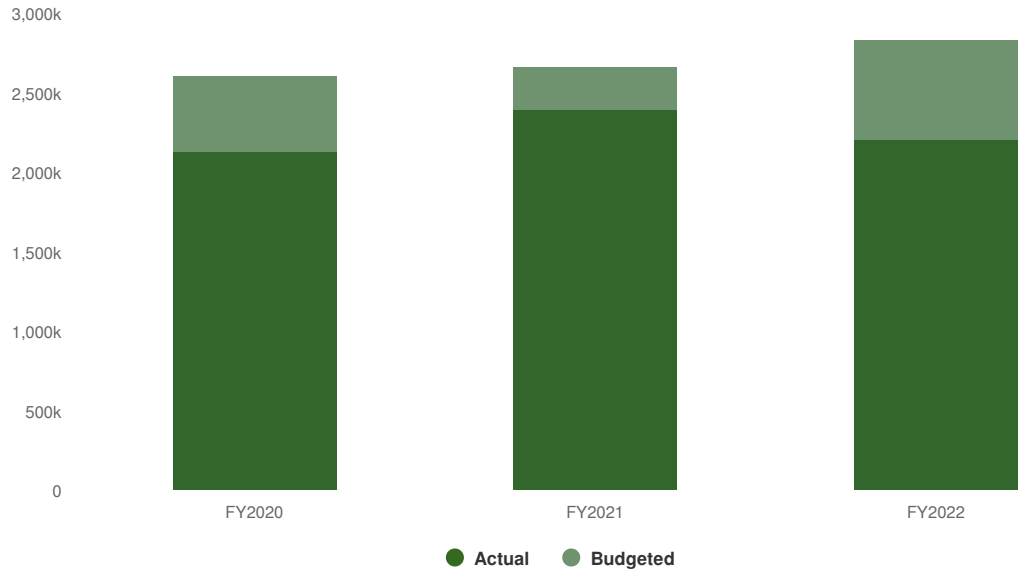
Park Areas

The Recreation Department strives to provide a diverse offering of recreation programs and special events for citizens of all ages and abilities. Our mission is to effectively promote recreation activities and services to help the citizens of the community strive for healthier lifestyles through sports, exercise, leisure programs and other amenities.

Expenditures Summary

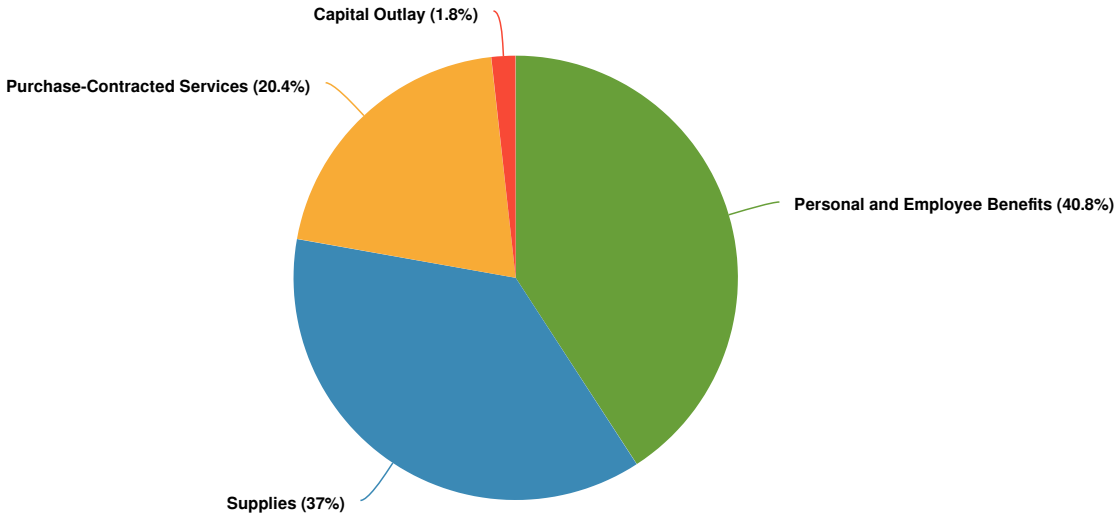
$2,840,175 **$174,237**
(6.54% vs. prior year)

Park Areas Proposed and Historical Budget vs. Actual

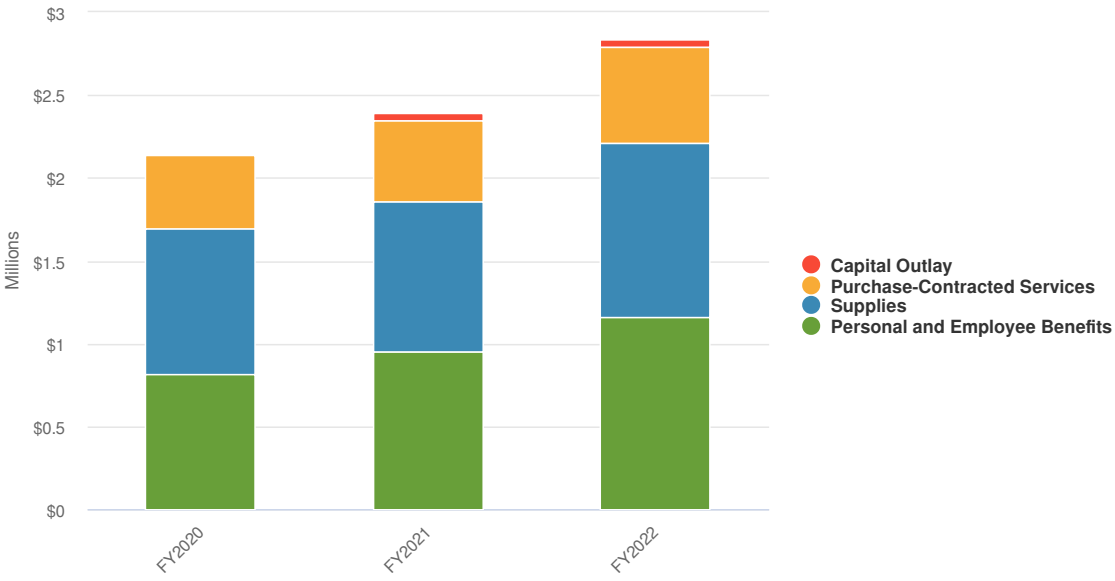


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003120-511100	$553,917	$626,697	$808,024	25.4%
Group Insurance	10003130-512100	$135,085	$174,539	$190,954	0%
Social Security	10003130-512200	$33,309	$37,873	$41,578	7.4%
Medicare	10003130-512300	$7,790	$8,873	$9,724	7.4%
Retirement Contributions	10003130-512400	$70,134	$80,426	$84,363	8.3%
Workers' Compensation	10003130-512700	$19,135	$24,551	$25,369	1.9%
Total Personal and Employee Benefits:		**$819,371**	**$952,960**	**$1,160,012**	**17.7%**
Purchase-Contracted Services					
Technical Contracted Services	10003140-521300	$3,490	$3,817	$5,020	0%
Professional-Medical	10003140-521400	$1,813	$1,806	$700	0%
Disposal	10003140-522110	$62,383	$58,231	$117,972	50.2%
Custodial	10003150-522130	$253,676	$339,431	$318,617	-17.1%
Lawn Care	10003150-522140	$39,631	$42,510	$43,398	0%
Repairs & Maintenance	10003150-522200	$21,700	$19,164	$25,700	0%
Rental of Equipment & Vehicles	10003150-522320	$53,955	$19,031	$50,325	0%
Communications	10003160-523200	$2,998	$4,426	$9,287	0%
Travel	10003160-523500	$0	$0	$1,200	0%
Dues and Fees	10003160-523600	$240	$872	$5,292	408.8%
Education & Training	10003160-523700	$95	$609	$2,625	0%
Total Purchase-Contracted Services:		**$439,980**	**$489,898**	**$580,136**	**-3.7%**
Supplies					
General Supplies & Materials	10003170-531100	$20,252	$24,367	$20,000	0%
Water/Sewerage	10003170-531210	$304,649	$265,218	$343,189	0%
Natural Gas	10003170-531220	$187	$0	$0	0%
Electricity	10003170-531230	$487,502	$535,551	$585,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Gasoline	10003170-531270	$36,425	$50,233	$43,000	0%
Small Equipment	10003170-531600	$11,065	$11,629	$33,838	185.8%
Tires, Batteries, Oil	10003170-531710	$17,033	$21,166	$25,000	0%
Total Supplies:		**$877,113**	**$908,165**	**$1,050,027**	**2.1%**
Capital Outlay					
Site Improvements Cap Outlay	10003171-541200		$41,285	$50,000	0%
Total Capital Outlay:			**$41,285**	**$50,000**	**0%**
Total Expense Objects:		**$2,136,463**	**$2,392,307**	**$2,840,175**	**6.5%**

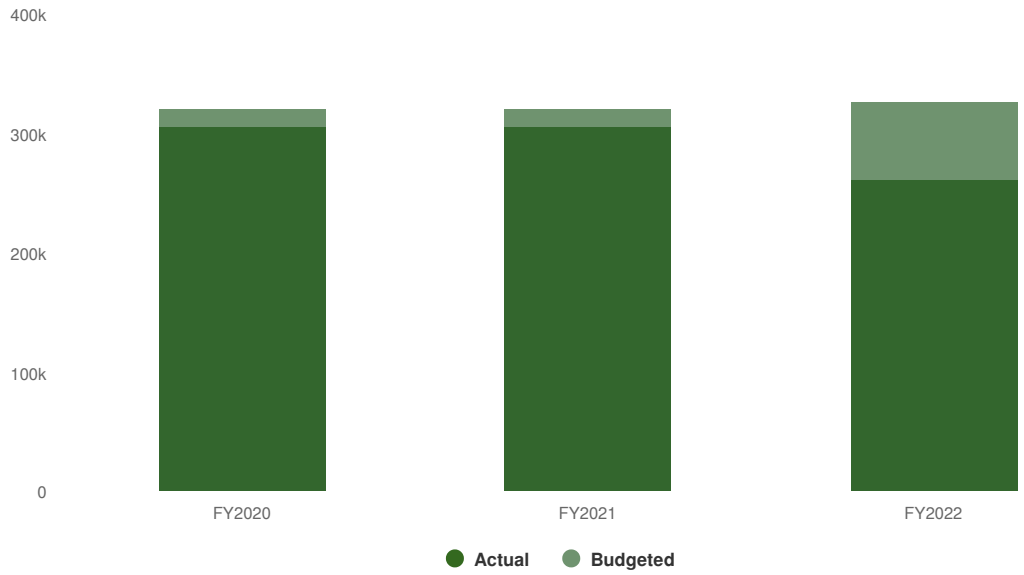
Extension Office

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

Expenditures Summary

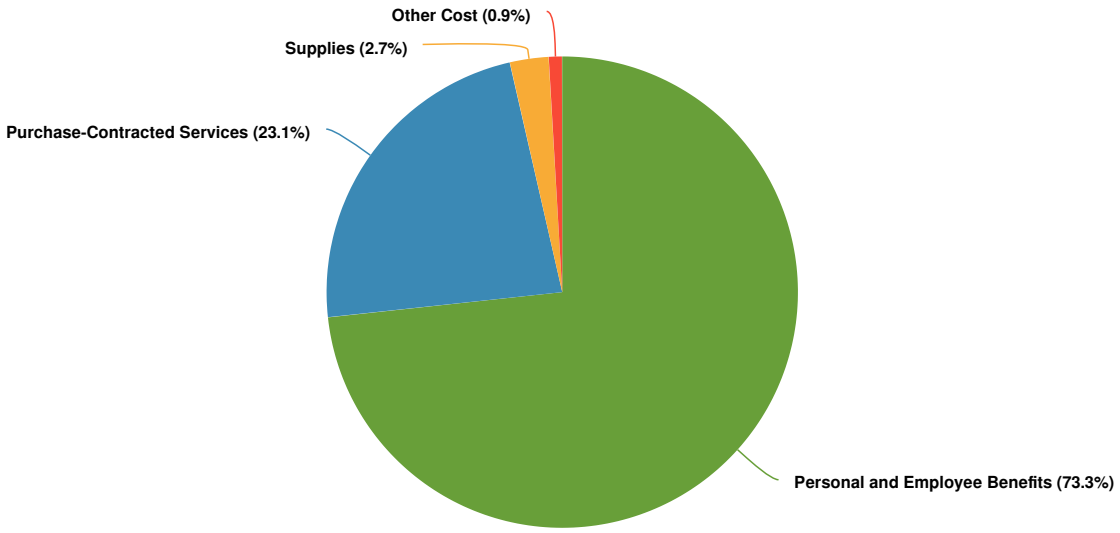
$326,994 $6,564
(2.05% vs. prior year)

Extension Office Proposed and Historical Budget vs. Actual

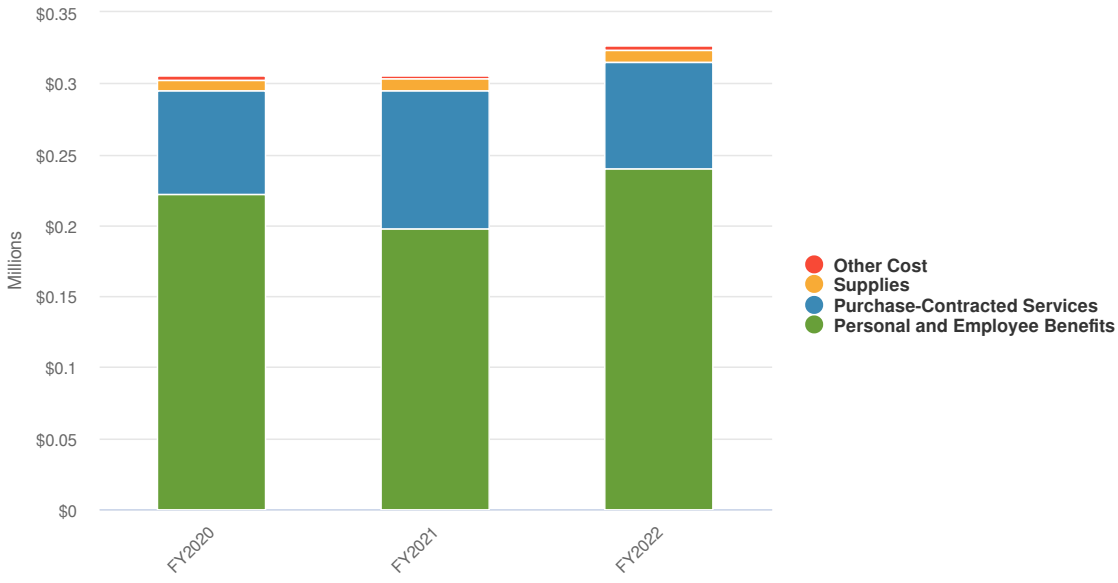


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003190-511100	$157,344	$144,487	$172,365	2.6%
Group Insurance	10003200-512100	$16,383	$19,537	$23,929	0%
Social Security	10003200-512200	$9,595	$8,804	$11,032	5.9%
Medicare	10003200-512300	$2,244	$2,059	$2,579	5.9%
Retirement Contributions	10003200-512400	$33,613	$20,379	$26,360	5.5%
Workers' Compensation	10003200-512700	$2,391	$2,133	$3,429	3%
Total Personal and Employee Benefits:		**$221,569**	**$197,400**	**$239,694**	**2.8%**
Purchase-Contracted Services					
Technical Contracted Services	10003210-521300	$57,191	$79,129	$50,000	0%
Professional-Medical	10003210-521400	$50	$144	$0	0%
Cleaning Services	10003220-522100	$4,500	$5,343	$8,000	0%
Repairs & Maintenance	10003220-522200	$600	$681	$2,000	0%
Rental of Equipment & Vehicles	10003220-522320	$7,840	$7,707	$9,500	0%
Communications	10003230-523200	$1,695	$3,976	$3,000	0%
Travel	10003230-523500	$1,355	$84	$1,500	0%
Dues and Fees	10003230-523600	$300	$450	$600	0%
Education & Training	10003230-523700	$0	$180	$1,000	0%
Total Purchase-Contracted Services:		**$73,532**	**$97,694**	**$75,600**	**0%**
Supplies					
General Supplies & Materials	10003240-531100	$2,086	$2,967	$3,200	0%
Natural Gas	10003240-531220	$2,914	$3,036	$2,500	0%
Gasoline	10003240-531270	$662	$594	$1,500	0%
Small Equipment	10003240-531600	$342	$0	$1,000	0%
Tires, Batteries, Oil	10003240-531710	$1,068	$1,261	$500	0%
Total Supplies:		**$7,071**	**$7,857**	**$8,700**	**0%**

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Other Cost					
Payments to Other Agencies	10003250-572000	$3,000	$3,000	$3,000	0%
Total Other Cost:		**$3,000**	**$3,000**	**$3,000**	**0%**
Total Expense Objects:		**$305,172**	**$305,951**	**$326,994**	**2%**

Goal #1

Respond to the needs and interests in agriculture, the environment, families and youth of Henry County citizens with unbiased, research-based educational information.

Deliverables:

- Ability to meet the needs of the community with research-based information by offering a wide variety of classes. trainings and services
- Connections and resources for low-income families and new audiences.
- Collaborations among county departments.

Performance Measures

Measure 1: Increase number of classes, trainings and services offered
Metrics: Number of classes, trainings and services offered
Inputs: Extension Office Data, Public Information Officer office guidance
Due Dates: END of FY, Intermediate Milestones as needed

Measure 2: Increase resources to new audiences and low-income families
Metrics: Number of planned initiatives, cost of planned initiatives
Inputs: Extension office data, Public Information Officer office guidance
Due Dates: Due Dates: END of FY, Intermediate Milestones as needed

Measure 3: Increase collaboration opportunities between county departments
Metrics: Number of collaborations between county departments
Inputs: Training logs, surveys of other departments
Due Dates: Due Dates: END of FY, Intermediate Milestones as needed

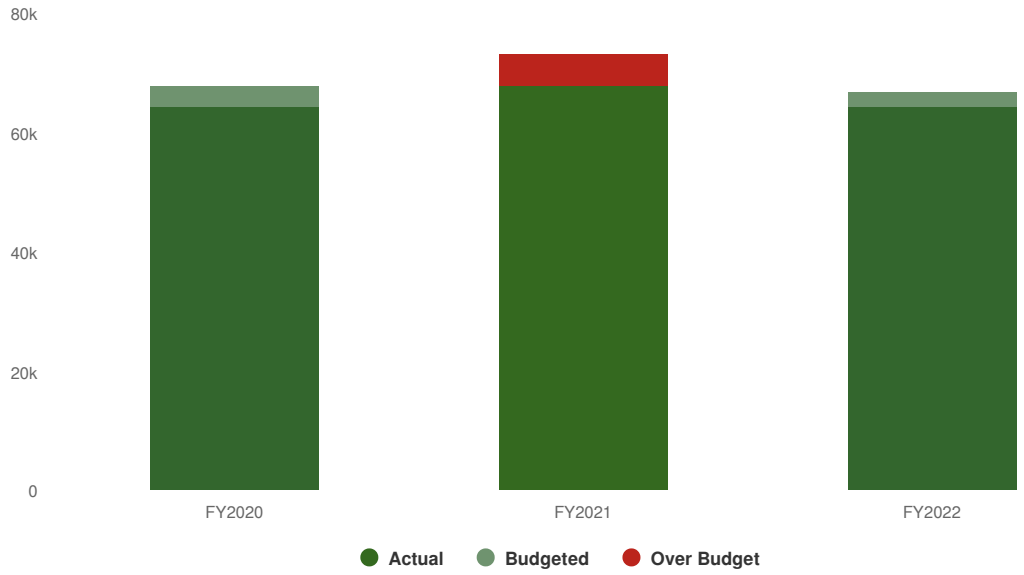
Conservation-NRCS

The Henry County Soil and Water division is responsible for carrying out a program to promote conservation of soil, water and related natural resources within the county.

Expenditures Summary

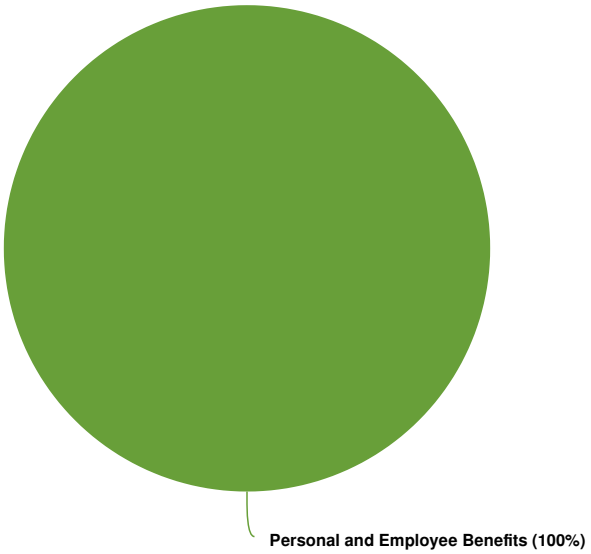
$66,972 **-$972**
(-1.43% vs. prior year)

Conservation-NRCS Proposed and Historical Budget vs. Actual

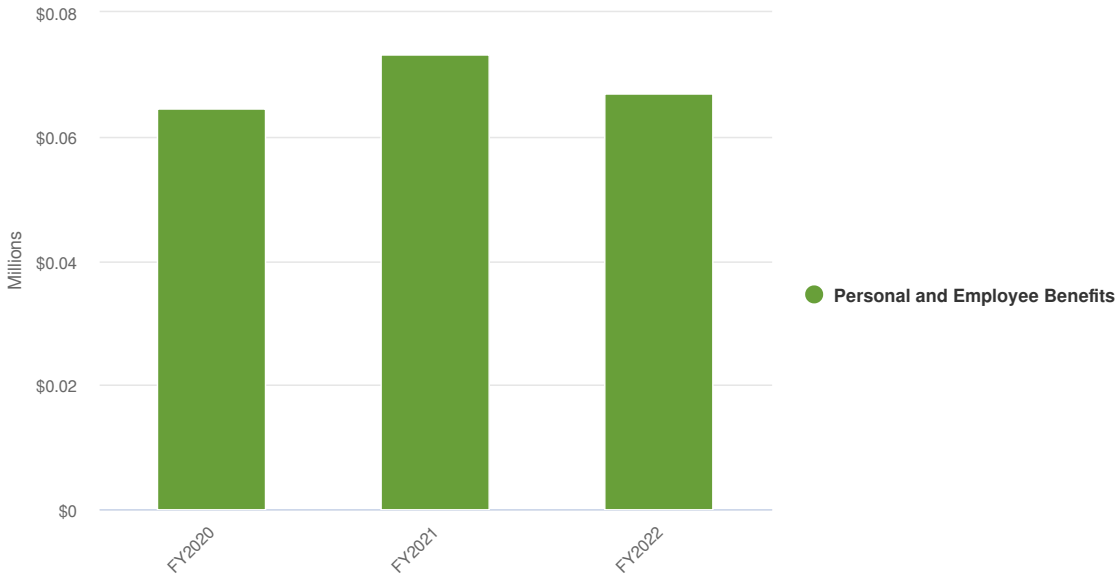


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003260-511100	$33,658	$34,998	$34,901	-2.7%
Group Insurance	10003270-512100	$22,742	$29,768	$23,460	0%
Social Security	10003270-512200	$1,873	$1,946	$2,224	0%
Medicare	10003270-512300	$438	$455	$520	0%
Retirement Contributions	10003270-512400	$4,678	$4,956	$4,986	0%
Workers' Compensation	10003270-512700	$1,053	$1,203	$881	0%
Total Personal and Employee Benefits:		**$64,443**	**$73,326**	**$66,972**	**-1.4%**
Total Expense Objects:		**$64,443**	**$73,326**	**$66,972**	**-1.4%**

Goal #1

Reduce soil erosion and sedimentation to protect and conserve the county's natural resources.

Deliverables:

- Work with landowners, city and county government to help solve natural resource problems on private and public land.
- Conduct a training session on erosion and sediment control practices for engineers, contractors and farmers.

Performance Measures

Measure 1: Solving natural resource problems in Henry County
Metrics: Number of problems noted, number of problems remediated
Inputs: Conservation Department data
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Complete training sessions on erosion and sediment control practices
Metrics: Number of trainings completed, satisfaction of stakeholders
Inputs: Conservation Department data, surveys of stakeholders
Due Dates: END of FY 22, Intermediate Milestones as needed

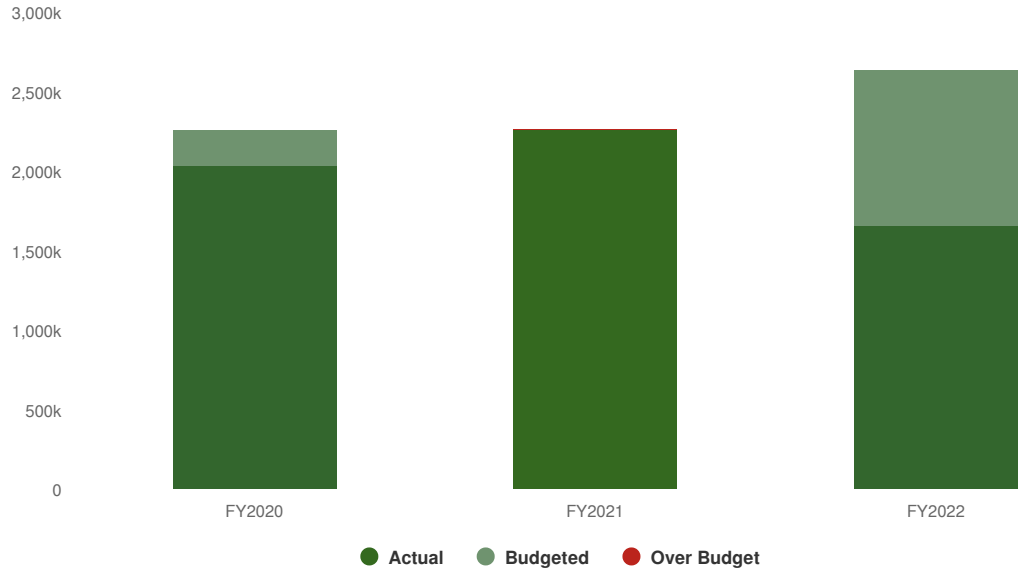
Building Department

The Building 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.

Expenditures Summary

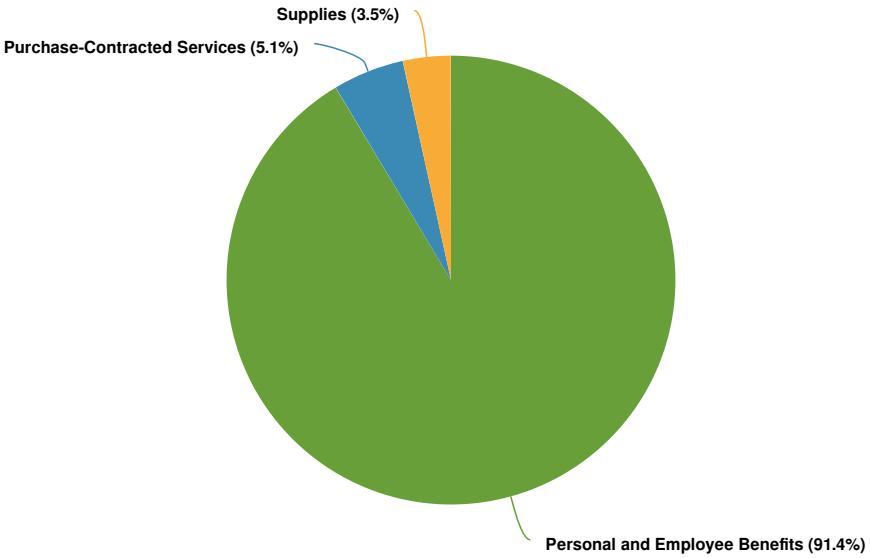
$2,643,503 **$378,787**
(16.73% vs. prior year)

Building Department Proposed and Historical Budget vs. Actual

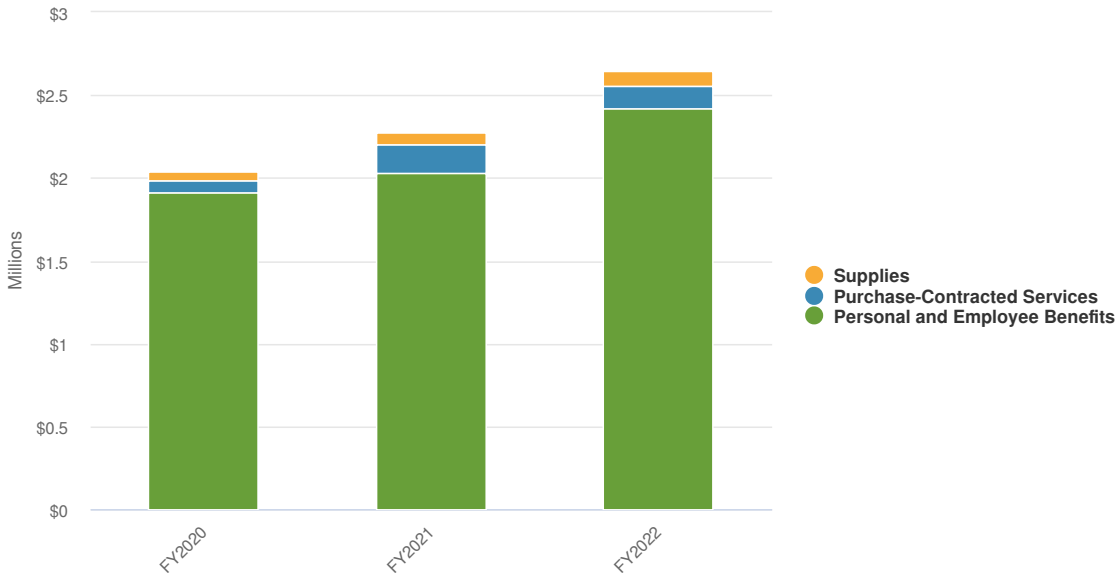


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003280-511100	$1,259,718	$1,240,432	$1,719,320	31.6%
Overtime	10003280-511300	$6,939	$9,187	$10,000	0%
Group Insurance	10003290-512100	$353,194	$488,923	$335,873	0%
Social Security	10003290-512200	$74,089	$72,642	$93,333	6.2%
Medicare	10003290-512300	$17,327	$17,061	$21,828	6.3%
Retirement Contributions	10003290-512400	$174,194	$176,703	$209,249	6.2%
Workers' Compensation	10003290-512700	$28,374	$28,684	$27,149	3.4%
Total Personal and Employee Benefits:		**$1,913,835**	**$2,033,632**	**$2,416,752**	**21.8%**
Purchase-Contracted Services					
Technical Contracted Services	10003300-521300	$22,047	$57,772	$79,567	24.1%
Professional-Medical	10003300-521400	$310	$916	$615	-33.9%
Cleaning Services	10003310-522100	$0	$491	$1,540	147.9%
Repairs & Maintenance	10003310-522200	$1,780	$57,327	$4,043	-93.5%
Rental of Equipment & Vehicles	10003310-522320	$5,398	$7,658	$6,872	-32.4%
Communications	10003320-523200	$21,702	$27,625	$20,520	-19.6%
Printing and Binding	10003320-523400	$2,959	$6,722	$6,000	-55.2%
Travel	10003320-523500	$5,428	$952	$3,271	243.6%
Dues and Fees	10003320-523600	$1,861	$1,213	$2,756	0%
Education & Training	10003320-523700	$7,307	$6,386	$10,324	28.7%
Total Purchase-Contracted Services:		**$68,792**	**$167,062**	**$135,508**	**-28.1%**
Supplies					
General Supplies & Materials	10003330-531100	$17,860	$19,013	$17,468	-20.9%
Gasoline	10003330-531270	$25,448	$29,703	$49,474	0%
Food	10003330-531300	$1,758	$490	$5,700	308.9%
Books & Periodicals	10003330-531400	$3,170	$4,921	$6,051	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Small Equipment	10003330-531600	$0	$5,545	$550	-90.1%
Other Supplies	10003330-531700	$410	$0	$2,500	N/A
Tires, Batteries, Oil	10003330-531710	$6,619	$10,496	$9,500	26.7%
Total Supplies:		**$55,265**	**$70,168**	**$91,243**	**-0.9%**
Total Expense Objects:		**$2,037,892**	**$2,270,861**	**$2,643,503**	**16.7%**

Goal #1

Ensure compliance with codes, ordinances and regulations.

Deliverables:

- Process plan review of all submitted project plans within eight days of receipt to avoid delaying projects
- Process building permits within one day of request to ensure a responsive level of customer service
    1. **Service Permits**
        a. Plumbing Permits
        b. HVAC Permits
        c. Electrical Permits
    2. **Building Permits**

Performance Measures

Measure 1: Ensure plan review time of all submitted projects is within eight days of receipt
Metrics: Plan review time, project review needs
Inputs: Building department data
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Ensure permit review time of all submitted projects is within one day of receipt
Metrics: Permit review time, permit review needs
Inputs: Building department data
Due Dates: END of FY 22, Intermediate Milestones as needed

Planning & Zoning

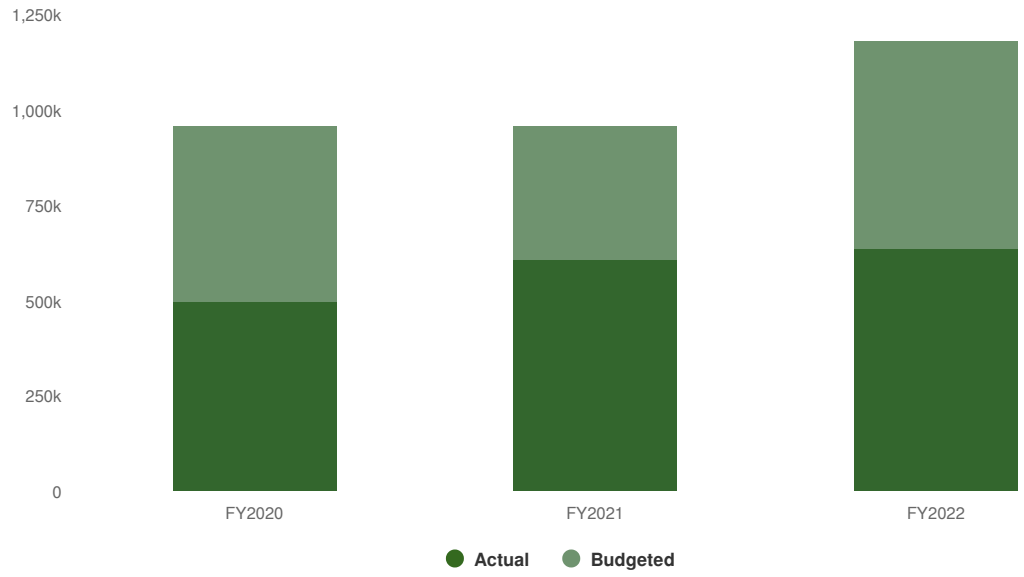
To promote orderly growth, development, redevelopment and preservation of the unincorporated areas of Henry County; to administer the following ordinances and plans related to development: Comprehensive Land Use Plan, Zoning Ordinance, Subdivision Ordinance, Flood Ordinance, Tower Ordinance, Sign Ordinance,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

Expenditures Summary

$1,182,975 **$223,143**

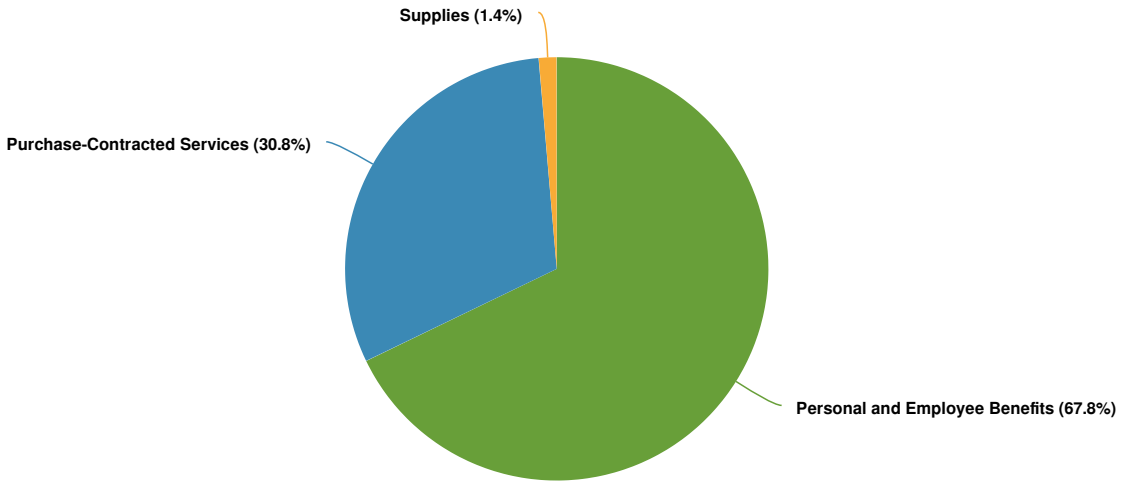
(23.25% vs. prior year)

Planning & Zoning Proposed and Historical Budget vs. Actual

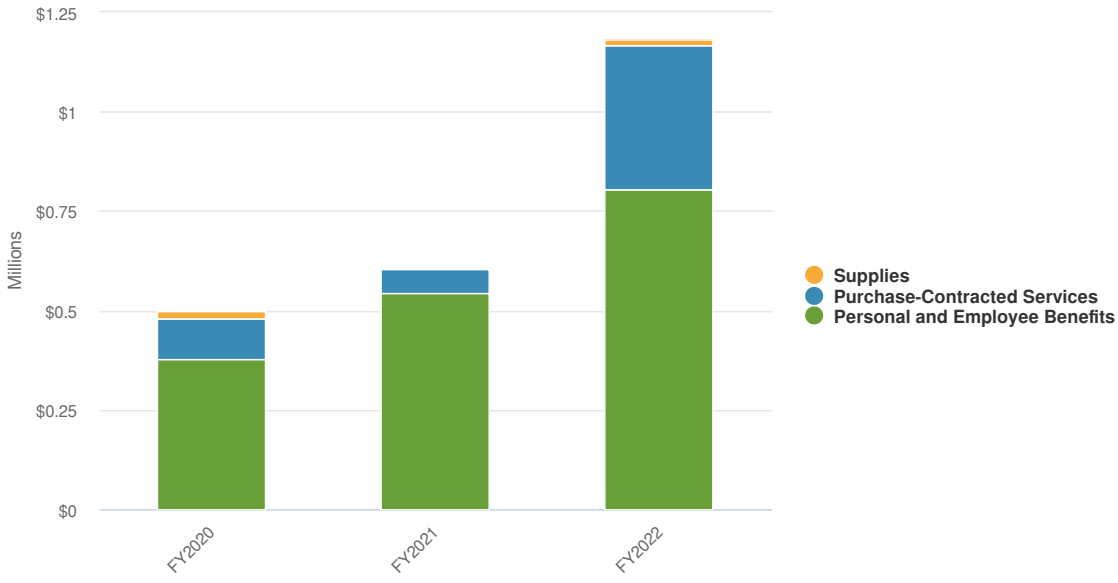


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003340-511100	$278,533	$395,907	$612,572	62.8%
Group Insurance	10003350-512100	$36,551	$62,363	$89,081	-19.3%
Social Security	10003350-512200	$16,992	$24,220	$26,716	7.9%
Medicare	10003350-512300	$3,974	$5,677	$6,248	7.9%
Retirement Contributions	10003350-512400	$36,770	$50,226	$59,474	8%
Workers' Compensation	10003350-512700	$4,768	$6,024	$8,549	3.8%
Total Personal and Employee Benefits:		**$377,588**	**$544,416**	**$802,640**	**38.2%**
Purchase-Contracted Services					
Official/Administrative Contra	10003360-521100	$8,340	$8,448	$13,250	35.9%
Professional Contracted Servic	10003360-521200	$81,089	$39,290	$323,730	-1.3%
Technical Contracted Services	10003360-521300		$1,180	$0	0%
Professional-Medical	10003360-521400	$345	$226	$225	0%
Rental of Equipment & Vehicles	10003370-522320	$5,504	$3,485	$5,000	0%
Communications	10003380-523200	$1,506	$1,917	$1,800	0%
Advertising	10003380-523300	$1,447	$1,046	$3,000	0%
Printing and Binding	10003380-523400	$599	$668	$750	0%
Travel	10003380-523500	$93	$0	$2,920	0%
Dues and Fees	10003380-523600	$469	$1,195	$1,250	0%
Education & Training	10003380-523700	$786	$1,510	$12,260	442.5%
Total Purchase-Contracted Services:		**$100,177**	**$58,965**	**$364,185**	**2.6%**
Supplies					
General Supplies & Materials	10003390-531100	$1,889	$3,395	$6,775	50.6%
Gasoline	10003390-531270	$391	$240	$750	0%
Books & Periodicals	10003390-531400	$0	$0	$150	0%
Small Equipment	10003390-531600	$18,376	$1,057	$7,225	-58.7%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Tires, Batteries, Oil	10003390-531710	$0	$875	$1,250	0%
Total Supplies:		**$20,656**	**$5,567**	**$16,150**	**-33.1%**
Total Expense Objects:		**$498,421**	**$608,947**	**$1,182,975**	**23.2%**

Goal #1

Reduce the number of failed inspections by training applicants on the code requirements.

Deliverables:
- Require pre-construction meetings.
- Reduce 'paperwork' related inspection fails

Goal #2

Offer responsive and efficient customer service for the members of the public, officials and staff.

Deliverables:
- Continue to refine the process and procedures to enhance customer satisfaction. Work with current planning to improve Planner of the Day (POD) coordination.
- Continue to provide public outreach for all long range division planning initiatives.

Performance Measures

Measure 1: Reduce denials by increasing awareness of code requirements
Metrics: Number of pre-construction meetings, Number of inspection denials by reason
Inputs: Planning and Zoning data
Due Dates: END of FY 22, Intermediate Milestones as needed

Measure 2: Improve satisfaction of Planning and Zoning Services
Metrics: Satisfaction of clients, Amount of outreach on planning incentives
Inputs: Surveys of stakeholders, guidance from Public Information Officer office
Due Dates: END of FY 22, Intermediate Milestones as needed

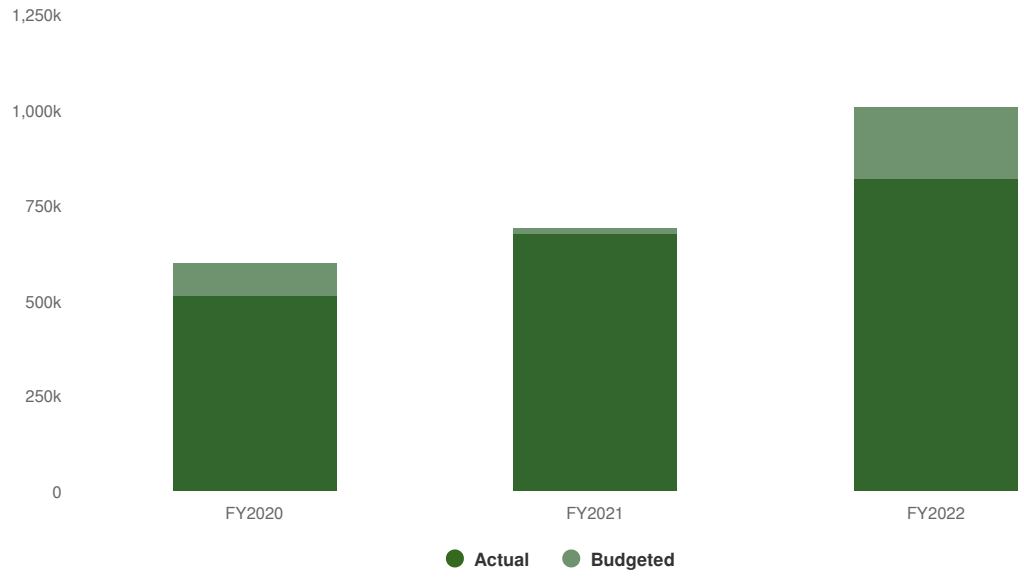
Code Enforcement

Code Enforcement helps to retain the community's appeal by enforcing land use ordinances. They make sure zoning laws are followed, graffiti is quickly abated, and unkempt properties are maintained by their owners.

Expenditures Summary

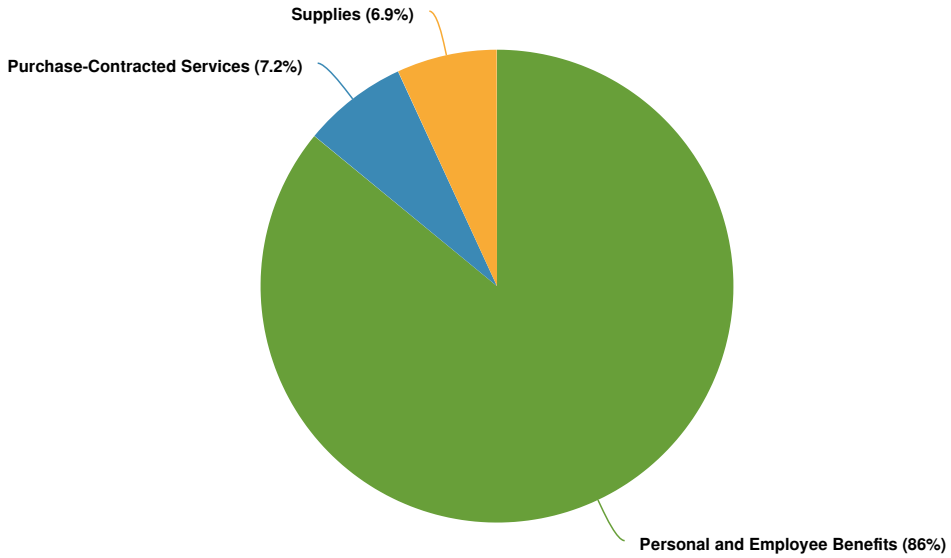
$1,012,011 $322,144
(46.70% vs. prior year)

Code Enforcement Proposed and Historical Budget vs. Actual

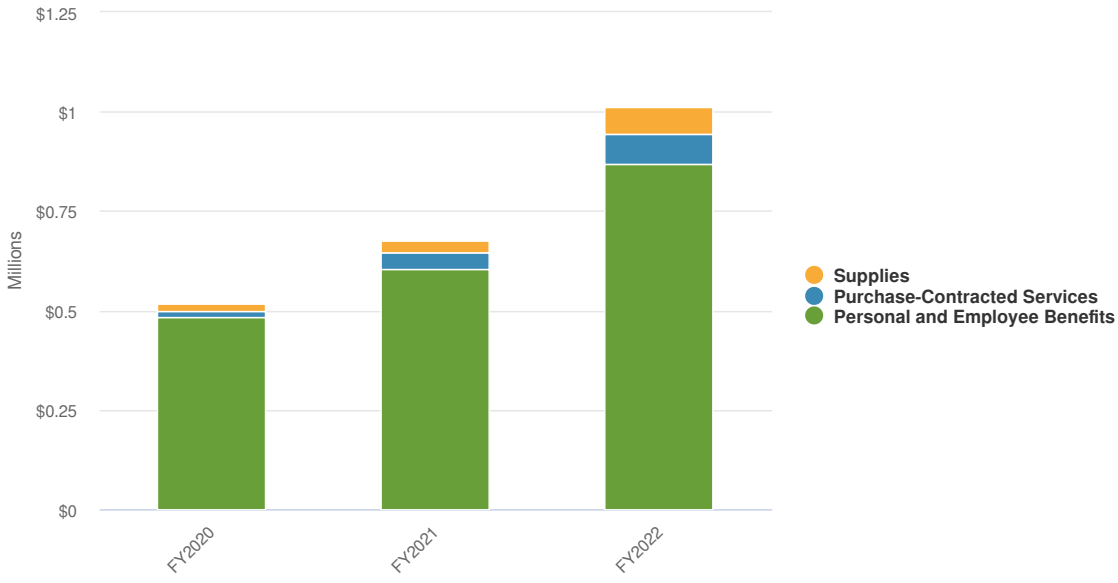


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10003400-511100	$351,161	$392,046	$668,329	67.8%
Overtime	10003400-511300		$0	$305	N/A
Group Insurance	10003410-512100	$56,715	$121,617	$111,509	0%
Social Security	10003410-512200	$21,148	$23,350	$23,768	6.7%
Medicare	10003410-512300	$4,946	$5,461	$5,558	6.7%
Retirement Contributions	10003410-512400	$40,679	$48,824	$53,283	6.7%
Workers' Compensation	10003410-512700	$9,360	$11,400	$7,154	3.5%
Total Personal and Employee Benefits:		**$484,010**	**$602,698**	**$869,906**	**46.4%**
Purchase-Contracted Services					
Professional Contracted Servic	10003420-521200	$1,540	$33,872	$56,057	0%
Technical Contracted Services	10003420-521300	$1,156	$1,209	$1,156	0%
Professional-Medical	10003420-521400	$445	$128	$300	0%
Cleaning Services	10003430-522100	$2,250	$2,423	$2,700	0%
Disposal	10003430-522110	$2,198	$2,249	$2,249	0.1%
Rental of Equipment & Vehicles	10003430-522320	$1,349	$1,370	$2,771	130.9%
Communications	10003440-523200	$922	$394	$3,000	0%
Advertising	10003440-523300	$0	$0	$100	0%
Printing and Binding	10003440-523400	$841	$570	$842	0%
Travel	10003440-523500	$1,730	$991	$2,013	0%
Education & Training	10003440-523700	$1,487	$1,294	$1,487	0%
Total Purchase-Contracted Services:		**$13,918**	**$44,500**	**$72,675**	**2.2%**
Supplies					
General Supplies & Materials	10003450-531100	$964	$860	$1,400	0%
Water/Sewerage	10003450-531210	$899	$805	$1,000	0%
Electricity	10003450-531230	$4,823	$4,506	$5,600	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Gasoline	10003450-531270	$7,625	$13,461	$10,268	0%
Small Equipment	10003450-531600	$828	$950	$34,754	3,375.4%
Other Supplies	10003450-531700	$1,397	$1,767	$7,908	314.5%
Tires, Batteries, Oil	10003450-531710	$1,794	$7,051	$8,500	142.9%
Total Supplies:		**$18,330**	**$29,399**	**$69,430**	**181.4%**
Total Expense Objects:		**$516,258**	**$676,598**	**$1,012,011**	**46.7%**

Goal #1

Continue to preserve and improve quality of life issues by providing Henry County citizens with a healthy, safe and quality environment.

Deliverables:

- Conduct consistent proactive patrols of subdivisions, neighborhoods and business locations identifying code violations and seeking timely code compliance.
- Conduct frequent violation site re-visits, maintain positive contact with violators, concerned citizens and community members to educate and communicate the importance of voluntary code compliance.

Performance Measures

Measure 1: Increase patrols of subdivisions for code violations
Metrics: Number of patrols for code violations
Inputs: Code Enforcement data
Due Dates: END of FY 22, Intermediate Milestones as needed

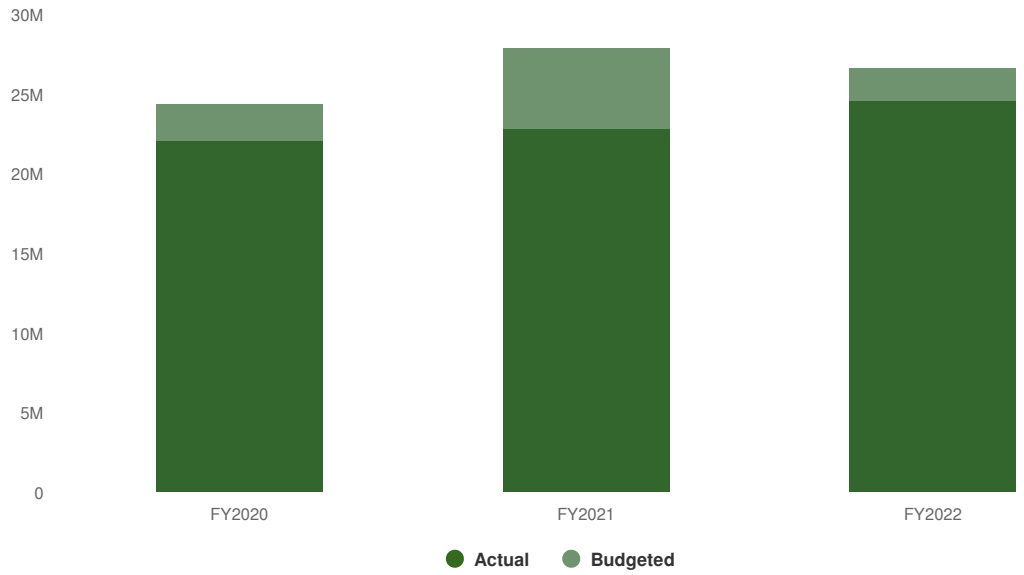
Measure 2: Increase oversight of sites with repeat violations
Metrics: Number of re-visits for violations
Inputs: Code Enforcement Data
Due Dates: END of FY 22, Intermediate Milestones as needed

Development Authority

Expenditures Summary

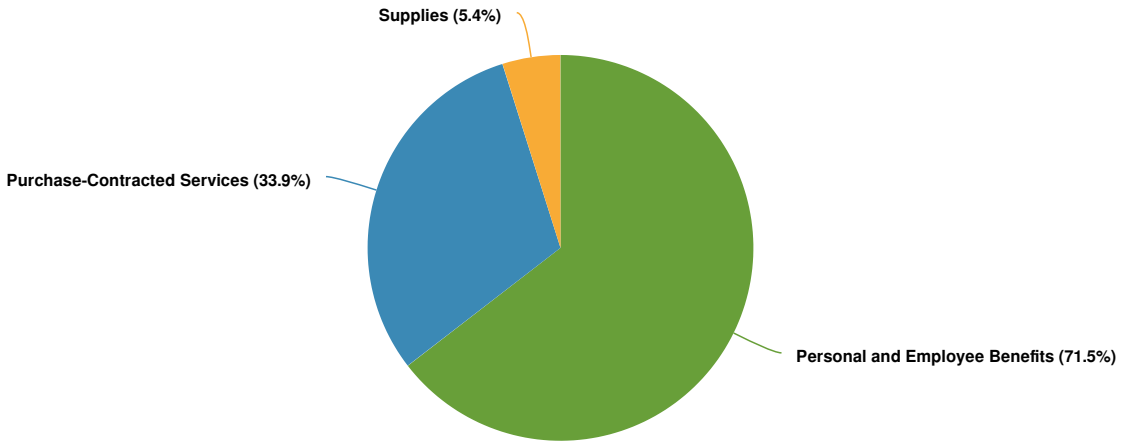
$26,742,285 -$1,149,603
(-4.12% vs. prior year)

Development Authority Proposed and Historical Budget vs. Actual

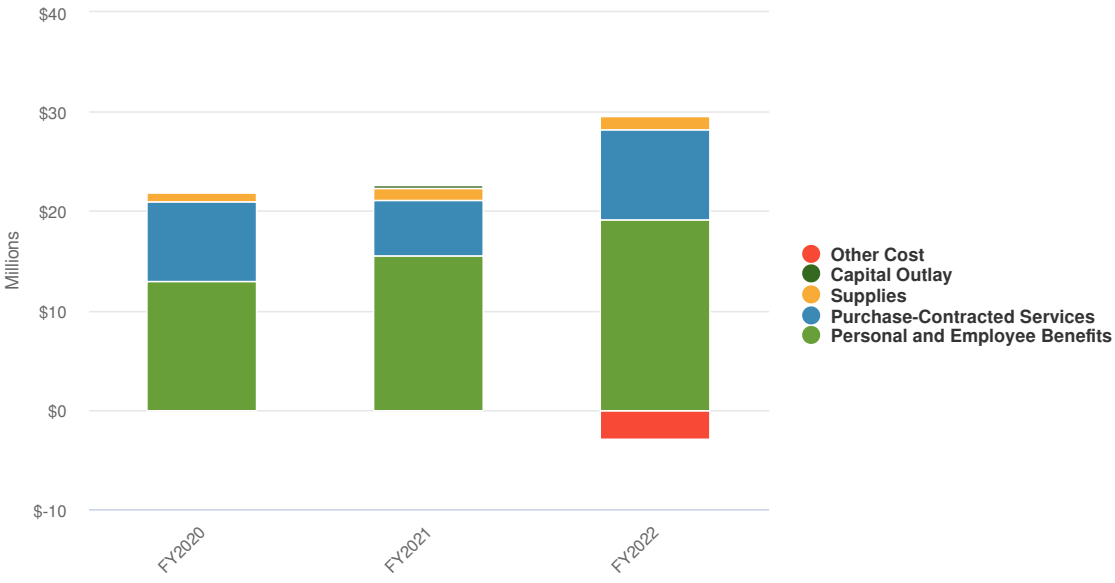


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Expense Objects					
Personal and Employee Benefits					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10000440-511100	$303,730	$359,993	$620,328	75.8%
Travel Allowance	10000440-511600	$7,200	$14,400	$20,557	0%
Group Insurance	10000450-512100	$42,493	$108,075	$75,454	0%
Social Security	10000450-512200	$18,545	$22,239	$24,428	12.9%
Medicare	10000450-512300	$4,337	$5,201	$5,759	12.8%
Retirement Contributions	10000450-512400	$33,105	$36,844	$48,757	14.7%
Workers' Compensation	10000450-512700	$8,293	$10,101	$7,083	6.8%
Regular Employees	10000560-511100	$70,009	$82,046	$122,410	28.2%
Group Insurance	10000570-512100	$10,513	$9,811	$19,983	0%
Social Security	10000570-512200	$4,229	$5,028	$6,354	7.3%
Medicare	10000570-512300	$989	$1,176	$1,486	7.4%
Retirement Contributions	10000570-512400	$9,731	$11,642	$14,247	7.4%
Workers' Compensation	10000570-512700	$471	$606	$681	11.5%
Regular Employees	10000620-511100	$354,938	$357,918	$394,899	6.1%
Group Insurance	10000630-512100	$74,162	$79,041	$76,599	0%
Social Security	10000630-512200	$19,799	$19,758	$22,495	6.7%
Medicare	10000630-512300	$4,940	$5,009	$5,261	6.7%
Retirement Contributions	10000630-512400	$49,336	$50,629	$54,891	6.1%
Workers' Compensation	10000630-512700	$2,391	$2,644	$2,611	9.5%
Regular Employees	10000680-511100	$636,950	$1,408,119	$897,515	-34.7%
Overtime	10000680-511300	$67,866	$212,374	$31,000	0%
Group Insurance	10000690-512100	$84,162	$103,707	$95,073	0%
Social Security	10000690-512200	$42,700	$99,448	$42,876	3.5%
Medicare	10000690-512300	$9,987	$23,275	$10,027	3.5%
Retirement Contributions	10000690-512400	$50,934	$47,433	$50,985	6.8%
Workers' Compensation	10000690-512700	$5,258	$13,225	$4,701	5.2%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Regular Employees	10000740-511100	$538,465	$592,037	$743,745	36.8%
Overtime	10000740-511300	$742	$0	$0	0%
Group Insurance	10000750-512100	$106,514	$138,799	$104,439	-17%
Social Security	10000750-512200	$32,150	$35,328	$36,364	7.9%
Medicare	10000750-512300	$7,519	$8,262	$8,505	7.8%
Retirement Contributions	10000750-512400	$72,749	$83,769	$81,527	7.8%
Workers' Compensation	10000750-512700	$3,654	$4,366	$3,911	12.3%
Regular Employees	10000800-511100	$218,885	$191,762	$214,917	-6.3%
Group Insurance	10000810-512100	$46,535	$44,114	$48,196	0%
Social Security	10000810-512200	$13,103	$11,448	$14,985	5.4%
Medicare	10000810-512300	$3,065	$2,693	$3,504	5.4%
Retirement Contributions	10000810-512400	$30,425	$27,158	$33,595	5.4%
Workers' Compensation	10000810-512700	$1,472	$1,843	$1,592	8.4%
Regular Employees	10000840-511100	$227,335	$269,884	$279,919	15.7%
Group Insurance	10000850-512100	$53,812	$96,659	$59,875	0%
Social Security	10000850-512200	$13,638	$16,153	$16,440	6.4%
Medicare	10000850-512300	$3,189	$3,778	$3,845	6.5%
Retirement Contributions	10000850-512400	$31,600	$38,218	$36,861	6.5%
Workers' Compensation	10000850-512700	$1,541	$1,993	$1,756	10.1%
Group Insurance	10000890-512100	$0	$5,830	$2,000	0%
Regular Employees	10000910-511100	$1,075,769	$1,170,883	$1,343,908	12.5%
Overtime	10000910-511300	$0	$0	$2,000	0%
Group Insurance	10000920-512100	$261,078	$352,639	$267,938	0%
Social Security	10000920-512200	$63,456	$68,780	$78,570	6.5%
Medicare	10000920-512300	$14,841	$16,086	$18,376	6.5%
Retirement Contributions	10000920-512400	$149,532	$164,928	$176,149	6.5%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Workers' Compensation	10000920-512700	$7,220	$8,605	$8,433	10.1%
Regular Employees	10000970-511100	$212,044	$232,167	$238,709	4.7%
Group Insurance	10000980-512100	$22,285	$45,277	$22,980	0%
Social Security	10000980-512200	$12,973	$14,018	$14,538	6.2%
Medicare	10000980-512300	$3,034	$3,295	$3,400	6.2%
Retirement Contributions	10000980-512400	$29,474	$32,876	$32,594	6.2%
Workers' Compensation	10000980-512700	$1,430	$1,720	$1,551	9.7%
Regular Employees	10001030-511100	$423,109	$432,872	$679,329	71.6%
Overtime	10001030-511300	$7,685	$1,624	$7,700	0%
Group Insurance	10001040-512100	$65,004	$47,456	$76,931	0%
Social Security	10001040-512200	$25,640	$25,939	$26,963	9.9%
Medicare	10001040-512300	$5,996	$6,138	$6,305	9.8%
Retirement Contributions	10001040-512400	$59,533	$61,564	$60,445	9.9%
Unemployment Insurance	10001040-512600	$16,610	$3,991	$8,580	0%
Workers' Compensation	10001040-512700	$3,027	$3,199	$3,055	14.6%
Regular Employees	10001090-511100	$1,427,300	$1,575,029	$2,172,439	32.1%
Overtime	10001090-511300	$2,442	$46	$3,000	0%
Travel Allowance	10001090-511600	$4,800	$9,600	$9,680	0%
Group Insurance	10001100-512100	$354,528	$499,427	$414,664	0%
Social Security	10001100-512200	$83,827	$92,171	$108,291	11.7%
Medicare	10001100-512300	$19,613	$21,771	$25,326	11.7%
Retirement Contributions	10001100-512400	$198,978	$222,971	$246,594	11.5%
Workers' Compensation	10001100-512700	$10,929	$12,794	$12,614	16.9%
Regular Employees	10001150-511100	$1,840,842	$1,962,762	$2,134,930	6.3%
Group Insurance	10001160-512100	$478,541	$681,703	$532,883	0%
Social Security	10001160-512200	$108,666	$115,755	$132,113	6.1%
Medicare	10001160-512300	$25,414	$27,123	$30,897	6.1%
Retirement Contributions	10001160-512400	$255,877	$279,405	$296,190	6.1%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Workers' Compensation	10001160-512700	$34,792	$38,934	$39,275	3.2%
Regular Employees	10001210-511100	$1,154,760	$1,229,271	$1,331,654	7.6%
Overtime	10001210-511300	$4,369	$12,181	$3,500	-35.2%
Group Insurance	10001220-512100	$266,069	$346,376	$356,438	0%
Social Security	10001220-512200	$68,319	$73,240	$81,933	6.5%
Medicare	10001220-512300	$15,978	$17,139	$19,163	6.5%
Retirement Contributions	10001220-512400	$161,631	$175,794	$183,671	6.5%
Workers' Compensation	10001220-512700	$45,041	$52,532	$40,377	2%
Regular Employees	10001280-511100	$272,901	$302,790	$300,458	-7.3%
Overtime	10001280-511300	$121	$0	$0	0%
Group Insurance	10001290-512100	$51,833	$69,569	$62,587	0%
Social Security	10001290-512200	$16,434	$18,213	$21,158	5.3%
Medicare	10001290-512300	$3,843	$4,259	$4,948	5.3%
Retirement Contributions	10001290-512400	$37,950	$42,888	$47,432	5.3%
Workers' Compensation	10001290-512700	$1,846	$2,236	$2,246	8.3%
Regular Employees	10001322-511100	$5,093	$0	$0	0%
Social Security	10001323-512200	$316	$0	$0	0%
Medicare	10001323-512300	$74	$0	$0	0%
Retirement Contributions	10001323-512400	$708	$0	$0	0%
Workers' Compensation	10001323-512700	$41	$0	$0	0%
Regular Employees	10003550-511100	$140,850	$162,209	$166,238	18.6%
Group Insurance	10003560-512100	$34,963	$40,360	$34,104	0%
Social Security	10003560-512200	$8,406	$9,711	$8,396	7.6%
Medicare	10003560-512300	$1,966	$2,271	$1,963	7.6%
Retirement Contributions	10003560-512400	$19,578	$22,979	$18,821	7.6%
Workers' Compensation	10003560-512700	$955	$1,198	$2,463	4%
Group Insurance	10003740-512100	$0	$0	$1,536,020	-1.3%
Retirement Contributions	10003740-512400	$0	$0	$1,302,807	684.8%
Total Personal and Employee Benefits:		**$12,943,789**	**$15,482,602**	**$19,116,163**	**15.1%**
Purchase-Contracted Services					

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Professional Contracted Servic	10000451-521200	$37,000	$36,185	$54,000	0%
Professional-Medical	10000451-521400	$102	$149	$0	0%
Repairs & Maintenance	10000460-522200	$0	$0	$500	0%
Communications	10000460-523200	$3,601	$4,380	$4,000	0%
Travel	10000460-523500	$0	$291	$0	-100%
Dues and Fees	10000460-523600	$22,935	$27,113	$25,000	0%
Other Purchased Services	10000460-523900	$86	$915	$500	0%
Travel	10000500-523500	$3,709	$4,407	$8,000	0%
Education & Training	10000500-523700	$450	$3,355	$2,000	0%
Travel	10000510-523500	$675	$0	$8,000	0%
Education & Training	10000510-523700	$685	$0	$2,000	0%
Travel	10000520-523500	$2,465	$876	$8,000	0%
Education & Training	10000520-523700	$670	$0	$2,000	0%
Travel	10000530-523500	$0	$115	$8,000	0%
Education & Training	10000530-523700	$0	$475	$2,000	0%
Travel	10000540-523500	$6,071	$1,184	$8,000	0%
Education & Training	10000540-523700	$2,762	$767	$2,000	0%
Travel	10000550-523500	$1,711	$2,605	$8,000	0%
Education & Training	10000550-523700	$670	$515	$2,000	0%
Official/Administrative Contra	10000580-521100	$5,475	$9,408	$9,854	-8.2%
Technical Contracted Services	10000580-521300	$1,430	$2,023	$2,500	0%
Rentals	10000590-522300	$3,978	$2,713	$4,000	-0.4%
Communications	10000600-523200	$441	$968	$900	0%
Advertising	10000600-523300	$250	$0	$896	198.7%
Printing and Binding	10000600-523400	$0	$0	$800	60%
Travel	10000600-523500	$0	$266	$1,030	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Dues and Fees	10000600-523600	$0	$40	$80	0%
Education & Training	10000600-523700	$57	$760	$1,600	0%
Professional Contracted Servic	10000640-521200	$18,173	$20,885	$107,000	4.4%
Technical Contracted Services	10000640-521300	$2,448	$3,573	$2,692	-27.1%
Rentals	10000650-522300	$3,458	$2,183	$4,500	0%
Communications	10000660-523200	$2,816	$2,131	$3,300	0%
Travel	10000660-523500	$4,778	$546	$7,441	15.5%
Dues and Fees	10000660-523600	$1,807	$1,911	$4,000	0%
Education & Training	10000660-523700	$6,388	$4,446	$7,559	0%
Other Purchased Services	10000660-523900	$2,563	$3,167	$6,000	0%
Official/Administrative Contra	10000700-521100	$12,000	$11,800	$18,000	0%
Professional Contracted Servic	10000700-521200	$3,959	$44,312	$18,090	N/A
Technical Contracted Services	10000700-521300	$924	$2,650	$2,500	0%
Professional-Medical	10000700-521400	$180	$54	$150	0%
Disposal	10000710-522110	$739	$2,101	$2,249	155.6%
Repairs & Maintenance	10000710-522200	$5,941	$3,735	$10,000	0%
Rental of Land and Buildings	10000710-522310	$26,944	$50,604	$35,793	32.6%
Rental of Equipment & Vehicles	10000720-522320	$8,244	$48,730	$45,925	206.2%
Communications	10000720-523200	$27,810	$37,153	$45,000	0%
Advertising	10000720-523300	$8,170	$9,293	$7,000	0%
Printing and Binding	10000720-523400	$21,121	$84,657	$65,000	116.7%
Travel	10000720-523500	$3,968	$10	$16,000	0%
Dues and Fees	10000720-523600	$740	$15,000	$17,165	71.7%
Education & Training	10000720-523700	$4,533	$0	$14,560	191.2%
Professional Contracted Servic	10000760-521200	$101,700	$114,729	$97,584	14.8%
Professional-Medical	10000760-521400	$130	$1,036	$0	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Rentals	10000770-522300	$2,002	$2,305	$1,300	0%
Communications	10000780-523200	$7,250	$11,049	$5,200	0%
Advertising	10000780-523300	$1,886	$2,912	$1,500	0%
Printing and Binding	10000780-523400	$899	$0	$1,500	0%
Travel	10000780-523500	$1,930	$13	$5,000	0%
Dues and Fees	10000780-523600	$3,261	$2,898	$2,000	0%
Education & Training	10000780-523700	$1,969	$1,562	$5,000	0%
Communications	10000820-523200	$484	$415	$950	0%
Advertising	10000820-523300	$0	$0	$300	0%
Printing and Binding	10000820-523400	$532	$691	$532	0%
Travel	10000820-523500	$1,777	$0	$4,361	0%
Dues and Fees	10000820-523600	$210	$373	$350	0%
Education & Training	10000820-523700	$1,125	$425	$4,108	0%
Professional Contracted Servic	10000821-521200	$6,250	$22,275	$0	0%
Rentals	10000860-522300	$1,895	$2,918	$1,500	0%
Communications	10000870-523200	$591	$6,151	$51,000	0%
Advertising	10000870-523300	$43	$0	$500	0%
Printing and Binding	10000870-523400	$156	$410	$1,000	0%
Travel	10000870-523500	$0	$0	$2,000	0%
Dues and Fees	10000870-523600	$1,282	$11,283	$1,500	0%
Education & Training	10000870-523700	$50	$0	$1,500	0%
Professional Contracted Servic	10000900-521200	$205,031	$239,705	$323,000	0%
Professional Contracted Servic	10000930-521200	$0	$21,372	$0	0%
Repairs & Maintenance	10000940-522200	$2,407,164	$2,405,294	$2,805,148	0%
Rentals	10000940-522300	$0	$0	$2,000	0%
Communications	10000950-523200	$836,071	$470,366	$524,110	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Travel	10000950-523500	$2,665	$238	$6,000	0%
Dues and Fees	10000950-523600	$0	$834	$375	0%
Education & Training	10000950-523700	$1,080	$1,599	$10,000	0%
Professional Contracted Servic	10000990-521200	$0	$11,108	$25,000	0%
Repairs & Maintenance	10001000-522200	$18,335	$0	$19,000	-5%
Communications	10001010-523200	$441	$467	$500	0%
Education & Training	10001010-523700	$0	$0	$1,000	0%
Official/Administrative Contra	10001050-521100	$21,261	$21,410	$11,800	0%
Professional Contracted Servic	10001050-521200	$60,649	$589	$28,000	-15.2%
Professional-Medical	10001050-521400	$910	$104	$0	0%
Rentals	10001060-522300	$12,452	$12,995	$20,000	0%
Insurance, Oth than Empl Ben	10001070-523100	$42,109	$0	$40,400	0%
Communications	10001070-523200	$1,660	$8,263	$2,000	0%
Printing and Binding	10001070-523400	$0	$1,484	$7,500	0%
Travel	10001070-523500	$551	$0	$2,500	0%
Dues and Fees	10001070-523600	$165	$0	$1,500	0%
Education & Training	10001070-523700	$2,387	$3,472	$15,000	50%
Official/Administrative Contra	10001110-521100	$0	$131	$26,000	766.7%
Professional Contracted Servic	10001110-521200	$128	$969	$5,000	-16.7%
Technical Contracted Services	10001110-521300	$0	$71,983	$91,864	N/A
Cleaning Services	10001120-522100	$2,750	$2,855	$3,500	-5.4%
Repairs & Maintenance	10001120-522200	$58,021	$13,544	$5,446	-90.8%
Rentals	10001120-522300	$2,828	$2,040	$3,000	0%
Communications	10001130-523200	$109,288	$135,922	$506	-99.5%
Postage	10001130-523210		$0	$132,994	N/A
Advertising	10001130-523300	$2,018	$2,434	$3,000	0%
Printing and Binding	10001130-523400	$58,744	$56,157	$51,000	-23.3%
Travel	10001130-523500	$2,606	$1,027	$8,000	60%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Dues and Fees	10001130-523600	$2,291	$1,713	$2,400	-40%
Education & Training	10001130-523700	$9,342	$5,932	$3,800	-63.8%
Official/Administrative Contra	10001170-521100	$23,100	$24,975	$30,600	33%
Professional Contracted Servic	10001170-521200	$271	$903	$40,538	7,434.9%
Repairs & Maintenance	10001180-522200	$94,434	$90,540	$95,758	0%
Rentals	10001180-522300	$4,358	$4,565	$6,000	0%
Communications	10001190-523200	$43,252	$47,708	$45,000	0%
Printing and Binding	10001190-523400	$16,800	$16,479	$15,000	0%
Travel	10001190-523500	$6,971	$1,808	$10,000	0%
Dues and Fees	10001190-523600	$33,952	$35,601	$31,000	0%
Education & Training	10001190-523700	$5,633	$9,015	$10,000	0%
Licenses	10001190-523800	$1,282	$3,234	$7,562	0%
Technical Contracted Services	10001230-521300	$13,202	$20,061	$17,000	0%
Professional-Medical	10001230-521400	$177	$0	$500	0%
Cleaning Services	10001230-522100	$89,922	$226,217	$371,112	-28.5%
Disposal	10001230-522110	$5,528	$8,287	$9,000	0%
Lawn Care	10001240-522140		$0	$100,100	N/A
Repairs & Maintenance	10001240-522200	$555,139	$799,041	$371,356	5.7%
Efficiency Repairs	10001240-522210	$24,296	$22,841	$27,000	22.7%
Rentals	10001240-522300	$16,371	$12,328	$13,726	0%
Communications	10001240-523200	$7,622	$7,719	$10,784	0%
Dues and Fees	10001250-523600	$109,400	$111,600	$84,690	-0.4%
Education & Training	10001250-523700	$450	$390	$4,000	5.3%
Licenses	10001250-523800		$0	$310	N/A
Repairs & Maintenance	10001300-522200	$7,670	$2,597	$4,000	0%
Communications	10001310-523200	$1,624	$2,046	$1,600	0%
Advertising	10001310-523300	$940	$0	$0	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Travel	10001310-523500	$719	$0	$700	0%
Dues and Fees	10001310-523600	$522	$1,112	$390	0%
Education & Training	10001310-523700	$1,100	$250	$1,080	0%
Communications	10001326-523200	$225	$0	$0	0%
Professional Contracted Servic	10003570-521200	$30,140	$29,282	$25,000	0%
Technical Contracted Services	10003570-521300	$2,313	$1,180	$0	-100%
Professional-Medical	10003570-521400	$5,409	$2,487	$17,500	7.2%
Repairs & Maintenance	10003580-522200	$700	$0	$3,500	0%
Rental of Equipment & Vehicles	10003580-522320	$1,269	$1,915	$2,300	0%
Insurance, Oth than Empl Ben	10003590-523100	$2,639,012	$0	$2,717,225	0%
Communications	10003590-523200	$1,584	$2,153	$2,040	0%
Travel	10003590-523500	$293	$0	$2,100	0%
Dues and Fees	10003590-523600	$1,915	$22,183	$1,500	0%
Education & Training	10003590-523700	$229	$495	$1,900	0%
Total Purchase-Contracted Services:		**$8,007,113**	**$5,632,913**	**$9,057,483**	**2.4%**
Supplies					
General Supplies & Materials	10000470-531100	$734	$2,063	$1,500	0%
Gasoline	10000470-531270	$437	$695	$650	0%
Food	10000470-531300	$1,386	$1,434	$1,500	0%
Small Equipment	10000470-531600	$1,312	$2,376	$2,500	0%
Tires, Batteries, Parts	10000470-531710	$507	$132	$800	60%
General Supplies & Materials	10000610-531100	$886	$678	$1,000	0%
Small Equipment	10000610-531600	$1,338	$0	$0	0%
General Supplies & Materials	10000670-531100	$2,312	$4,746	$2,300	-56.6%
Gasoline	10000670-531270	$30	$43	$1,200	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Food	10000670-531300	$3,626	$1,652	$1,500	0%
Small Equipment	10000670-531600	$4,524	$7,034	$5,608	-21.1%
Other Supplies	10000670-531700	$2,357	$0	$0	0%
Tires, Batteries, Parts	10000670-531710	$0	$1,339	$1,200	0%
General Supplies & Materials	10000730-531100	$36,353	$44,714	$10,000	0%
Maintenance Supplies	10000730-531110	$174	$2,585	$3,000	0%
Water/Sewerage	10000730-531210	$2,831	$1,126	$3,000	0%
Natural Gas	10000730-531220	$1,202	$949	$3,000	0%
Electricity	10000730-531230	$19,746	$24,325	$43,578	74.3%
Gasoline	10000730-531270	$446	$429	$2,500	0%
Food	10000730-531300	$113	$950	$1,000	0%
Small Equipment	10000730-531600	$73,262	$79,821	$129,098	222.7%
Tires, Batteries, Parts	10000730-531710	$0	$42	$3,000	0%
General Supplies & Materials	10000790-531100	$5,390	$6,603	$5,000	0%
Small Equipment	10000790-531600	$2,207	$1,224	$0	0%
General Supplies & Materials	10000830-531100	$2,337	$1,487	$2,337	0%
Small Equipment	10000830-531600	$2,812	$46	$2,963	0%
General Supplies & Materials	10000880-531100	$4,372	$4,002	$5,000	0%
Small Equipment	10000880-531600	$7,075	$1,339	$7,075	0%
General Supplies & Materials	10000960-531100	$8,476	$3,188	$2,000	0%
Gasoline	10000960-531270	$3,167	$3,186	$3,000	0%
Small Equipment	10000960-531600	$5,713	$3,970	$7,000	0%
Tires, Batteries, Parts	10000960-531710	$1,207	$1,958	$1,975	0%
General Supplies & Materials	10001020-531100	$912	$1,461	$2,500	66.7%
General Supplies & Materials	10001080-531100	$10,562	$3,070	$4,100	0%
Gasoline	10001080-531270	$130	$0	$800	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Small Equipment	10001080-531600	$3,357	$0	$0	0%
Other Supplies	10001080-531700	$0	$378	$0	0%
Tires, Batteries, Parts	10001080-531710	$570	$53	$800	0%
General Supplies & Materials	10001140-531100	$13,069	$18,794	$11,600	-42%
Water/Sewerage	10001140-531210	$1,925	$2,146	$2,500	8.7%
Electricity	10001140-531230	$10,320	$11,351	$14,000	0%
Gasoline	10001140-531270	$905	$587	$2,200	0%
Small Equipment	10001140-531600	$2,133	$9,085	$11,269	131.4%
Other Supplies	10001140-531700	$0	$2,307	$4,000	N/A
Tires, Batteries, Parts	10001140-531710	$4	$86	$1,031	0%
General Supplies & Materials	10001200-531100	$5,858	$7,288	$10,000	0%
Gasoline	10001200-531270	$3,565	$4,425	$6,000	0%
Small Equipment	10001200-531600	$16,869	$18,867	$19,511	0%
Tires, Batteries, Parts	10001200-531710	$2,590	$3,580	$3,600	0%
General Supplies & Materials	10001260-531100	$2,209	$3,243	$2,750	-21.4%
Maintenance Supplies	10001260-531110	$159,940	$196,997	$240,786	14.2%
Project Supplies	10001260-531120	$79,063	$142,596	$120,000	-20%
Cleaning Supplies	10001260-531140		$0	$15,000	N/A
Water/Sewerage	10001260-531210	$12,716	$16,087	$20,000	0%
Natural Gas	10001260-531220	$6,608	$8,100	$8,600	7.5%
Electricity	10001260-531230	$319,244	$344,826	$270,025	26.4%
Gasoline	10001260-531270	$31,584	$32,927	$53,500	0%
Small Equipment	10001260-531600	$7,421	$23,216	$10,412	4.9%
Other Supplies	10001260-531700	$13,090	$12,322	$33,298	117.7%
Tires, Batteries, Parts	10001260-531710	$23,646	$28,546	$42,862	0%
General Supplies & Materials	10001320-531100	$1,090	$9,303	$1,000	0%
Bicentennial Supplies	10001320-531180		$1,781	$250,000	N/A
Books & Periodicals	10001320-531400	$129	$0	$580	0%
Small Equipment	10001320-531600	$0	$386	$0	0%
General Supplies & Materials	10001327-531100	$571	$72	$0	0%
Small Equipment	10001327-531600	$371	$0	$0	0%
General Supplies & Materials	10003600-531100	$2,669	$1,989	$4,000	0%
Gasoline	10003600-531270	$583	$790	$2,000	0%

Name	Account ID	FY2020 Actual	FY2021 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)
Small Equipment	10003600-531600	$10,004	$105,350	$17,760	-56.9%
Tires, Batteries, Parts	10003600-531710	$0	$885	$800	0%
Total Supplies:		**$940,040**	**$1,217,032**	**$1,441,568**	**41.5%**
Capital Outlay					
Computers Capital Outlay	10000965-542400	$7,700	$225,372	$0	-100%
Total Capital Outlay:		**$7,700**	**$225,372**	**$0**	**-100%**
Other Cost					
Payments to Other Agencies	10000490-572000	$198,565	$272,558	$265,000	0%
Contingencies	10003750-579000	$0	$0	-$3,137,929	-512.2%
Total Other Cost:		**$198,565**	**$272,558**	**-$2,872,929**	**-379.9%**
Total Expense Objects:		**$22,097,207**	**$22,830,477**	**$26,742,285**	**-4.1%**

Goal #1

To undertake works pertaining to construction of housing colonies, shopping centers, markets, industrial estates and provide public amenities.

Deliverables:

- Development of housing and urban Infrastructure to increase the quality of life in Henry County

Performance Measures

Measure 1: Provide plans for improving the housing and urban in Henry County
Metrics: Ongoing and planned project metrics
Inputs: Project data from Henry County Development Authority
Due Dates: END of FY 22, Intermediate Milestones as needed

CAPITAL IMPROVEMENTS

Capital Asset Fund Summary

Capital Asset Funds are funds used for the acquisition or construction of major capital facilities, vehicles and equipment over $5,000. The County operates under a 5 year Capital Improvement Plan (CIP). The projects included in the CIP are projects that have been reviewed and approved by the Board of Commissioners. The CIP is built using a project length budget approach, meaning the budgets for capital projects do not lapse at the end of the fiscal year, but remain in effect until the project is completed. The CIP identifies the capital needs of the county over a 5 year period and not only identifies the immediate needs but also seeks to capture longer term capital needs as well. CIP provides the link between major capital needs and the financial capacity of the county. The CIP is a financial planning tool that lists the county's capital improvement needs, places the projects in priority order and schedules the projects for funding and implementation. The CIP is updated annually to ensure that it addresses new and changing priorities within the county.

	Capital Assets Fund
Revenues	
Sales tax	$204,000,000
Charges for services	1,881,849
Miscellaneous	24,919
Total Operating Revenues	**$205,906,768**
Other Financing Sources	
Transfer In	746,154
Total Other Financing Sources	746,154
Total Revenues & other financing sources	**$206,652,922**
Expenditures	
Intergovernmental	
Payments to other agencies	48,898,379
Capital outlay	166,005,057
Total Operating Expenditures	**$214,903,436**
Other Financing Uses	
Transfers out	7,026,250
Total Other Financing Uses	**$7,026,250**
Total Expenditures & other financing uses	**$221,929,686**
Excess (deficiency) revenues over (under) expenditures	**(15,276,764)**
Net change in fund balance	**(15,276,764)**

Capital Asset Fund Projects

The following schedule covers a multi-year plan. Some of the major projects included are as follows:

Capital Asset Fund Projects (see Budget Transmittal Summary)	$15,276,764
District I Projects [Construction/Major Road Projects]	$19,568,800
District II Projects [Park & Recreation/Major Road Projects]	$19,568,800
District III Projects [Park & Recreation/Major Road Projects]	$19,568,800
District IV Projects [Park & Recreation/Major Road Projects]	$19,584,123
District V Projects [Park & Recreation/Major Road Projects]	$22,568,800
Level II Projects [Major Transportation/Road Projects]	$58,028,694
Other Unidentified Projects	$32,487,922
TOTAL FY 2022 CAPITAL BUDGET	**$206,652,922**

DEBT

Debt Services Summary

This is the Henry County Debt Services Summary for Fiscal Year 2022.

APPENDIX

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting Period: A period at the end of which and for which financial statements are prepared.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

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.

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

ARC: Atlanta Regional Commission – the regional planning and intergovernmental coordination agency for the ten-county Atlanta metropolitan area.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit

serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Balanced Budget: Total anticipated revenues plus that portion of beginning of the year unreserved fund balance, in excess of the required fund balance reserve, must equal total estimated expenditures for each governmental fund type.

BOC: Board of Commissioners – the elected six member governing body of Henry County. Consists of a Chairperson elected at-large, and five Commissioners elected from each of the five county districts.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

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

CAFR: Comprehensive Annual Financial Report – a report compiled annually which provides detailed information on an organization’s financial status.

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and

building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

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.

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

CDBG: Community Development Block Grant – a federally funded program designed to assist low income residents.

Community Development Block Grant Fund: a fund established to account for the federal CDBG funds received by the County.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working

conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

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.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors.

Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fines and Forfeitures: Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

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. Henry County's fiscal year begins on July 1 and ends on June 30.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference between the assets and liabilities of a particular fund. This incorporates the difference between the revenues and expenditures each year.

GAAP: Generally Accepted Accounting Principles – uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

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

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking bodyof a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Licenses & Permits: Fees collected for the issuance of licenses and permits such as business licenses, building and sign permits.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Miscellaneous Revenue: All revenue received not otherwise classified into line item.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Net Position: The residual of all other financial statement elements presented in a statement of financial position. It is the difference between (A) assets and deferred outflows of resources and (B) liabilities and deferred inflows of resources.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses,” or “capital outlay.”

OCGA: Official Code of Georgia Annotated – Georgia Law as enacted by the Georgia Legislature.

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Penalties & Interest: Fees collected for violations or delinquent payments.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

SPLOST (Special Purpose Local Option Sales Tax): A fund designed to collect sales taxes as approved by the voters.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, $14.80 per $1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account’s balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank’s reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders’ equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community’s assessed value on property must reflect its market, or full and fair cash value.
alue.