



FAYETTE *County*
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FAYETTE COUNTY, GEORGIA

OPERATING AND CAPITAL BUDGET

FISCAL YEAR ENDED JUNE 30, 2021

Prepared By:
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FAYETTE COUNTY, GEORGIA

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July 1, 2019

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to Fayette County Georgia for its annual budget for the fiscal year beginning July 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

FAYETTE COUNTY, GEORGIA
TABLE OF CONTENTS

	PAGE
Table of Contents	i
INTRODUCTION	
Budget Message	1
Services Provided By the County	7
Profile of the County	7
Governmental Structure	9
Local Economic Conditions and Outlook	10
Map of the County: Municipalities and Proximity to Metropolitan Atlanta Area	14
Mission Statement	16
Budget Parameters	16
Long-Term Goals	16
Strategic Plan/Initiatives to Attain Long Term Plans	17
Long-Term Strategic Financial Forecast	20
County Goals Accomplished by Departments	22
Budget Calendar	24
BUDGET SUMMARY	
Summary of Total Expenditures - All Budgeted Funds	25
Summary of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds	26
Chart: Revenue and Other Sources - % Contribution by Source	27
Chart: Expenditures and Other Uses - % Contribution by Function	28
Chart: Total Revenue - 5 Year Trend	29
Chart: Total Expenditures - 5 Year Trend	29
Chart: Revenue vs. Expenditures - 5 Year Trend	30
Chart: 3 Highest Revenue Categories - 5 Year Trend	30
Summary of Revenues, Expenditures and Changes in Net Position - Enterprise Funds	31
Chart: Revenue and Other Sources - % Contribution by Source	32
Chart: Expenditures and Other Uses - % Contribution by Category	32
Summary of Revenues, Expenditures and Changes in Fund Balances - Internal Service Funds	33
Summary of Revenues, Expenditures and Other Financing Sources and Uses - All Funds	34
Budget Summary Information	35
Comparison of Next Year's Adopted Budget With the Current Year's Budget	36
Analysis of Major Revenue Sources and Trends	39
General Fund	40
Other Funds	43
All Funds	47
Analysis of Fund Balance	48
Fund Balances	49
Funds with Anticipated Changes of 10% or More	50
PLAN, POLICIES, AND PROCEDURES	
Adopted Fiscal Policies	51
Budget Policy	51
Reserve Fund Policy	57
Investment Policy	57

**FAYETTE COUNTY, GEORGIA
TABLE OF CONTENTS**

	PAGE
Debt Management Policy	59
Purchasing Card Policy	62
Replacement of Vehicles, Heavy Equipment, and Other Assets	65
Accounting, Auditing, and Financial Reporting	70
Measurement basis	71
Basis of Accounting	71
Basis of Budgeting	71
Basis of Accounting and Basis of Budgeting - Differences	71
Budget Amendments	72
Budgeted Funds	73
Fund Types	74
Fund Types, Funds, Functional Areas and Departments	76
CAPITAL BUDGET	
Policies and Procedures	78
Capital Expenditures - Definition	78
Classification of Projects	79
Funding of Capital/CIP Projects	79
Funds	79
Financial Impact on the Operating Budget	80
Major Capital/CIP Projects Approved	80
Capital Budget - Expenditures and Funding	83
Chart: Capital Budget - Expenditures by Capital Fund	84
Chart: Capital Budget - Funding by Source	85
Chart: Capital Budget - Expenditures by Function	86
Capital Projects - Projects By Function	87
Capital Improvement Program (CIP): Projects Funding Summary	91
Capital Improvement Program (CIP): Cost Summaries by Department	92
Impact Capital/CIP projects on Operating Budgets	96
ORGANIZATION	
Organizational Chart	97
Fayette County, Georgia - Contact Information	98
Summary of Personnel - Full-Time Equivalents (FTE)	100
Chart: Total Personnel (FTE) - 5 Year Trend	101
Chart: % of Personnel by Function	101
Budget - Personnel Notes	102
Cost Center Sheets - County Departments/Outside Agencies	
Function: General Government	
Administration	104
Building & Grounds	106
County Commission	108
Contingency	110

**FAYETTE COUNTY, GEORGIA
TABLE OF CONTENTS**

	PAGE
Elections	111
Engineering	113
Finance	115
Human Resources	117
Information Systems	119
Law Department	122
Non-Departmental General Government	123
Purchasing	124
Tax Assessor	126
Tax Commissioner	128
Function: Judicial	
Board of Equalization	129
Clerk of State Court	130
Clerk of Superior Court	133
District Attorney	136
Drug Abuse and Treatment	137
Juvenile Court	138
Juvenile Supervision	141
Law Library	143
Magistrate Court	144
Non-Departmental Judicial	146
Probate Court	147
Public Defender	149
State Court Judge	150
State Court Solicitor	152
State DUI Court	155
Superior Court Judges	156
Victims Assistance	157
Function: Public Safety	
911 Communications	159
Animal Control	161
Confiscated Property - Federal	163
Confiscated Property - State	164
Confiscated Property - US Customs	165
Coroner	166
Sheriff's Office - Criminal Investigations	167
Emergency Management, EMS, Fire Services - Summary	171
Emergency Management	173
Emergency Medical Services	174
Sheriff's Office - Field Operations	175
Fire Services	177
Jail Surcharge	178
Sheriff's Office - All Divisions	179
Sheriff's Office - Jail Operations	180
Non-Departmental Public Safety	182

**FAYETTE COUNTY, GEORGIA
TABLE OF CONTENTS**

	PAGE
Sheriff - Support Services	183
Function: Public Works	
Environmental Management	185
Fleet Maintenance	187
Public Works Administration	189
Road Department	191
Solid Waste Management	193
Street Lights	194
Water System	195
Function: Health & Welfare	
Dept. Family & Children Services	196
Fayette Community Options	197
Fayette Counseling Center	199
Public Health	200
Senior Citizen Services	201
Function: Culture & Recreation	
Library	202
Non Departmental - Culture & Recreation	204
Recreation	205
Function: Planning & Development	
Building Safety	207
Code Enforcement	209
County Extension	211
Development Authority	213
GA Forestry Commission	214
Non Departmental - Housing & Development	215
Planning and Zoning	216
Function: Debt Service	
Criminal Justice Center - Debt Service	218
APPENDIX	
Legal Debt Margin - General Obligation Debt	219
Long-term Debt	221
Glossary of Budgetary and Financial Terminology	223



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Fiscal Year 2021 Budget Message

June 25, 2020

The Honorable Randy Ognio, Chairman
The Honorable Members of the Fayette County Board of Commissioners
The Citizens of Fayette County, Georgia

The annual Operating and Capital Budget of Fayette County Georgia is a plan expressed in dollar amounts that acts as a road map to carry out the Board of Commissioners' mission statement: to provide critical services to protect and enhance the health, safety, and welfare of its citizens in a manner that is efficient, fiscally responsible, and which perpetuates a quality lifestyle for future generations (**further discussion on goals is found later in the document**).

INTRODUCTION

It is our pleasure to present the fiscal year 2021 adopted budget for Fayette County Georgia. The adopted budget covers the period beginning **July 1, 2020 and ending June 30, 2021**.

The adopted budget includes **expenditures** of **\$100,028,881**, operating **transfers of \$305,000**, **transfers of \$3,831,045** to Governmental Funds capital/CIP projects, **transfers of \$2,213,250** to Enterprise Funds capital projects, and **transfers of \$1,725,000** to the Vehicles and Equipment fund for **total appropriations of \$108,103,176**. This budget is representative of the County's long-standing tradition of providing historic levels of service to the citizens of Fayette County while maintaining fiscal and managerial conservatism. The Board of Commissioners and its staff continue to work diligently in identifying and allocating resources. The Board's prudent leadership and direction allows the organization to deliver services in a manner that most effectively, efficiently, and economically meets the dynamic needs of a still growing Metropolitan Atlanta suburban community with a current **estimated population of 119,400** as of April 1, 2020.

Major components of the approved expenditures include:

Budget Components	Expenditures
Operating Governmental Funds	\$ 75,192,487
Operating Enterprise Funds	16,442,486
Governmental Funds Capital Projects	3,831,045
Enterprise Funds Projects	2,213,250
Internal Service Funds	2,349,613
Total Budget	\$ 100,028,881

BUDGET IN BRIEF

The adopted **operating expenditures budget** for FY 2021 total **\$91,634,973**. This is only a 0.7% increase from the FY 2020 budget. The adopted **operating revenue budget** totals **\$98,652,416**, increasing 1.8% from the previous year. As in the FY 2020 adopted operating budget, the FY 2021 budget projects revenue higher than expenditures having a positive effect on fund balance from operations.

Operating Budget				
	2021	2020	\$ Diff.	% Change
Revenue	\$ 98,652,416	\$ 96,883,296	\$ 1,769,120	1.8
Expenditures	91,634,973	90,981,299	653,674	0.7
Fund Balance	\$ 7,017,443	\$ 5,901,997	\$ 1,115,446	18.9

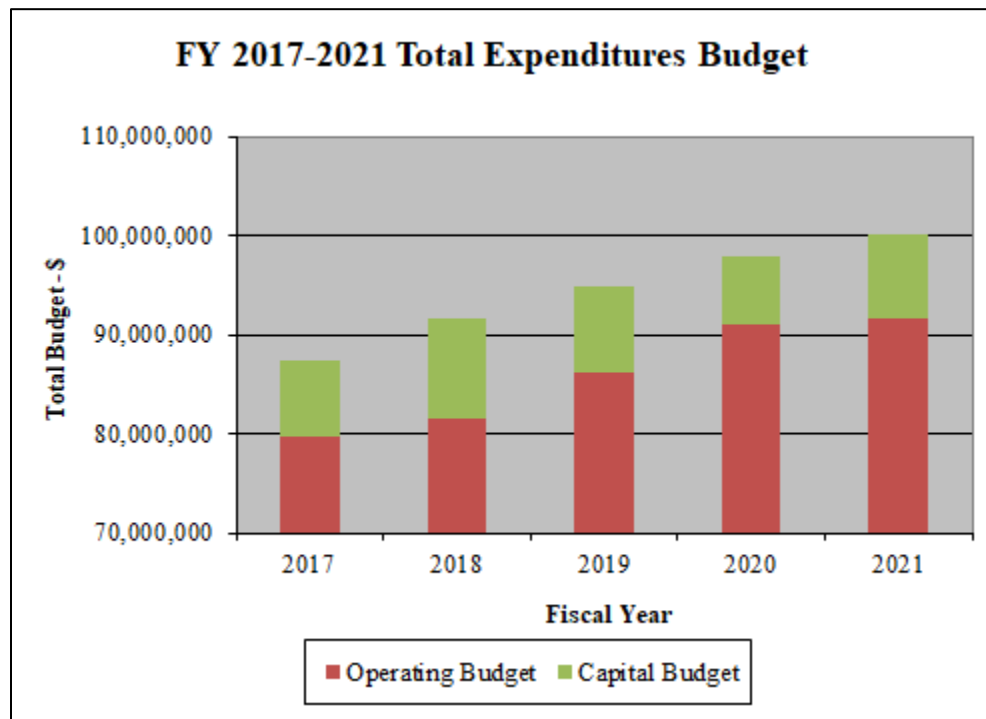
The FY 2021 adopted **capital expenditures budget** is **\$1.5 million** more than the previous year. This represents an increase of **21.8%**.

Capital Budget	FY 2021	FY 2020	\$ Diff	% Diff
Capital/CIP Projects	\$ 3,831,045	\$ 3,589,976	\$ 241,069	6.7
Water System CIP	2,213,250	1,830,000	383,250	20.9
Vehicle/Equipment Fund	2,349,613	1,474,220	875,393	59.4
Total Capital Budget	\$ 8,393,908	\$ 6,894,196	\$ 1,499,712	21.8

The Fayette County total adopted expenditures budget for FY 2021 is **\$2.1 million** more than the previous year. This represents an overall increase of **2.2%** from the prior year's total adopted expenditures budget.

Fayette County Georgia - FY 2017 to 2021 Operating and Capital Expenditures

Fiscal Year	Operating Budget	% Change	Capital Budget	% Change	Total Budget	% Change
2017	79,774,820	(0.0)	7,525,809	(28.2)	87,300,629	(3.3)
2018	81,562,888	2.2	10,066,484	33.8	91,629,372	5.0
2019	86,257,311	5.8	8,570,807	(14.9)	94,828,118	3.5
2020	90,981,299	5.5	6,894,196	(19.6)	97,875,495	3.2
2021	91,634,973	0.7	8,393,908	21.8	100,028,881	2.2



More detail regarding changes in the Fayette County Georgia operating budget is included in the **Significant Items** section that follows.

(Please see page 16 for the list of County Goals linked to the Significant items)

SIGNIFICANT ITEMS FOR CURRENT FY 2020 AND BUDGET FY 2021

1. The **total actual operating revenue (audited)** for FY 2020 is \$98.7 million. The **total actual operating expenditures (audited)** amount for FY 2020 is \$84.4 million. At the end of FY 2020, operating revenue exceeds operating expenditures and total fund balance from operations increases by \$14.3 million. Only current revenues are used to pay current expenditures so there is not a “built-in increase” for ongoing expenditures. The Board of Commissioners guideline is to conservatively budget revenue and expenditures so the actual effect of operations results in a

positive effect on fund balance. Operations in FY 2020 reflect the Board of Commissioners' continued commitment to fiscal responsibility. (County Goal: CG2)

2. Total Capital Budget Expenditures for Governmental Funds and Enterprise Funds Capital Projects – the capital budget for Governmental and Enterprise funds in FY 2021 is projected to total \$6.0 million: \$3.8 million in Governmental Funds projects and \$2.2 million in Enterprise Funds projects. This represents an increase of \$0.6 million or 11.5% from FY 2020. The Enterprise Funds projects are Water System Fund projects that will be funded with fund operating revenue. The Governmental Funds projects are funded with transfers from General Fund balance (\$3.1 million), Fire Services fund balance (\$645K), and Emergency Medical Services fund balance (\$53K). (County Goal: CG1, CG2, CG4, CG5)

3. Replacement/New Vehicles and Heavy Equipment - the FY 2021 budget includes \$2.3 million for the purchase of vehicles and equipment for the Governmental Funds. The replacement of county vehicles and heavy equipment is based on the composition of the fleet needed to fulfill the long-term goals of Fayette County. As a means of maintaining the level of funding necessary to replace vehicles and equipment, annual contributions from the different Governmental Funds are included in the annual budget. In FY 2021, transfers to the Vehicle & Equipment Fund from the General Fund (\$725K), Fire Services Fund (\$650K), and the EMS Fund (\$350K) are included. The Enterprise funds (Water System and Solid Waste) include in their operating budgets the cost of vehicles and heavy equipment. In the FY 2021 Budget, the Water System included in their budget \$162K for vehicles and heavy equipment. (County Goal: CG1, CG2)

4. Capital Improvements Program (CIP) – the five year CIP plan was updated reflecting a focus on capital needs to support the Board of Commissioners' commitment to maintaining and improving facilities and infrastructure to better serve the citizens of Fayette County. In FY 2020, the Board of Commissioners approved to close forty-three (43) projects that were completed. Available funding in these projects was moved to projects with funding shortages or to project contingency accounts. Funding in project contingency accounts, plus any additional funding appropriated, could be used as a funding source for new projects. The Capital Improvements Program (CIP) is discussed in more detail in the Capital Budget section. (County Goal: CG1, CG5)

5. Property Taxes – property tax paid by Fayette County citizens is determined by the **assessed value** of the property multiplied by the General Fund M&O property tax **millage rate**. An increase in the assessed value of the property with no change to the millage rate will result in an increase in property taxes paid. For calendar year 2020 (FY 2021), the countywide net tax digest increased by \$321.6 million or 2.3%. The Board of Commissioners directed to decrease the General Fund M&O millage rate to 4.277 mills, down from 4.392 mills. This will result in a small decrease in property taxes paid by the average county citizen. Since the 2014 tax year, millage rate rollbacks of the General Fund M&O millage rate approved by the Board of Commissioners have resulted in cumulative savings to the taxpayers of approximately \$39.7 million. This reflects the Board of Commissioners' commitment to continue offering superior service to the citizens of Fayette County while at the same time keeping property taxes as low as possible. (County Goal: CG2)

6. Pay for Performance – A Pay for Performance Plan was included in the approved FY 2021 budget. Regular full-time and part-time employees who are in good standing are eligible for

merit pay. Merit distribution is allocated based upon performance and performance evaluations. The amount included in the FY 2021 budget for merit pay is \$800K or approximately 1.875% of total payroll. (County Goal: CG4)

7. **2017 SPLOST** – this 6-year Special Purpose Local Option Sales Tax was voted by the citizens of Fayette County in a special election that took place on March 21, 2017. Collections started on July 1, 2017. During the first two years of the 2017 SPLOST, approximately \$3.75M was collected over the original estimated amount. In FY 2020, the Board of Commissioners approved to appropriate the additional \$3.75M collected so the additional funds are available for allocation to existing Stormwater, Transportation, and Fire SPLOST projects. (County Goal: CG1, CG2, CG5)

8. **Fayette County Public Facilities Authority's Revenue Series 2011 Bonds** – in FY 2020, the Board of Commissioners approved to refinance these revenue series 2011 bonds with an outstanding principal amount of \$23.97 million. The purpose of refinancing these revenue bonds was to take advantage of the current interest rates that were lower than the interest rate on the series 2011 bonds. Estimates indicated net value cost savings of refunding the revenue bonds of approximately \$2.0 million. (County Goal: CG2)

Comparison of the FY 2021 and FY 2020 Operating Expenditures Budgets

OPERATING EXPENDITURES BUDGET - SUMMARY FY 2021 TO FY 2020 COMPARISON - BY FUND				
Fund	FY 2021	FY 2020	\$ Diff.	% Change
General Fund	55,144,753	54,092,809	1,051,944	1.9
Special Revenue Funds				
Law Library	55,000	60,000	(5,000)	(8.3)
Accountability State Court	398,044	450,189	(52,145)	(11.6)
911 Communications	3,744,925	3,696,220	48,705	1.3
Jail Surcharge	384,000	384,000	-	-
Juvenile Supervision	10,539	24,919	(14,380)	(57.7)
Victims Assistance	154,821	154,174	647	0.4
Drug Abuse and Treatment	716,766	666,854	49,912	7.5
Fire Services Fund	10,871,747	10,417,328	454,419	4.4
Street Lights	346,701	336,216	10,485	3.1
EMS Fund	3,348,191	3,258,872	89,319	2.7
Animal Control Spay Neuter	17,000	17,000	-	-
Enterprise Funds				
Solid Waste	230,836	249,018	(18,182)	(7.3)
Water System	16,211,650	17,173,700	(962,050)	(5.6)
Total Operating Budget	\$ 91,634,973	\$ 90,981,299	\$ 653,674	0.7

CONCLUSION

The Fayette County Board of Commissioners continues their commitment to a balanced budget and excellent customer service for the Citizens of Fayette County. From FY 2014 to FY 2019, the Fayette County Board of Commissioners rolled back the General Fund maintenance and operations millage rate. The FY 2020 budget did not include a rollback when the millage rate remained the same. For FY 2021, the Board of Commissioners rolled back the General Fund maintenance and operations millage rate. The millage rate rollbacks approved by the Board of Commissioners since FY 2014 represent cumulative net savings to the Citizens of Fayette County of approximately \$39.7M.

For FY 2021, the projected impact of the operating budget on the fund balance for the General Fund is an increase of \$255K and for the Special Revenue Funds an increase of \$2.9M. This year's budget continues the tradition of effective teamwork amongst the County's respective Elected Officials, Constitutional Officers, and Department Heads.

The adopted FY 2021 budget highlights related to the General Fund include the following:

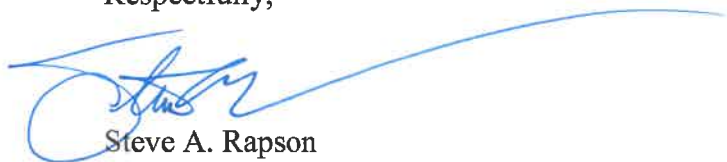
1. Maintaining a fund balance committed stabilization of \$14.1M,
2. An emergency fund balance of \$2.0M,
3. A \$3.4M non-spendable balance on loans for Stormwater Projects,
4. An assigned fund balance for capital/CIP projects of \$6.4M,
5. An unassigned fund balance of approximately \$2.4M.

The budget also provides adequate funding for healthcare costs while maintaining health insurance options and increased retirement plans benefits for county employees.

Elected Officials, Constitutional Officers, and County staff have worked to ensure expenditures are maintained at minimum levels. This task becomes more challenging each year given the non-funded mandates placed on Local Governments from Federal and State levels. The increase in property assessed values experienced this year provides optimism with anticipated new growth for the County's tax digest in the coming years.

In approving the FY 2021 Budget, the Fayette County's Board of Commissioners continues to stand strong in a fiscally conservative position as recognized by Standard and Poor's and Moody's with their highest ratings. Through their continued actions, Fayette County Government continues to be positioned to lead the Metropolitan Atlanta Area in local government innovation, fiscal conservatism, and quality of life for its citizens.

Respectfully,



Steve A. Rapson
County Administrator



Sheryl L. Weinmann
Chief Financial Officer

SERVICES PROVIDED BY THE COUNTY



The County provides a full range of services to its citizens. These services include police (Sheriff) and fire protection, emergency medical services, court systems, library services, the construction and maintenance of roadways and infrastructure, tax assessment and collection, planning and zoning, recreational activities and cultural events, and inherent administrative and support activities. The County provides the majority of these services since fiscal responsibility has been affixed at the local level by State statutes. However, in keeping with the terms of their individual charters, the cities and towns within Fayette County have chosen to provide some of the above services to their citizens as part of their municipal government

operations.

The County also operates a potable water distribution system and a solid waste management system. The Fayette County Water System established in 1965 serves approximately 31,500 customers in the unincorporated areas of the County and through the County-owned distribution systems in the City of Peachtree City and the Towns of Tyrone and Woolsey. By contractual agreement, the County operates the system owned by the town of Brooks. The Water System also wholesales water to the City of Fayetteville pursuant to a wholesale water contract which expires in 2034.

PROFILE OF THE COUNTY

History

Fayette County, established in 1821, is a “political subdivision” organized and existing under the Constitution and laws of the State of Georgia. Fayette County was the 49th county created in the state and was formed from parts of the Creek Indian Nation territory. The County and the City of Fayetteville, the county seat, were named for the Marquis De LaFayette, one of General George Washington’s lieutenants in the Revolutionary War.

Demographics

Fayette County is bordered on the north by Fulton County with Atlanta as its county seat, on the east by Clayton County with Jonesboro as its county seat, on the south by Spalding County with Griffin as its county seat, and on the west by Coweta County with Newnan as its county seat. Incorporated communities located within the County include Fayetteville, which is the County seat; Brooks; Peachtree City; Tyrone and Woolsey.

Encompassing about 199 square miles (197 square miles of land area), it is one of the smaller counties in the State in area. It is located in the northwestern part of Georgia, situated about 15 miles south of the Atlanta city limits and is considered an integral part of the Metro Atlanta area.

From a long-range planning and services coordination standpoint, Fayette County is a member of the Atlanta Regional Commission.

In looking at its demographic statistics, Fayette County is considered for the most part to be a suburban community. About 54.4 percent of its residents live in incorporated cities and towns. Fayette is the Atlanta region's second least densely populated county, with 0.86 people living per acre of land. The average household size is 2.77 and nearly 82.0 percent of housing is defined as owner-occupied.

Fayette County exhibits some excellent physical characteristics, in terms of climate and geography. Average rainfall for the immediate area is 49 inches per year, and average temperatures range from a high of 90 degrees in July to a low of 32 degrees in January, with a year round average temperature of 61 degrees. The area is decorated with dogwoods and azaleas blooming in the spring and a colorful change of leaves in the fall. The general terrain of the area is characteristic of the Piedmont region of Georgia, with hills with broad ridges, sloping uplands and relatively narrow valleys. Land elevations within the County range from a low of 720 feet to a high of 1,005 feet above sea level.

Transportation

Another important attribute of Fayette County is its location in relationship to major transportation modes, with ready access to several different methods of conveyance. The County is strategically located in proximity to five interstate highway systems, I-20, I-75, I-85, I-675 and I-285. In addition, several principal arterial roadways, such as State Highways 54, 74, 85, 92, 279 and 314, pass directly through the County. Citizens also have fairly easy access to the public transportation systems, which serve the immediate Atlanta area. From terminals located in the southern part of Fulton County, travelers can take advantage of the trains and buses operated by the Metropolitan Atlanta Rapid Transit Authority (MARTA). For a very reasonable fare, MARTA offers residents the alternative of an easy, quick commute to Downtown Atlanta or to the various sports venues. And from the private sector, the Greyhound Bus Lines operates a local terminal in nearby Hapeville.

Hartsfield-Jackson Atlanta International Airport, the world's busiest passenger airport, is located only about 15 miles to the north and Falcon Field Airport which is located on the western fringes of the County serves as a local public airport for light aircraft including small jets.

Diverse Lifestyles

In spite of its relatively small size in terms of area, Fayette County offers its residents a diverse menu of lifestyles, amenities and opportunities.

Peachtree City, a planned community situated in the western part of the County, is widely known as a family-oriented locale. This City features three golf courses, two large lakes, 100 miles of golf cart paths, a 2,500 seat amphitheater, a state-of-the-art championship tennis center, an indoor swimming complex and numerous other recreational facilities. The majority of industry in the County is located in a nearby industrial park.

Fayetteville, the County seat, boasts of its Main Street Program aimed at recognizing the rich history of the City's downtown area and ensuring that much of the small town flavor and architectural designs of the past are maintained. With street names like Stonewall, Beauregard, Lee and Jeff Davis and buildings such as the Holliday-Dorsey-Fife House, one can't help but feel surrounded by history. The Southern Ground Amphitheater, located on Lafayette Avenue, offers a series of concerts throughout the year.

For those in search of a more pastoral environment, the Towns of Brooks and Woolsey, located in the southern portion of the County, generally require a minimum residential lot size of five-acres. In Fayette County, one can find a high-tech industrial complex and an airport located just a few minutes from cattle farms, woodlands full of deer and turkey, and a historic water mill.

GOVERNMENTAL STRUCTURE



The governing authority of Fayette County is a **Board of Commissioners** consisting of five elected members. The commissioners serve on a part-time basis and are elected to staggered terms of four years. The County is divided into four commission districts. Four Commissioners are elected by the citizens in their respective district, while the fifth Commissioner is elected at-large. At their first meeting each calendar year, the Commission Chair and Vice-Chair are selected by the Board. In their policy-making capacity, the Board of Commissioners is authorized to perform the following functions:

- 1) levy taxes;
- 2) direct and control all property of the County;
- 3) establish, alter or abolish roads and bridges;
- 4) fill vacancies in County boards, unless others are empowered to do so;
- 5) examine, settle and allow claims against the County;
- 6) examine and audit the accounts of all officers having the care, management, keeping, collection or disbursement of money belonging to the County;
- 7) establish the costs of licenses; and
- 8) make such rules and regulations as necessary for the protection and preservation of health, safety, welfare and morals.

The Board of Commissioners appoints the County Administrator who serves as the County's Chief Administrative Officer. The County Administrator is responsible for the daily operations of all County functions in accordance with the policies of the Board of Commissioners.

LOCAL ECONOMIC CONDITIONS AND OUTLOOK

Fayette County continues to benefit economically by being an integral part of one of the top growth areas in the United States, the Atlanta Metropolitan Region. The Metropolitan Atlanta region represents one of the nation's primary transportation and distribution centers as well as being a major financial and consumer services leader. For those counties located on the south side of the Metro Area, Hartsfield-Jackson Atlanta International Airport is considered to be one of the more important economic engines. Hartsfield-Jackson is the state's largest employer, with more than 63,000 airline, ground transportation, concessionaire, security, federal government, City of Atlanta and Airport tenant employees. The total annual economic impact of the airport for metro Atlanta is more than \$34.8 billion.

Georgia's geographically central location for domestic distribution, excellent surface transportation system, telecommunications infrastructure and proximity to major consumer markets make the state an excellent base for air cargo operations.

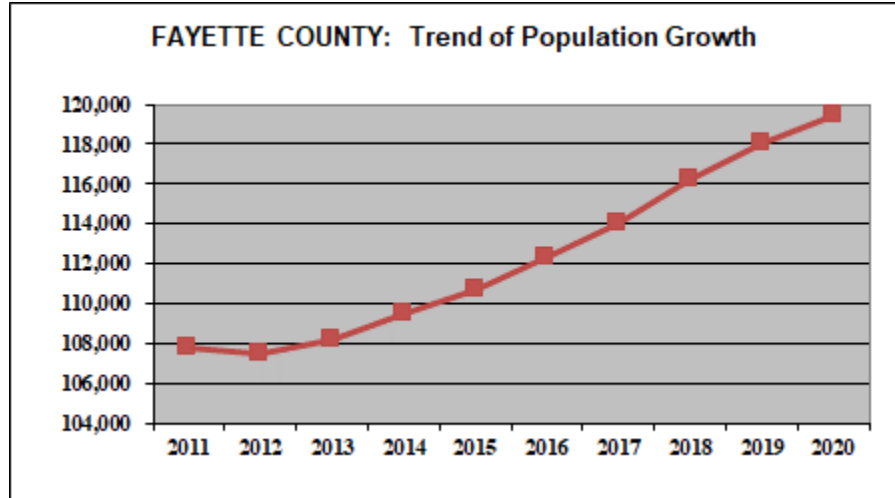
The quality and quantity of services provided by the County to its residents are second to none. The College and Career Ready Performance Index released by the Georgia Department of Education and based on data from the 2017-2018 school year shows that Fayette Counties' elementary, middle and high schools are among the best in the state and in metro Atlanta. Scores for Fayette's elementary and middle schools were the 2nd highest and high schools were the 5th highest, in all metro Atlanta.

Also in Fayette County, one will find one of the lowest crime rates in the metro Atlanta area, and an efficient County government with one of the lowest millage rates and service costs per capita in the State. Each of these quality-of-life factors combine to make Fayette County an extremely attractive place in which to reside.

The County has become well known, not only regionally, but nationally, as an ideal place in which to live and to work. Fayette County is considered by many to be the "crown jewel" of metropolitan Atlanta's many fine communities and it indeed offers a quality of life that equals or surpasses any metro area in the United States. The City of Peachtree City is an award winning "master plan" community. It has been named on the list of "10 Best Places to Live" by Money magazine and CNN/MONEY.

According to the 1980 census figures, Fayette County had 29,043 residents and was the forty-third most populous county in the State of Georgia. For the 2010 census the population was estimated in 106,567. The Atlanta Regional Commission (ARC) estimates the population of Fayette County at approximately 119,400 as of April 1, 2020. Fayette County is the twenty-second most populous county in the State of Georgia. Even though the population growth will not continue at the same unprecedented rate of the 1980's and 1990's, the Atlanta region will continue to be one of the fastest growing metropolitan areas in the Country.

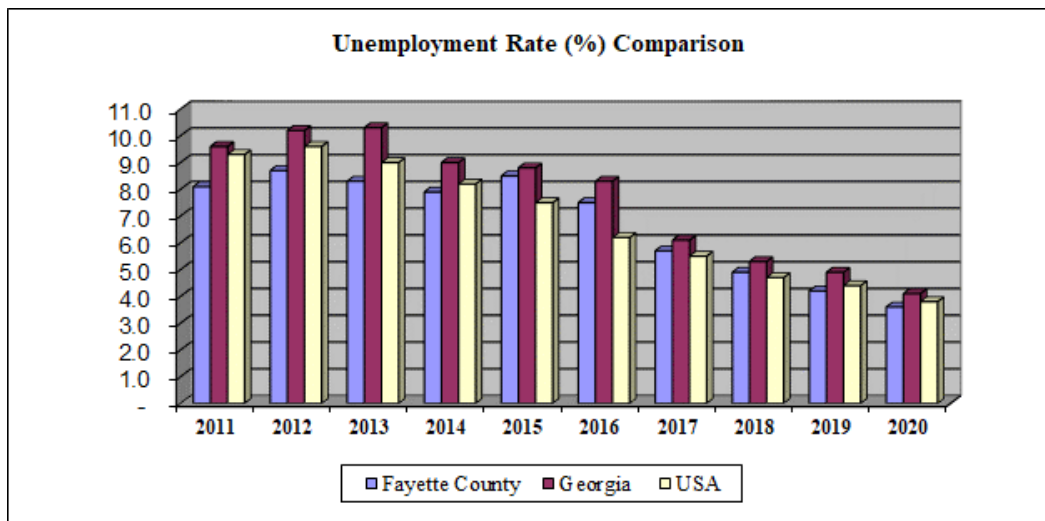
Fayette County Community



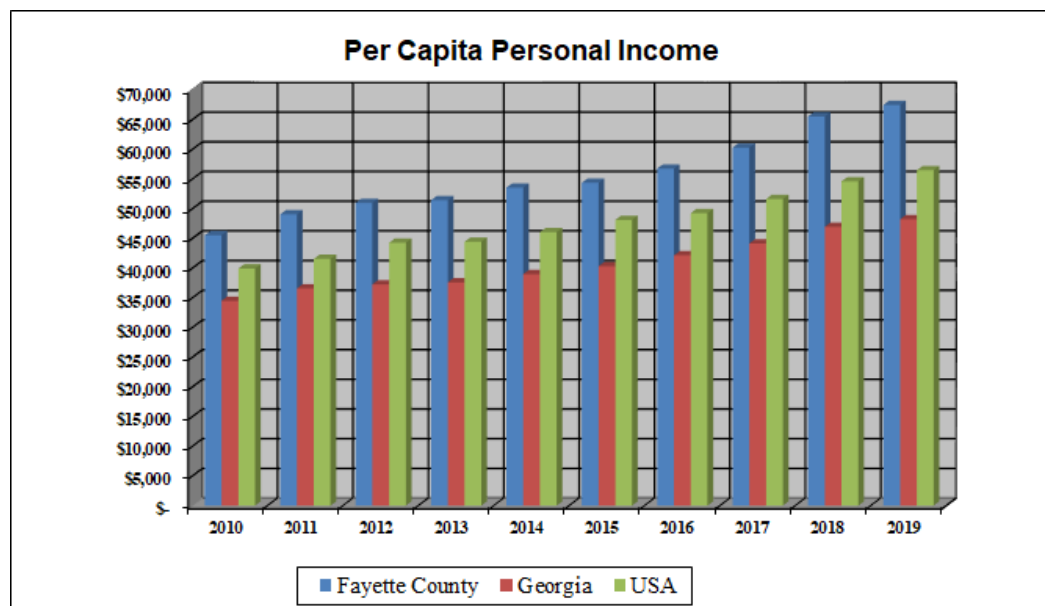
% estimates as of July 1, 2019			
Age and Sex - %	Fayette	Georgia	US
Persons under 5 years	4.5%	6.2%	6.0%
Persons under 18 years	23.0%	23.6%	22.3%
Persons 65 years and over	18.7%	14.3%	16.5%
Female persons	51.6%	51.4%	50.8%
Race - %	Fayette	Georgia	US
White alone	66.7%	60.2%	76.3%
Black or African American alone	23.6%	32.2%	13.4%
Asian alone	5.1%	4.4%	5.9%
Native Hawaiian and Other Pacific Islander alone	0.1%	0.1%	0.2%
Two or more races	2.4%	2.2%	2.8%
Hispanic or Latino	7.5%	9.9%	18.5%
Education - %	Fayette	Georgia	US
High school graduate or higher, persons 25 years+	95.3%	87.1%	88.0%
Bachelor's degree or higher, persons 25 years+	46.2%	31.3%	32.1%

Fayette County schools are among the best in the nation. The high school graduation rates are well over the state and national rates. The average SAT/ACT scores at local high schools are above the state and national averages. Fayette's average SAT scores in 2020 are the second highest in the metro Atlanta Region, seventh highest in Georgia, and in the top 7% in the nation. Fayette's average ACT scores in 2020 are the third highest in Georgia for school systems with at least 1,000 test takers. The scores are 1.9 points higher than the state average and 3.0 points higher than the national average. Approximately 75% of our current residents age 18 to 65+ have attended some college; attained a 2-year or a 4-year college degree; or have post-graduate studies.

Fayette County is blessed to have a labor force that is well trained and has many marketable skills. The county workforce in general is employed in higher paying fields. Close to 40% of the civilian employed population works in the following areas: office and administrative support 15.4%, executive and managers 12.6%, and sales 11.8%. The superior quality of our workforce is reflected in our low unemployment rate. Fayette County's unemployment rate is consistently lower than the state and national rates. The chart below shows unemployment trends for the last ten years.



Fayette County is among the counties with the highest Per Capita Personal Income at both the state level and the national level. In 2019, Fayette County has the third highest Per Capita Personal Income in the state of Georgia. It is 140 percent of the state average and 119 percent of the national average. The graph below compares the Per Capita Personal Income of the residents of Fayette County with those of Georgia and the nation for a period of ten years.



The Fayette County Development Authority is the lead economic development entity for Fayette County. Fayette County Board of Commissioners resolution established it in 1986. It focuses on recruitment, retention and expansion of major industry and corporate office operations as well as workforce issues. It promotes and markets the entire county as a prime location for new and expanding businesses.

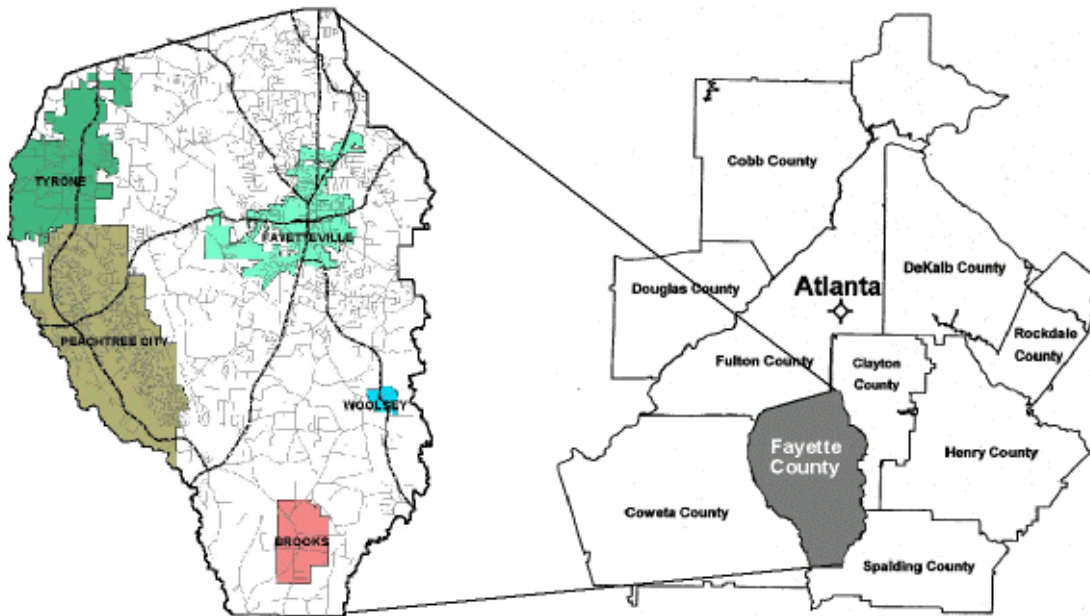
The outlook for metro-Atlanta is very good. Hartsfield-Jackson International Airport is the major factor for business growth for south metro-Atlanta, Fayette County included. Factors that contribute to the optimism over the economic outlook:

1. Cost, logistical, and tax advantages makes the area very competitive in landing economic development projects. Georgia ranks consistently in the top ten of Top States for Doing Business.

2. Jobs are expected to be plentiful and very well balanced. Georgia competes well at attracting corporate headquarters. The transportation and logistics infrastructure is robust and well maintained. The Atlanta area has a low risk for business disruption due to natural disasters.

3. The Atlanta metro area has a well-educated population. It counts with the largest concentration of colleges and universities in the Southern United States. Research universities, state universities, technical colleges, and private institutions are located in the area to offer an extensive pool of educated, technically trained, and diversely skilled workforce.

Fayette County, Georgia: Municipalities and Proximity to Metropolitan Atlanta Area



Fayette County spans 199 acres and has 5 incorporated municipalities within its boundaries. There are an estimated 119,400 people (per 2020 ARC estimates) calling Fayette County home today. Atlanta, with its world of shopping, dining, cultural opportunities, and major league sports, is just 30 minutes away.

Municipalities

Fayetteville – Fayetteville is the county seat of Fayette County and was named for Marquis de Lafayette, one of General George Washington’s commanders in the Revolutionary War. The City was incorporated on December 20, 1823. The original size of town was a half mile circle from the courthouse. The Southern Railroad came through in 1888 and was removed in 1928. The population is estimated at 17,827 in 2018.

Peachtree City – Peachtree City was created in 1959 and includes the communities of Kedron, Aberdeen, Glenloch, Wilksmoor, and Braelinn. The city now features three golf courses, three lakes, an amphitheater, a tennis center, an indoor swimming complex, and 100 miles of pedestrian and golf-cart pathways connecting all parts of the city. The population is estimated at 35,766 in 2018.

Brooks – The town of Brooks was first known as Haistentown after the Haisten family that were the first settlers to arrive in the area. The community became known as Sharon Grove in the 1840’s. When the railroad came through in 1871, Hillery Brooks gave a lot for the train station with the stipulation that the station would bear his name. The village was known as Brooks Station. In 1905, the village name was shortened to Brooks. The population is estimated at 555 in 2018.

Woolsey – The Southern Railroad came through the area that became Woolsey in 1888. Woolsey was incorporated in 1893. It was named for Dr. I.G. Woolsey, who was the town's largest landowner. Dr. Woolsey was a Civil War surgeon and a minister. The population is estimated at 165 in 2018.

Tyrone - Tyrone was settled by Irish farmers and the town first known as Hopewell. The town was incorporated in 1911 by railroad builders who were mainly Scotch and Irish. They named the town Tyrone because they thought the area reminded them of their home area around County Tyrone in Ireland. Tyrone got its first pave street in 1948. The population is estimated at 7,388 in 2018.

Mission Statement

The Mission of Fayette County Government is to provide critical services to protect and enhance the health, safety and welfare of its citizens in a manner that is efficient, fiscally and environmentally responsible, and which perpetuates a quality lifestyle for future generations.

Budget Parameters

The Budget Parameters establish the guidelines that the annual budget process will follow. The Board of Commissioners determines these parameters. The County Administrator's responsibility is to assure that the county departments and the outside agencies that receive county funding abide by these parameters. The FY 2021 Budget follows the following parameters:

1. No deficit budgeting (no use of unassigned fund balance).
2. Continued commitment to delivering outstanding services while keeping property taxes as low as possible.
3. Maintaining employee benefits while strengthening reserves.
4. Continuing to pursue grant opportunities.

Long-Term Goals

The **Long-Term Goals** of Fayette County drive the day-to-day operations of the county government. The Board of Commissioners, the County Administrator, the Department Heads, and county staff strive to attain these goals when providing services to the citizens of Fayette County. The Fayette County long-term goals:

County Goal 1: To protect and enhance the health, safety and welfare of county citizens to ensure a quality lifestyle.

County Goal 2: To provide services that are efficient and fiscally and environmentally responsible.

County Goal 3: To be a government that conducts business in an open and easily accessible manner that generates trust and confidence.

County Goal 4: To provide county employees with training, equipment, safety and security, and competitive compensation and benefits so they perform to the best of their abilities when providing services to the county citizens.

County Goal 5: To build, maintain, and improve facilities, equipment, and infrastructure to meet the present and future needs of the county.

At the Annual Retreat, the Board of Commissioners and the County Administrator meet with county departments' management, elected officials, and the outside agencies that offer services to county citizens to discuss short and long-term goals and objectives and how each individual unit contributes to the attainment of these goals. This discussion sets the direction for the next year(s) and establishes the initiatives that are necessary to attain the goals. The changes in funding requirements from new initiatives and/or new programs are incorporated in the next year budget process.

Strategic Plan/Initiatives to Attain Long Term Goals

County Goal 1: To protect and enhance the health, safety and welfare of county citizens to ensure a quality lifestyle.

Initiative 1.1 – The Board of Commissioners approved to contribute \$2.0 million for a new facility for the Fayette County Health Department. This will partially fund the construction of the new facility estimated to cost \$5.25 million. The new building will allow for the improvement and expansion of health services for the citizens.

Initiative 1.2 – In response to concerns of many citizens regarding the current animal shelter facility, the Board of Commissioners approved \$1.0 million for a new animal shelter building. This new building, adjacent to the current building, will yield significant operational enhancements without requiring additional staffing.

Initiative 1.3 – Place a high priority on fire prevention. The most effective method of fire prevention is public education. The Fire Marshal's Office conducts fire safety education for elementary school students within the unincorporated Fayette County; provide public education to senior citizen organization groups, as well as fire extinguisher training to business owners and the public within the community.

Initiative 1.4 – The Fayette County Sheriff's Office Neighborhood Watch Program will assist communities in establishing a watch group and will provide signs and tips on how to make your community safer.

County Goal 2: To provide services that are efficient and fiscally and environmentally responsible.

Initiative 2.1 – The County Administrator conducts **weekly meetings** with County Department Heads to inform of new initiatives and programs and to determine which and how the departments will be involved. In addition, the weekly meetings are used to get status updates on ongoing initiatives. These meetings encourage interdepartmental coordination and avoid duplicity of efforts; which turns into an efficient way of conducting county operations.

Initiative 2.2 – The Purchasing Department procures materials, supplies, equipment and services for the County departments in their function of serving the citizens of Fayette County. The procurement process ensures that contract awards go to responsive and responsible bidders that provide quality and maximum dollar savings.

Initiative 2.3 – Every Fayette County department is encouraged to apply for available federal/state grants. Grants are a fiscally responsible way for the county to "do more with less". Grant requirements range from no required match by the county to 10%-50% match required. As an example, for the period of FY 2013 to FY 2020, Fayette County has incurred in almost \$8.3 million on Local Maintenance & Improvement Grant (LMIG) funds for eligible activities and projects to repair and improve roads and bridges in the county. The LMIG program has awarded the county \$6.2 million in grant funding for these activities/projects. This is a cost of only \$2.1 million to the citizens of Fayette County.

County Goal 3: To be a government that conducts business in an open and easily accessible manner that generates trust and confidence.

Initiative 3.1 – The Board of Commissioners conducts regular **public** meetings twice a month, usually the second and fourth Thursday of each month. Members of the press attend the

meetings. Each meeting has a Public Comment section where speakers/citizens have the opportunity to speak to the Board of Commissioners about various topics, issues, and concerns.

Initiative 3.2 – The dates of the Board of Commissioners public meetings are published on the Fayette County website. In addition, the agenda for each public meeting is placed on the county website. County meetings are available live the day of the meeting and archived for later viewing.

Initiative 3.3 – Under the Georgia Open Records Act, all Fayette County public records are available for inspection and copying unless they are specifically exempted from disclosure under the law.

Initiative 3.4 - Besides the regular public meetings, the Board of Commissioners conducts additional public meetings throughout the year. These are meetings to discuss specific matters. Ex. Proposed SPLOST, Property Tax Millage rate, Special called budget meetings, Annual Retreat, etc.

Initiative 3.5 – Fayette County sponsors throughout the year Face-to-Face meetings for the public in which different county departments conduct presentations. These meetings promote greater awareness between government and residents, allows for an exchange of ideas, and provides an opportunity for citizens to have direct access to Fayette County officials.

County Goal 4: To provide county employees with training, equipment, safety and security, and competitive compensation and benefits so they perform to the best of their abilities when providing services to the county citizens.

Initiative 4.1 – Fayette County encourages employees to pursue training opportunities to strengthen their skills so they can provide outstanding customer service and can obtain advance certifications and recertification in their fields.

Initiative 4.2 – Fire Services and Emergency Medical Services personnel receive initial and recurrent training across all disciplines within the departments. The Fire/EMS Training Section designs programs for professional development of employees. In training, personnel interface with local, state and federal agencies that govern and monitor Fire and EMS training to ensure compliance.

Initiative 4.3 – Fayette County provides its eligible employees a full range of benefits. Among the benefits provided are Medical/Dental/Vision health insurance, no cost basic life insurance, low cost voluntary life insurance. In addition, there is an Employee Assistant Plan at no cost to employees that offers counseling services to employees and eligible dependents who suffer from problems that currently impair or have the potential to impair productivity.

Initiative 4.4 – The FY 2021 budget includes approximately \$800K to fund a Pay for Performance Plan. This will be a salary increase for employees meeting specific requirements. The performance pay is determined using performance evaluations and ranges between 1.25% and 3.75%.

Initiative 4.5 – Fayette County offers retirement benefits to its eligible employees. The county matches ½ of employee contributions up to 2.5%. The vesting period for retirement benefits was normalized from ten (10) to five (5) years. In addition, the multiplier for calculating retirement pay for employees under the Defined Benefits Retirement Plan changed from 1.5% to 2.0% for each service year.

County Goal 5: To build, maintain, and improve facilities, equipment, and infrastructure to meet the present and future needs of the county.

Initiative 5.1 - Approval of a \$2.2 million in projects for the Water System that improve the handling of solids at the water plants, refurbish equipment used in water processing, and make improvements to private water systems.

Initiative 5.2 – The Comprehensive Transportation Plan (CTP) is a planning document updated periodically using funding from the Atlanta Regional Commission (ARC) and is an important tool in identifying and prioritizing transportation needs, recommending possible solutions, and establishing a plan for project delivery and funding.

Initiative 5.3 – Every year, Fayette County prepares a Capital Improvement Program Plan. This is an implementation plan for the construction, maintenance, and renovation of facilities and infrastructure over a five-year period. This plan is updated every year during the budget process.

FAYETTE COUNTY, GEORGIA
Long-Term Strategic Financial Forecast

<u>General Fund</u>	ACTUALS		FORECAST		
	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
REVENUES					
Property Tax	\$ 30,307,558	\$ 34,418,263	\$ 34,937,100	\$ 35,950,000	\$ 36,995,000
Sales & Use Tax	12,969,423	12,968,871	12,100,000	12,900,000	13,200,000
Other Taxes	735,278	759,897	729,000	729,000	729,000
Licenses & Permits	802,854	750,275	891,000	915,000	940,000
Intergovernmental Revenue	1,456,553	1,471,735	1,560,534	1,570,000	1,570,000
Charges for Services	3,258,695	3,774,101	3,826,586	3,900,000	3,985,000
Fines, Forfeits & Penalties	1,420,478	1,170,415	1,556,000	1,585,000	1,615,000
Investment Income	996,205	974,004	460,000	460,000	460,000
Contributions/Donations	48,890	22,883	28,000	28,000	28,000
Miscellaneous Revenue	381,059	120,775	131,700	132,000	132,000
Total Revenues	52,376,992	56,431,218	56,219,920	58,169,000	59,654,000
OTHER FINANCING SOURCES					
Sale of Gen Fixed Asset	79,411	3,000	40,000	40,000	40,000
Refunding Bond Proceeds	-	29,120,000	-	-	-
Transfers from other funds	152,343	308,237	85,000	85,000	85,000
Total Revenues and Other Financing Sources	\$ 52,608,746	\$ 85,862,455	\$ 56,344,920	\$ 58,294,000	\$ 59,779,000
EXPENDITURES					
Personal Services	\$ 31,807,492	\$ 33,308,074	\$ 35,696,464	\$ 36,200,000	\$ 36,700,000
Operating Expenses	12,519,964	12,433,539	14,828,017	15,000,000	15,250,000
Capital Outlay	227,256	409,860	93,125	225,000	225,000
Debt Service	3,263,306	518,997	3,129,380	3,255,463	3,258,238
Other Costs	827,494	860,981	1,397,767	1,400,000	1,400,000
Interfund Charges	-	-	-	-	-
	48,645,512	47,531,450	55,144,753	56,080,463	56,833,238
OTHER FINANCING USES					
Payments to Refunded Bond Escrow	-	29,479,278	-	-	-
Transfers to other funds	3,442,114	7,009,798	4,078,018	3,500,000	3,500,000
Total Expenditures and Other Financing Uses	\$ 52,087,626	\$ 84,020,526	\$ 59,222,771	\$ 59,580,463	\$ 60,333,238
Net Increase (Decrease) In Fund Balance	521,120	1,841,929	(2,877,851)	(1,286,463)	(554,238)
FUND BALANCE JULY 1	\$ 29,419,571	\$ 29,940,691	\$ 31,782,620	\$ 27,618,306	\$ 25,777,605
FUND BALANCE JUNE 30	\$ 29,940,691	\$ 31,782,620	\$ 28,904,769	\$ 26,331,843	\$ 25,223,367

FAYETTE COUNTY, GEORGIA
Long-Term Strategic Financial Forecast

Fayette County presents a three-year long-term financial forecast for the General Fund. FY 2019 and FY 2020 amounts are included as reference/historical data. The forecast includes the FY 2021 budget amounts plus two years beyond the budget year.

Revenue and Other Sources

Property taxes expected to continue to increase just below 3.0% annually. The assessed value of property in the county has increased an average of 7.0% annually over the last five years. Over the next three years, estimated to increase 5.0% annually. The millage rate expected to stay at same level. Beyond the FY 2021 budget year, **Sales & Use Tax** expected to get back to pre-Covid levels with increases of approximately 2.5% annually. A stronger economy expected as it recovers from the pandemic.

Revenue from **Licenses & Permits** and **Intergovernmental Revenue** expected to increase beyond FY 2021. New construction and renovations of existing properties are increasing. No major changes to the cost of licenses/permits is projected. Intergovernmental revenue (federal/state reimbursements, intergovernmental grants, maintenance and improvements, etc.) projected to hold steady or slightly increase.

Charges for Services and **Fines/Forfeits/Penalties** revenue projected to increase. No increase to court fines & fees, zoning fees, Sheriff's fees, recreation program fees, and library fines are expected. The increase due mainly to an increase in volume.

Invested Income, Contributions/Donations, and **Miscellaneous** revenue projected to hold steady.

Other Financing Sources (Sale of Fixed Assets and Transfers from Other Funds) projected conservatively as these are difficult to estimate because they change based on several factors. The \$29.1 million in Other Financing Sources in FY 2020 is a one-time occurrence from the proceeds of refunding the revenue series 2011 bonds.

Expenditures and Other Uses

Personal Services increase 7.0% for the FY 2021 budget year to account for the increase in salaries for the Merit Pay plan and an increase in the cost of medical/dental/vision plans for employees. Beyond the FY 2021 budget year, a slight increase projected for future Merit Pay Plans.

Operating Expenses projected to increase an estimated 19% in the FY 2021 budget year. This accounts for expenditures not incurred in FY 2020 due to the pandemic. Slight increases beyond the FY 2021 budget year.

Most **Capital Outlay** expenditures are included in the Capital Budget. **Debt Service** expenditures are set amounts from the revenue bonds schedules.

Other Costs are essentially funding provided to outside agencies that remain mostly constant from year to year.

Other Financing Uses include transfers out to fund the acquisition of vehicles and equipment and transfers out for capital and CIP projects. These projected to stay flat. The \$29.4 million in FY 2020 is a one-time occurrence for the payment to escrow for refunding the revenue series 2011 bonds.

Actual expenditures are consistently under 100% of budget.

County Goals (CG)	CG1	CG2	CG3	CG4	CG5
	To protect and enhance the health, safety, and welfare of county citizens to ensure a quality lifestyle	To provide services that are efficient and fiscally and environmentally responsible	To be a government that conducts business in an open and easily accessible manner that generates trust and confidence	To provide county employees with training, equipment, safety and security, and competitive compensation and benefits so they perform to the best of their abilities when providing services to the county citizens	To build, maintain, and improve facilities, equipment, and infrastructure to meet the present and future needs of the county.
Function: General Government					
Administration		X	X	X	X
Building & Grounds	X	X		X	X
County Commission		X	X	X	X
Elections		X	X		
Engineering	X	X			
Finance		X	X	X	
Human Resources		X	X	X	
Information Systems		X		X	X
Law Department					
Purchasing		X	X		
Tax Commissioner		X	X		
Tax Assessor		X	X		
Function: Judicial					
Board of Equalization		X	X		
Clerk of State Court	X	X	X		
Clerk of Superior Court	X	X	X		
State DUI Court	X	X			
District Attorney	X	X	X		
Drug Abuse and Treatment	X	X			
Superior Court Judges	X	X			
Juvenile Court	X	X	X		
Juvenile Supervision	X	X			
Magistrate Court	X	X	X		
Probate Court	X	X	X		
Public Defender	X	X	X		
State Court Judge	X	X	X		
State Court Solicitor	X	X	X		
Victims Assistance	X	X			
Function: Public Safety					
Animal Control	X	X	X		
Coroner		X			
911 Communications	X	X	X		
Emergency Management	X	X	X		
Emergency Medical Services	X	X	X		

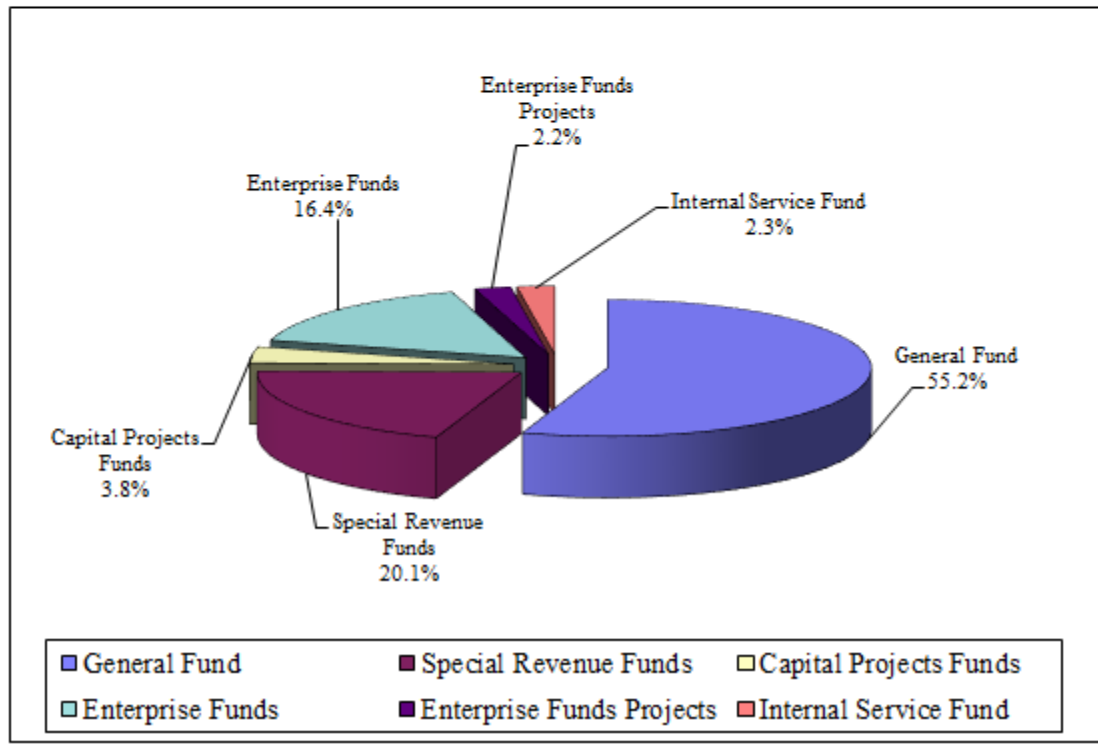
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Fire Services	X	X	X		
Sheriff's Office	X	X	X		
Function: Public Works					
Fleet Maintenance		X		X	
Public Works Administration	X	X	X	X	X
Road Department	X	X	X		X
Solid Waste	X	X			X
Environmental Management	X	X	X		X
Stormwater Management	X	X			X
Street Lights	X	X			X
Water System	X	X	X		X
Function: Health & Welfare					
Dept. Family & Children Services	X	X			
Fayette Community Options	X	X			
Fayette Counseling Center	X	X			
Public Health	X	X	X		
Senior Citizen Services	X	X	X		
Function: Culture & Recreation					
Library		X			
Recreation	X	X	X		X
Function: Planning & Development					
County Extension		X			
Development Authority		X	X		
GA Forestry Commission	X	X			
Building Safety	X	X	X		
Planning and Zoning	X	X	X		
Code Enforcement	X	X	X		

2020 DATE		PARTICIPANTS	BUDGET TASK
March 9, 2020	Mon	Finance / Departments / Agencies	Budget forms, budget calendar, instructions published. Budget entry available
<i>TBD</i>	<i>TBD</i>	<i>Finance</i>	<i>Next Year Budget Entry Training - New personnel</i>
March 23, 2020	Mon	Agencies / Finance	Budget requests submissions due from Agencies
March 27, 2020	Fri	Departments / Finance	Budget requests submissions due from County Departments
March 27, 2020	Fri	Human Resources / Finance	Human Resources - Post Salary/Benefits projection to budget projection
April 17, 2020	Fri	Commissioners / County Staff (Open to the Public)	BOC Annual Retreat - Policy and Board of Commissioner Discussions
April 20, 2020	Mon	Finance / County Administrator	Countywide budget requests to the County Administrator
April 24 - 27, 2020	Fri - Mon	Commissioners / County Administrator	2020 Annual ACCG Conference & Commissioners Training - Savannah
April 29 - May 1	Wed - Fri	County Administrator / County Staff	Budget Workshops as necessary
May 27, 2020	Wed	Finance / County Administrator	Publish the FY 2021 Proposed Budget Summary and Public Hearings dates and times in local newspapers and on the County's website. Make available detail binders of the FY 2021 Proposed Budget.
May 28, 2020	Thu	Commissioners / County Administrator / County Staff (Open to the Public)	Conduct Special Called Budget Meeting to formally present the FY 2021 Proposed Budget to the Board of Commissioners.
June 9, 2020	Tue		Hold first Public Hearing on the FY 2021 Proposed Budget.
June 25, 2020	Thu		Hold second Public Hearing on the FY 2021 Proposed Budget. Request BOC to adopt FY 2021 Budget.

FAYETTE COUNTY, GEORGIA
FY 2021 BUDGET
ALL BUDGETED FUNDS
TOTAL EXPENDITURES*

General Fund	\$ 55,144,753
Special Revenue Funds	20,047,734
Capital Projects Funds	3,831,045
Enterprise Funds	16,442,486
Enterprise Funds Projects	2,213,250
Internal Service Funds	2,349,613
Total	\$ 100,028,881

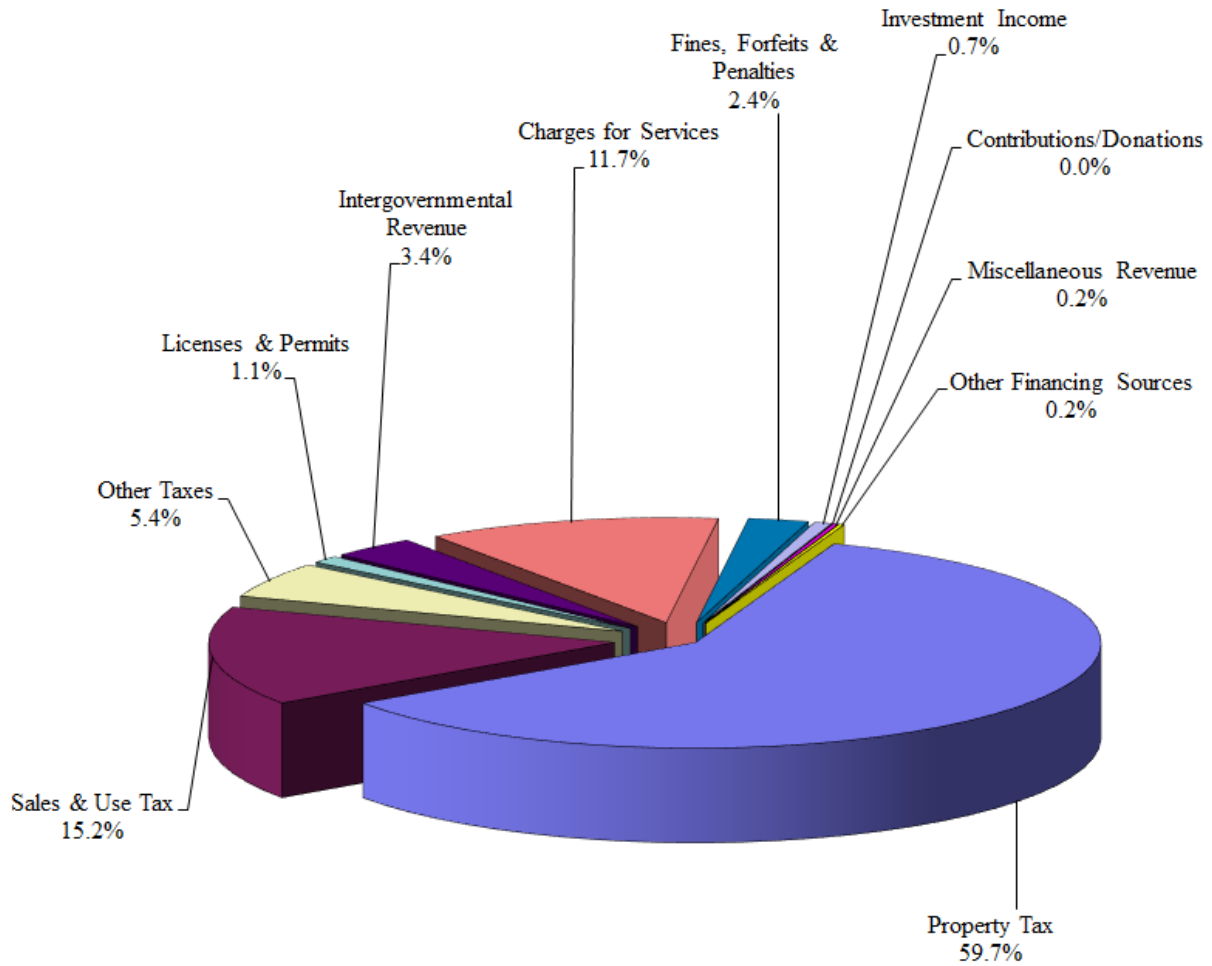
*Does not include transfers to other funds of \$8,074,295 for total appropriations of \$108,103,176.



FAYETTE COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
OPERATING GOVERNMENTAL TYPE FUNDS
COMPARISON OF THREE MOST RECENT FISCAL YEARS

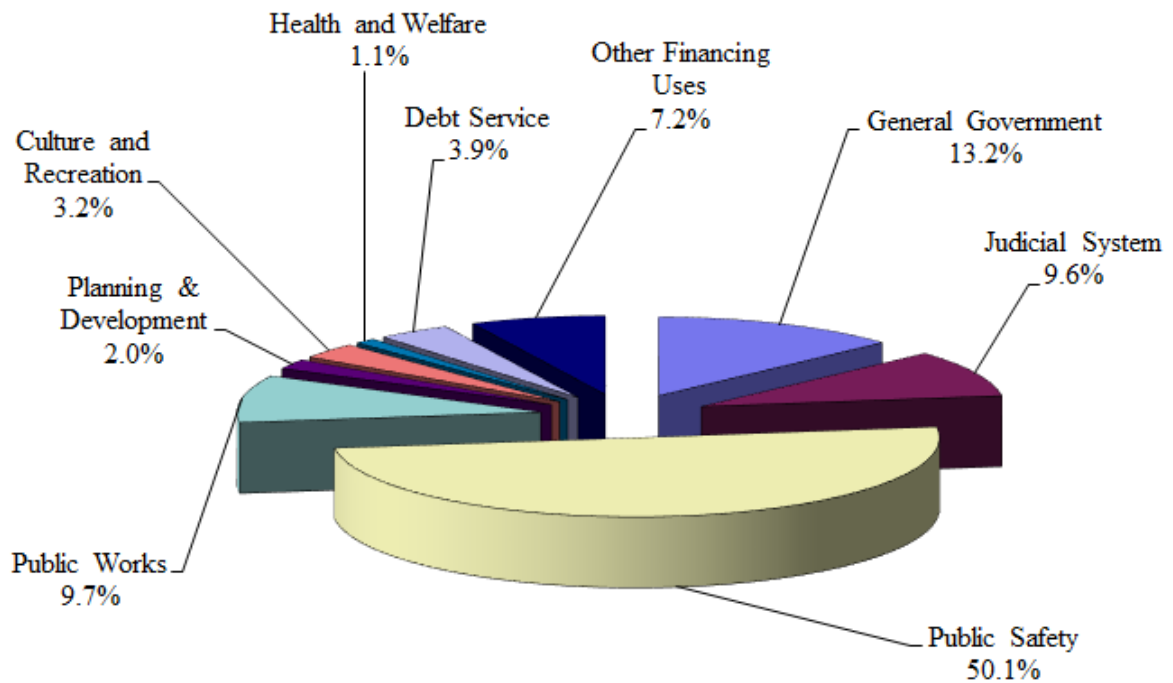
BUDGETED FUNDS	GENERAL FUND			SPECIAL REVENUE FUNDS			TOTAL GOVERNMENTAL FUNDS		
	<u>FY 2019 ACTUAL</u>	<u>FY 2020 ACTUAL*</u>	<u>FY 2021 BUDGET</u>	<u>FY 2019 ACTUAL</u>	<u>FY 2020 ACTUAL*</u>	<u>FY 2021 BUDGET</u>	<u>FY 2019 ACTUAL</u>	<u>FY 2020 ACTUAL*</u>	<u>FY 2021 BUDGET</u>
REVENUES									
Property Tax	\$ 30,307,558	\$ 34,418,263	\$ 34,937,100	\$ 11,613,323	\$ 12,557,948	\$ 12,947,300	\$ 41,920,881	\$ 46,976,211	\$ 47,884,400
Sales & Use Tax	12,969,423	12,968,871	12,100,000	-	-	-	12,969,423	12,968,871	12,100,000
Other Taxes	735,278	759,897	729,000	3,139,439	3,371,597	3,616,450	3,874,717	4,131,494	4,345,450
Licenses & Permits	802,854	750,275	891,000	-	-	-	802,854	750,275	891,000
Intergovernmental Revenue	1,456,553	1,471,735	1,560,534	752,729	827,976	1,200,930	2,209,282	2,299,711	2,761,464
Charges for Services	3,258,695	3,774,101	3,826,586	5,134,603	5,359,338	5,601,880	8,393,298	9,133,439	9,428,466
Fines, Forfeits & Penalties	1,420,478	1,170,415	1,556,000	846,193	651,970	389,000	2,266,671	1,822,385	1,945,000
Investment Income	996,205	974,004	460,000	132,687	98,125	113,000	1,128,892	1,072,129	573,000
Contributions/Donations	48,890	22,882	28,000	18,375	75	100	67,265	22,957	28,100
Miscellaneous Revenue	381,059	120,775	131,700	80,031	84,092	68,100	461,089	204,867	199,800
Total Revenues	52,376,992	56,431,218	56,219,920	21,717,380	22,951,121	23,936,760	74,094,372	79,382,339	80,156,680
OTHER FINANCING SOURCES									
Sale of Gen Fixed Asset	79,411	3,000	40,000	5,000	-	-	84,411	3,000	40,000
Refunding Bond Proceeds	-	29,120,000	-	-	-	-	-	29,120,000	-
Transfers from other funds	152,343	308,237	85,000	136,803	130,279	60,000	289,146	438,516	145,000
Total Revenues and Other Financing Sources	\$ 52,608,746	\$ 85,862,455	\$ 56,344,920	\$ 21,859,184	\$ 23,081,400	\$ 23,996,760	\$ 74,467,930	\$ 108,943,855	\$ 80,341,680
EXPENDITURES									
General Government	\$ 9,039,027	\$ 9,111,740	\$ 10,683,536	\$ -	\$ -	\$ -	\$ 9,039,027	\$ 9,111,740	\$ 10,683,536
Judicial System	5,641,242	5,905,412	6,419,831	1,015,535	1,111,584	1,335,170	6,656,777	7,016,996	7,755,001
Public Safety	19,995,951	21,446,809	22,207,124	16,400,243	17,539,288	18,365,863	36,396,195	38,986,097	40,572,987
Public Works	6,020,564	5,761,071	7,540,281	572,091	336,500	346,701	6,592,655	6,097,571	7,886,982
Planning & Development	1,436,443	1,491,964	1,648,834	-	-	-	1,436,443	1,491,964	1,648,834
Culture and Recreation	2,402,558	2,417,382	2,621,117	-	-	-	2,402,558	2,417,382	2,621,117
Health and Welfare	846,420	878,075	894,650	-	-	-	846,420	878,075	894,650
Debt Service	3,263,307	518,997	3,129,380	-	-	-	3,263,307	518,997	3,129,380
	48,645,513	47,531,450	55,144,753	17,987,870	18,987,372	20,047,734	66,633,383	66,518,822	75,192,487
OTHER FINANCING USES									
Payment to refunded bond escrow	-	29,479,278	-	-	-	-	-	29,479,278	-
Transfers to other funds	3,442,114	7,009,798	4,078,018	2,485,870	1,300,178	1,783,027	5,927,984	8,309,976	5,861,045
Total Expenditures and Other Financing Uses	\$ 52,087,627	\$ 84,020,526	\$ 59,222,771	\$ 20,473,740	\$ 20,287,550	\$ 21,830,761	\$ 72,561,367	\$ 104,308,076	\$ 81,053,532
Net Increase (Decrease)									
In Fund Balance	521,119	1,841,929	(2,877,851)	1,385,444	2,793,850	2,165,999	1,906,563	4,635,779	(711,852)
FUND BALANCE JULY 1	\$ 29,419,571	\$ 29,940,690	\$ 31,782,619	\$ 12,076,301	\$ 13,461,745	\$ 16,255,595	\$ 41,495,872	\$ 43,402,436	\$ 48,038,215
FUND BALANCE JUNE 30	\$ 29,940,690	\$ 31,782,619	\$ 28,904,768	\$ 13,461,745	\$ 16,255,595	\$ 18,421,594	\$ 43,402,436	\$ 48,038,215	\$ 47,326,363
*Audited									

FAYETTE COUNTY, GEORGIA
FY 2021 BUDGET
OPERATING GOVERNMENTAL TYPE FUNDS
ESTIMATED REVENUE AND OTHER SOURCES



Property Tax	Sales & Use Tax	Other Taxes
Licenses & Permits	Intergovernmental Revenue	Charges for Services
Fines, Forfeits & Penalties	Investment Income	Contributions/Donations
Miscellaneous Revenue	Other Financing Sources	

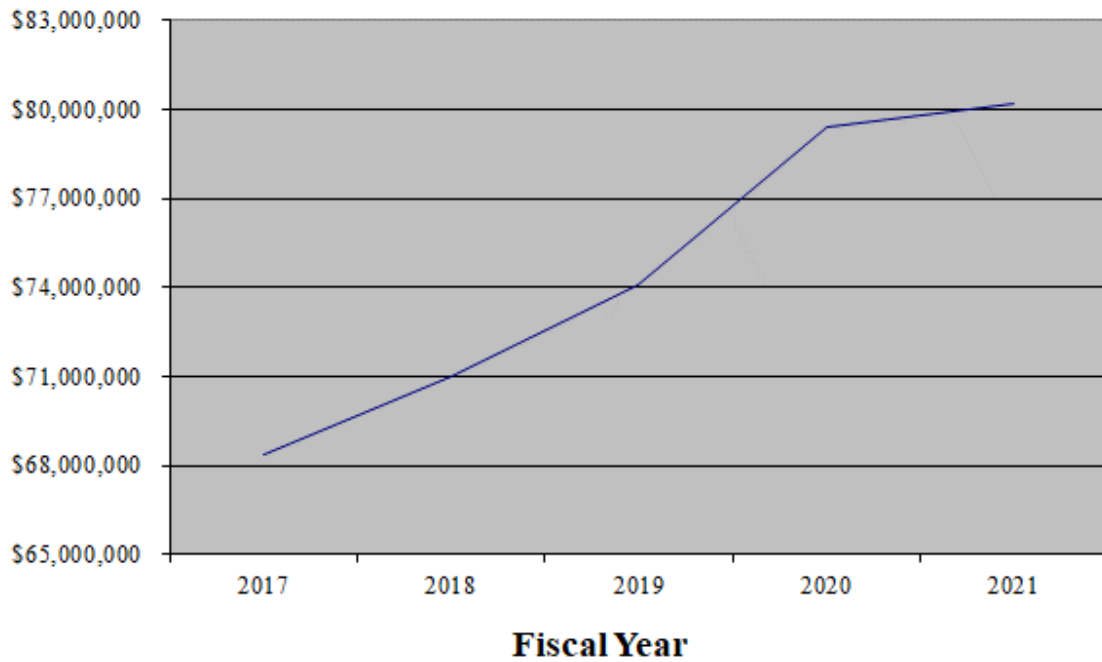
FAYETTE COUNTY, GEORGIA
FY 2021 BUDGET
OPERATING GOVERNMENTAL TYPE FUNDS
ESTIMATED EXPENDITURES AND OTHER USES



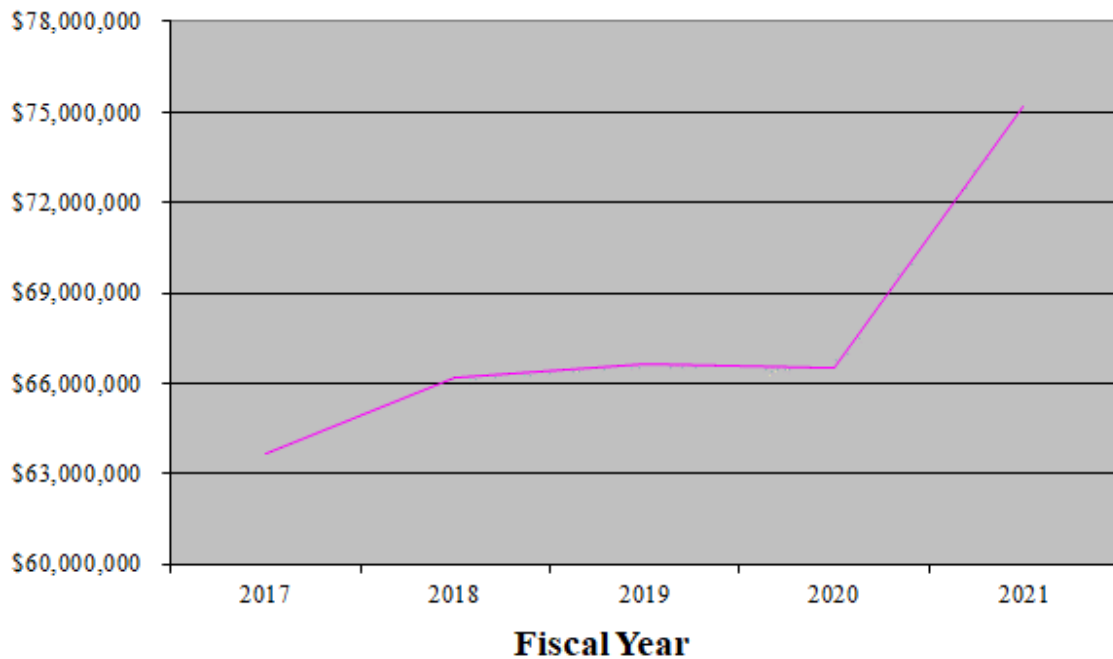
General Government	Judicial System	Public Safety
Public Works	Planning & Development	Culture and Recreation
Health and Welfare	Debt Service	Other Financing Uses

**FAYETTE COUNTY, GEORGIA
GOVERNMENTAL TYPE FUNDS
FIVE YEAR TREND**

Operating Governmental Funds - Revenue

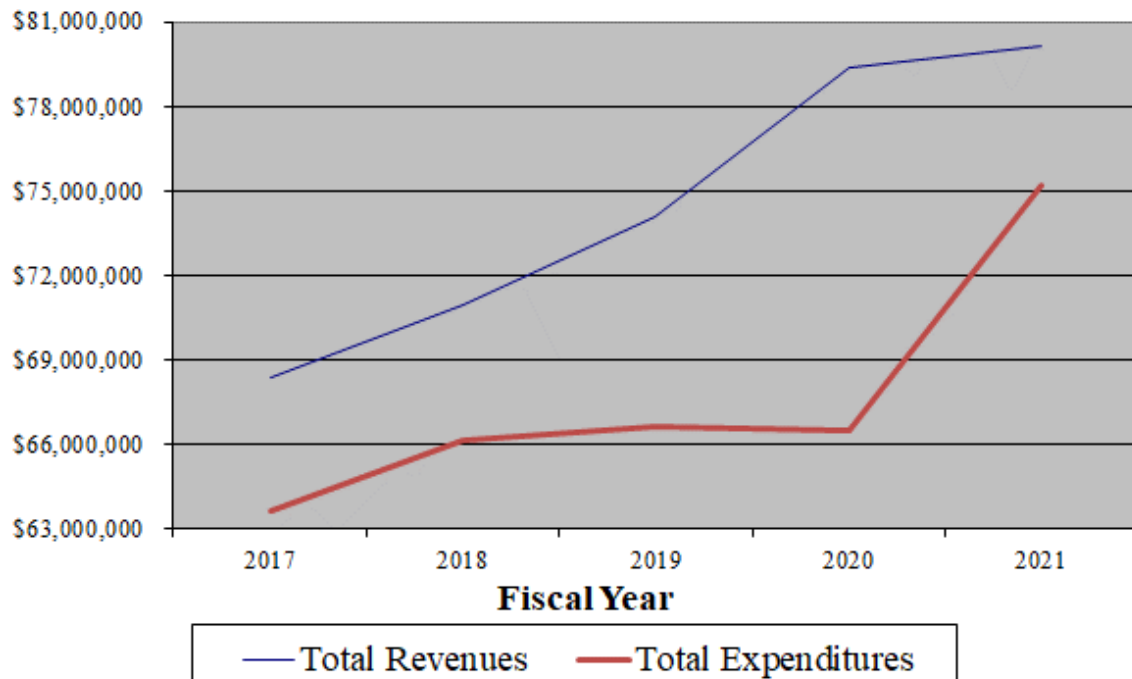


Operating Governmental Funds - Expenditures

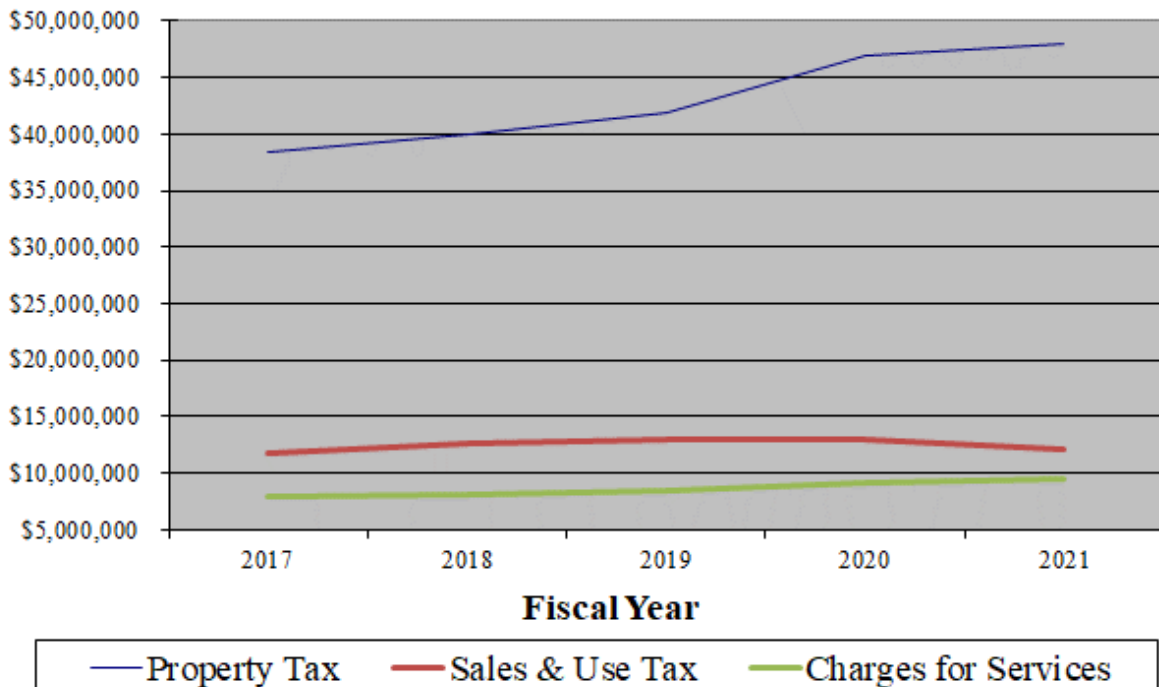


**FAYETTE COUNTY, GEORGIA
GOVERNMENTAL TYPE FUNDS
FIVE YEAR TREND**

Operating Governmental Funds - Revenue vs. Expenditures



Operating Governmental Funds - 3 Highest Revenue Categories



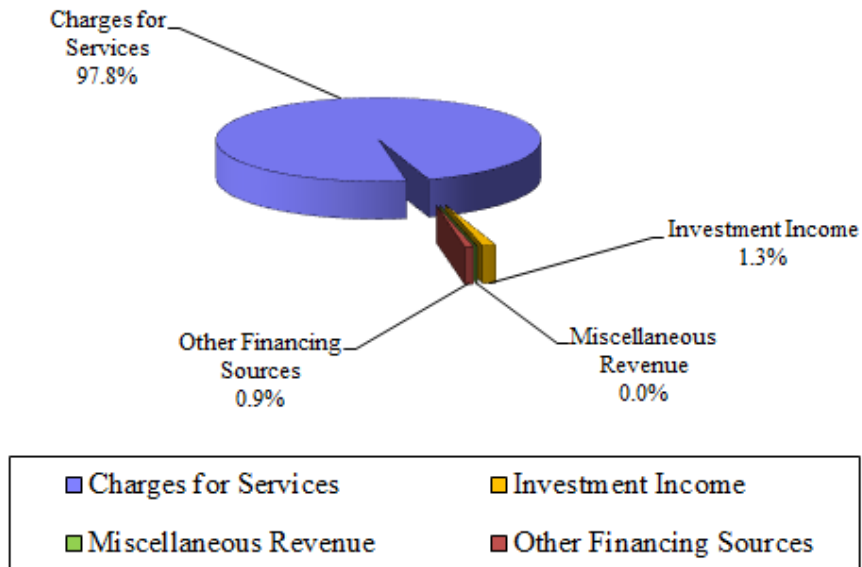
FAYETTE COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND NET POSITION
OPERATING ENTERPRISE TYPE FUNDS
COMPARISON OF THREE MOST RECENT FISCAL YEARS

BUDGETED FUNDS	SOLID WASTE FUND			WATER SYSTEM FUND			TOTAL ENTERPRISE FUNDS		
	<u>FY 2019</u> <u>ACTUAL</u>	<u>FY 2020</u> <u>ACTUAL*</u>	<u>FY 2021</u> <u>BUDGET</u>	<u>FY 2019</u> <u>ACTUAL</u>	<u>FY 2020</u> <u>ACTUAL*</u>	<u>FY 2021</u> <u>BUDGET</u>	<u>FY 2019</u> <u>ACTUAL</u>	<u>FY 2020</u> <u>ACTUAL*</u>	<u>FY 2021</u> <u>BUDGET</u>
REVENUES									
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales & Use Tax	-	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-	-	-	-
Charges for Services	76,498	80,614	70,836	16,109,148	17,376,522	18,167,600	16,185,646	17,457,136	18,238,436
Fines, Forfeits & Penalties	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	327,590	226,007	250,000	327,590	226,007	250,000
Contributions/Donations	1,935	-	-	1,367,168	1,607,295	-	1,369,103	1,607,295	-
Miscellaneous Revenue	108,257	-	-	6,562	2,580	7,300	114,819	2,580	7,300
Total Revenues	186,690	80,614	70,836	17,810,468	19,212,404	18,424,900	17,997,158	19,293,018	18,495,736
OTHER FINANCING SOURCES									
Sale of Gen Fixed Asset/Timber	-	-	-	19,075	-	-	19,075	-	-
Transfers from other funds	-	100,000	160,000	-	-	-	-	100,000	160,000
Total Revenues and Other Financing Sources	\$ 186,690	\$ 180,614	\$ 230,836	\$ 17,829,543	\$ 19,212,404	\$ 18,424,900	\$ 18,016,233	\$ 19,393,018	\$ 18,655,736
EXPENDITURES									
Personal Services	\$ 56,703	\$ 79,044	\$ 59,260	\$ 4,364,940	\$ 5,534,271	\$ 4,853,244	\$ 4,421,643	\$ 5,613,315	\$ 4,912,504
Operating Expenses	229,081	168,378	149,974	3,739,585	4,442,468	4,925,844	3,968,666	4,610,846	5,075,818
Capital Outlays	316	804	14,100	36,318	42,583	252,983	36,634	43,387	267,083
Interfund Charges	7,984	7,380	6,652	627,109	850,221	939,305	635,093	857,601	945,957
Depreciation & Amortization	16,186	16,326	-	5,816,373	5,649,240	-	5,832,559	5,665,567	-
Other Costs	8,910	-	850	21,949	21,496	68,833	30,859	21,496	69,683
Debt Service	-	-	-	1,305,781	1,113,796	5,171,441	1,305,781	1,113,796	5,171,441
Total Expenditures and Other Financing Uses	\$ 319,179	\$ 271,933	\$ 230,836	\$ 15,912,055	\$ 17,654,075	\$ 16,211,650	\$ 16,231,235	\$ 17,926,008	\$ 16,442,486
OTHER FINANCING USES									
Transfers to other funds	-	-	-	-	-	2,213,250	-	-	2,213,250
Total Expenditures and Other Financing Uses	\$ 319,179	\$ 271,933	\$ 230,836	\$ 15,912,055	\$ 17,654,075	\$ 18,424,900	\$ 16,231,235	\$ 17,926,008	\$ 18,655,736
Net Increase (Decrease) In Net Position	(132,489)	(91,319)	-	1,917,488	1,558,329	-	1,784,998	1,467,010	-
TOTAL NET ASSETS JULY 1**	\$ 375,172	\$ 242,683	\$ 151,364	\$ 84,761,489	\$ 86,678,977	\$ 88,237,307	\$ 85,136,662	\$ 86,921,660	\$ 88,388,671
TOTAL NET ASSETS JUNE 30**	\$ 242,683	\$ 151,364	\$ 151,364	\$ 86,678,977	\$ 88,237,307	\$ 88,237,307	\$ 86,921,660	\$ 88,388,671	\$ 88,388,671

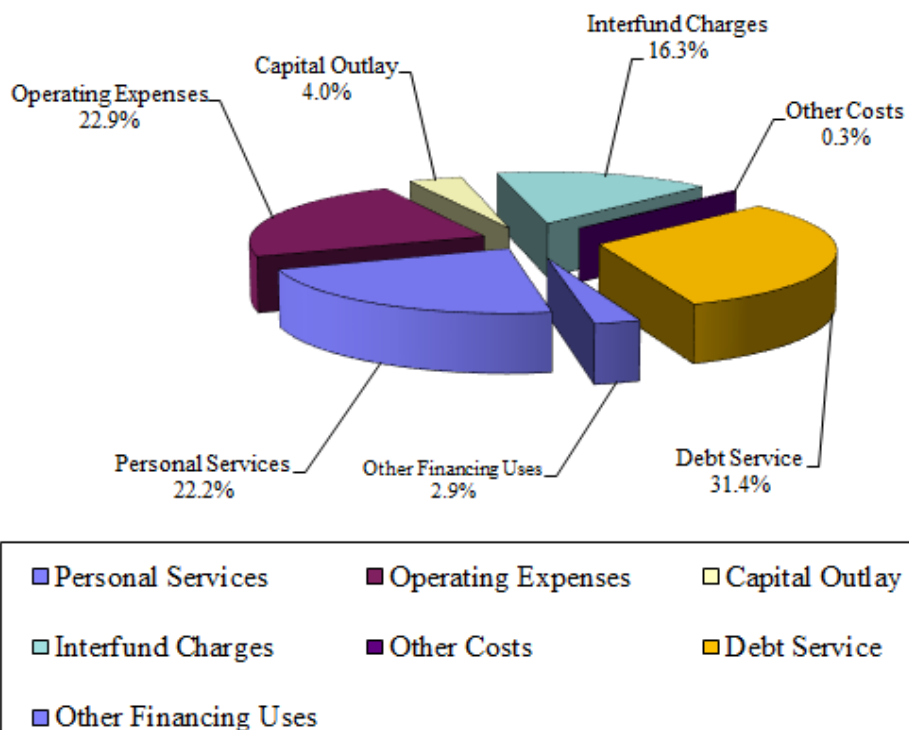
*Audited

**FAYETTE COUNTY, GEORGIA
FY 2021 BUDGET
OPERATING ENTERPRISE TYPE FUNDS**

ESTIMATED REVENUE AND OTHER SOURCES



ESTIMATED EXPENDITURES AND OTHER USES



FAYETTE COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
INTERNAL SERVICE TYPE FUNDS
COMPARISON OF THREE MOST RECENT FISCAL YEARS

<u>BUDGETED FUNDS</u>	VEHICLE/EQUIPMENT FUND		
	<u>FY 2019</u> <u>ACTUAL</u>	<u>FY 2020</u> <u>ACTUAL*</u>	<u>FY 2021</u> <u>BUDGET</u>
REVENUES			
Investment Income	\$ 87,633	\$ 56,127	\$ -
Contributions/Donations	60,362	171,339	-
Miscellaneous Revenue	<u>3,138</u>	<u>7,682</u>	<u>-</u>
Total Revenues	151,134	235,148	-
OTHER FINANCING SOURCES			
Sale of Gen Fixed Assets	29,601	59,980	-
Transfers from other funds	1,495,447	1,475,000	1,725,000
Total Revenues and			
Other Financing Sources	\$ 1,676,182	\$ 1,770,128	\$ 1,725,000
EXPENDITURES			
Personal Services	\$ -	\$ -	\$ -
Operating Expenses	-	-	-
Capital Outlay	2,567,936	1,779,683	2,349,613
Depreciation & Amortization	1,154,698	1,372,460	-
Other Costs	3,134	-	-
Debt Service	24,166	10,609	-
Contra Capital Outlay	<u>(2,567,936)</u>	<u>(1,779,683)</u>	<u>-</u>
	1,181,997	1,383,069	2,349,613
OTHER FINANCING USES			
Transfers to other funds	-	-	-
Total Expenditures and			
Other Financing Uses	\$ 1,181,997	\$ 1,383,069	\$ 2,349,613
Net Increase (Decrease)			
In Fund Balance	494,185	387,059	(624,613)
TOTAL NET ASSETS JULY 1	\$ 9,227,332	\$ 9,721,517	\$ 10,108,576
TOTAL NET ASSETS JUNE 30	\$ 9,721,517	\$ 10,108,576	\$ 9,483,963

*Audited

FAYETTE COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES
ALL BUDGETED FUNDS
FISCAL YEAR ENDED JUNE 30, 2021

	<u>TOTAL</u>	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE FUNDS</u>	<u>CAPITAL/CIP PROJECTS FUNDS</u>	<u>WATER SYSTEM FUND</u>	<u>SOLID WASTE FUND</u>	<u>ENTERPRISE PROJECTS FUNDS</u>	<u>INTERNAL SERVICE FUNDS</u>
REVENUES								
Property Tax	\$ 47,884,400	\$ 34,937,100	\$ 12,947,300	\$ -	\$ -	\$ -	\$ -	\$ -
Sales & Use Tax	12,100,000	12,100,000	-	-	-	-	-	-
Other Taxes	4,345,450	729,000	3,616,450	-	-	-	-	-
License & Permits	891,000	891,000	-	-	-	-	-	-
Intergovernmental Revenues	2,761,464	1,560,534	1,200,930	-	-	-	-	-
Charges for Services	27,666,902	3,826,586	5,601,880	-	18,167,600	70,836	-	-
Fines, Forfeits & Penalties	1,945,000	1,556,000	389,000	-	-	-	-	-
Investment Income	823,000	460,000	113,000	-	250,000	-	-	-
Contributions/Donations	28,100	28,000	100	-	-	-	-	-
Miscellaneous Revenue	207,100	131,700	68,100	-	7,300	-	-	-
Total Revenues	\$ 98,652,416	\$ 56,219,920	\$ 23,936,760	\$ -	\$ 18,424,900	\$ 70,836	\$ -	\$ -
OTHER FINANCING SOURCES								
Sale of Gen Fixed Assets	40,000	40,000	-	-	-	-	-	-
Transfers from other funds	8,074,295	85,000	60,000	3,831,045	-	160,000	2,213,250	1,725,000
Total Revenues and Other Financing Sources	\$ 106,766,711	\$ 56,344,920	\$ 23,996,760	\$ 3,831,045	\$ 18,424,900	\$ 230,836	\$ 2,213,250	\$ 1,725,000
EXPENDITURES								
Personal Services	\$ 55,257,811	\$ 35,696,464	\$ 14,648,843	\$ -	\$ 4,853,244	\$ 59,260	\$ -	\$ -
Operating Expenses	24,104,443	14,828,017	4,200,608	-	4,925,844	149,974	-	-
Capital Outlay	8,908,801	93,125	154,685	3,831,045	252,983	14,100	2,213,250	2,349,613
Debt Service	8,300,821	3,129,380	-	-	5,171,441	-	-	-
Other Costs	1,692,789	1,397,767	225,339	-	68,833	850	-	-
Interfund Charges	1,764,216	-	818,259	-	939,305	6,652	-	-
Total Expenditures	\$ 100,028,881	\$ 55,144,753	\$ 20,047,734	\$ 3,831,045	\$ 16,211,650	\$ 230,836	\$ 2,213,250	\$ 2,349,613
OTHER FINANCING USES								
Transfers to other funds	8,074,295	4,078,018	1,783,027	-	2,213,250	-	-	-
Total Expenditures and Other Financing Uses	\$ 108,103,176	\$ 59,222,771	\$ 21,830,761	\$ 3,831,045	\$ 18,424,900	\$ 230,836	\$ 2,213,250	\$ 2,349,613
Net Increase to (Appropriated) Fund balance	\$ (1,336,465)	\$ (2,877,851)	\$ 2,165,999	\$ -	\$ -	\$ -	\$ -	\$ (624,613)

**FAYETTE COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
BUDGETED APPROPRIATIONS
COMPARISON OF FY 2021 ADOPTED BUDGET WITH PRIOR YEAR'S BUDGET**

The Budget Summary Information contained on the following three pages compares the 2021 fiscal year budgeted appropriations with that of the 2020 fiscal year. The FY 2020 budget data is presented at two different points: as originally adopted and as it was adjusted during the year. As a means of providing additional detail to the preceding set of consolidated reports, this comparison of appropriations is provided at the function level for the General Fund. For an even more detailed breakdown of budget by departments, please refer to the Organization section shown later in this document. This section presents data on individual cost centers (departments).

The two columns of information for FY 2020 demonstrate the dynamics of an annual budget. The first column is the original budget as it was adopted by the Board of Commissioners, effective July 1st. This is the best estimate as to what it should cost to operate each of the various functions of the County during the fiscal year. The second column is the revised budget. It shows how the original estimated amounts have been changed during the year to adjust for unanticipated revenues and/or expenditures, changes in funding levels or priorities, the elimination of current programs, or the initiation of new programs. The Revised Budget is shown at the close of the fiscal year.

The % Comparison is the percentage of the FY 2021 budget amount when compared to the FY 2020 revised budget amount.

FAYETTE COUNTY, GEORGIA
EXPENDITURES AND OTHER FINANCING USES
COMPARISON OF FY 2021 BUDGET TO FY 2020 REVISED BUDGET

	FY 2020 Budget		FY 2021 Budget	%
	Adopted	Revised*	Adopted	Comparison
GENERAL FUND				
General Government				
Non-Departmental	\$ 411,490	\$ 470,309	\$ 448,976	95.5
Commissioners	602,395	606,226	680,901	112.3
Administration	356,022	357,492	372,021	104.1
Elections	757,110	766,851	740,512	96.6
Finance	1,259,872	1,293,445	1,252,452	96.8
Purchasing	262,638	272,228	286,148	105.1
Law Department	268,100	268,100	225,600	84.1
Information Systems	1,119,725	1,175,520	1,187,910	101.1
Human Resources	528,052	540,349	538,690	99.7
Tax Commissioner	1,071,088	1,084,516	1,064,697	98.2
Tax Assessor	1,240,910	1,262,935	1,329,530	105.3
Building & Grounds Maintenance	1,625,772	1,837,032	1,763,186	96.0
Engineering Office	297,914	306,747	268,627	87.6
Contingency	1,419,901	-	524,286	n/a
Total General Government	\$ 11,220,989	\$ 10,241,750	\$ 10,683,536	104.3
Judicial System				
Non-Departmental	243,054	256,865	264,732	103.1
Superior Court Judges	588,302	588,302	622,003	105.7
Clerk of Superior Court	1,683,600	1,714,893	1,797,983	104.8
Board of Equalization-Clerk of Courts	17,456	17,456	17,556	100.6
District Attorney	361,773	372,263	364,736	98.0
Clerk of State Court	332,342	341,125	347,093	101.7
State Court Solicitor	762,417	776,735	801,267	103.2
State Court Judge	455,290	458,037	465,233	101.6
Magistrate Court	375,694	387,001	386,135	99.8
Probate Court	444,993	451,700	479,376	106.1
Juvenile Court	375,246	382,412	385,065	100.7
Public Defender	488,335	488,555	488,652	100.0
Total Judicial System	\$ 6,128,502	\$ 6,235,344	\$ 6,419,831	103.0
Public Safety				
Non-Departmental	977,428	1,098,603	1,002,467	91.2
Sheriff's Office	19,140,612	20,141,896	20,192,512	100.3
County Coroner	149,690	150,753	154,677	102.6
Animal Control	485,841	498,051	520,128	104.4
Emergency Management	313,818	338,188	337,340	99.7
Total Public Safety	\$ 21,067,389	\$ 22,227,491	\$ 22,207,124	99.9

*Audited

FAYETTE COUNTY, GEORGIA
EXPENDITURES AND OTHER FINANCING USES
COMPARISON OF FY 2021 BUDGET TO FY 2020 REVISED BUDGET

	FY 2020 Budget		FY 2021 Budget	%
	Adopted	Revised*	Adopted	Comparison
Public Works				
Non-Departmental	58,467	58,467	64,370	110.1
Public Works Administration	210,746	240,841	225,526	93.6
Road Department	5,977,990	5,292,973	6,032,171	114.0
Environmental Management	528,560	527,375	539,422	102.3
Fleet Maintenance	662,649	673,459	678,792	100.8
Total Public Works	\$ 7,438,412	\$ 6,793,115	\$ 7,540,281	111.0
Planning & Development				
Non-Departmental	7,624	7,624	8,637	113.3
County Extension	147,883	147,883	141,740	95.8
Georgia Forestry Commission	3,530	3,530	3,530	100.0
Building Safety	725,895	764,341	783,976	102.6
Planning & Zoning	340,563	343,719	357,165	103.9
Code Enforcement Section	95,922	107,125	115,536	107.9
Development Authority	238,250	238,482	238,250	99.9
Total Planning and Development	\$ 1,559,667	\$ 1,612,704	\$ 1,648,834	102.2
Culture and Recreation				
Non-Departmental	8,070	8,395	9,176	109.3
Recreation	1,432,965	1,519,449	1,475,821	97.1
Library	1,081,990	1,121,451	1,136,120	101.3
Total Culture and Recreation	\$ 2,523,025	\$ 2,649,295	\$ 2,621,117	98.9
Health and Welfare				
Public Health	283,898	285,129	284,029	99.6
Fayette Counseling Center	135,732	135,732	135,732	100.0
Dept of Family & Children Services	39,325	39,325	39,325	100.0
Fayette Community Options	67,270	67,270	67,270	100.0
Senior Citizens Center	368,294	368,294	368,294	100.0
Total Health and Welfare	\$ 894,519	\$ 895,750	\$ 894,650	99.9
Debt Service				
Criminal Justice Center	3,260,306	889,000	3,129,380	352.0
E-911 821 Mhz Radio System	-	-	-	n/a
Total Debt Service	\$ 3,260,306	\$ 889,000	\$ 3,129,380	352.0
Transfer to Jail Surcharge	-	25,000	60,000	240.0
Transfer to Capital/CIP Projects	3,129,798	6,159,798	3,133,018	50.9
Transfer to Solid waste	100,000	100,000	160,000	160.0
Transfer to Vehicles & Equipment	725,000	725,000	725,000	100.0
Total Transfer to Other Funds	\$ 3,954,798	\$ 7,009,798	\$ 4,078,018	58.2
TOTAL GENERAL FUND	\$ 58,047,607	\$ 58,554,247	\$ 59,222,771	101.1

*Audited

FAYETTE COUNTY, GEORGIA
EXPENDITURES AND OTHER FINANCING USES
COMPARISON OF FY 2021 BUDGET TO FY 2020 REVISED BUDGET

	FY 2020 Budget		FY 2021 Budget	%
	Adopted	Revised*	Adopted	Comparison
SPECIAL REVENUE FUNDS				
Law Library	60,000	60,000	55,000	91.7
Confiscated Property-State	-	45,525	-	0.0
U.S. Customs	-	94,319	-	0.0
Confiscated Property-Federal	-	467,132	-	0.0
Accountability State Court	450,189	450,189	398,044	88.4
911 Communications	3,696,220	3,699,787	3,744,925	101.2
Jail Construction	384,000	384,000	384,000	100.0
Juvenile Supervision	24,919	24,919	10,539	42.3
Victims Assistance	154,174	154,174	154,821	100.4
Drug Abuse and Treatment	666,854	680,710	716,766	105.3
Fire Services	10,417,328	10,553,681	10,871,747	103.0
Street Lights	336,216	336,500	346,701	103.0
Emergency Medical Services	3,258,872	3,269,581	3,348,191	102.4
Animal Sterilization	17,000	17,000	17,000	100.0
Transfer to Other Funds				
Transfer to General Fund	90,000	90,000	85,000	n/a
Transfer to Capital/CIP Projects	460,178	460,178	698,027	151.7
Transfer to Vehicle/Equipment	750,000	750,000	1,000,000	133.3
Total Transfer to Other Funds	\$ 1,300,178	\$ 1,300,178	\$ 1,783,027	137.1
TOTAL SPECIAL REVENUE FUNDS	\$ 20,765,950	\$ 21,537,695	\$ 21,830,761	101.4
CAPITAL/CIP FUNDS				
Capital/Capital Improvement Program	3,589,976	3,589,976	3,831,045	106.7
Transfers to Other Funds	-	-	-	n/a
TOTAL CAPITAL/CIP FUNDS	\$ 3,589,976	\$ 3,589,976	\$ 3,831,045	106.7
ENTERPRISE FUNDS				
Solid Waste Fund	\$ 249,018	\$ 258,374	\$ 230,836	89.3
Water System Fund	17,173,700	17,387,357	16,211,650	93.2
Transfer to Other Funds				
Transfer to Enterprise CIP	1,830,000	1,830,000	2,213,250	120.9
TOTAL ENTERPRISE FUNDS	\$ 19,252,718	\$ 19,475,731	\$ 18,655,736	95.8
ENTERPRISE FUNDS PROJECTS				
Enterprise CIP Projects	\$ 1,830,000	\$ 1,830,000	\$ 2,213,250	120.9
Transfer to Other Funds	-	-	-	n/a
TOTAL ENTERPRISE FUNDS PROJECTS	\$ 1,830,000	\$ 1,830,000	\$ 2,213,250	120.9
INTERNAL SERVICE FUNDS				
Vehicle/Equipment Fund	\$ 1,474,220	\$ 1,800,301	\$ 2,349,613	130.5
TOTAL OF ALL BUDGETED FUNDS	\$ 104,960,471	\$ 106,787,950	\$ 108,103,176	101.2

*Audited

ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Strategies Utilized In Budgeting Revenues

As an unwritten but general guiding operating policy employed by the Finance department and Administrative staff, projected revenues for the ensuing fiscal year are estimated on the side of conservatism. The reason for this conservative approach to estimating cash inflows is to help ensure that the County avoids, if at all possible, any significant revenue shortfalls that might occur due to unanticipated fluctuations in the local or national economy, or an unexpected downturn in the rate of construction activity occurring in the immediate area. But should the economy remain strong in the short-term, it is further anticipated that these additional revenues that are generated will be programmed into the County's fund balance to be used for capital projects or projects in the Capital Improvement Program. As our principal operating revenue projection strategy for any given fiscal year, the County prepares its annual operating budget with the expectation that it will collect more revenues during the period than are actually budgeted.

As an integral first step in the FY 2021 revenue projection process, total revenue collections through the 2020 fiscal year are estimated. As actual monthly activity is recorded, original estimated FY 2020 revenue numbers are updated throughout the budget preparation process. These most recent fiscal year estimates plus the actual revenue numbers for the previous two fiscal years are used to identify trends and collection patterns from the various sources.

This historical revenue information is then framed in the context of what budget staff believes will be the most probable local economic conditions over the next twelve to twenty-four months. Elasticity of revenue sources, increasing user fees or charges, changes in service delivery, and the anticipated impact of any new State or Federal legislation are also factored into the projections. The desired end result of this process is revenue estimates that one would reasonably expect to be met during the upcoming fiscal year given the information available at the time.

GENERAL FUND

The General Fund is the principal operating fund for the County and the revenues it uses to provide a number of services to our citizens are derived from a variety of sources. The tabular information shown on the next page indicates the relative composition of the major revenue sources. The accompanying pie chart clearly shows how dependent the County is on taxes as the major revenue source. Property Tax and Sales & Use Tax are the major revenue sources used to pay for the operations of the General Fund.

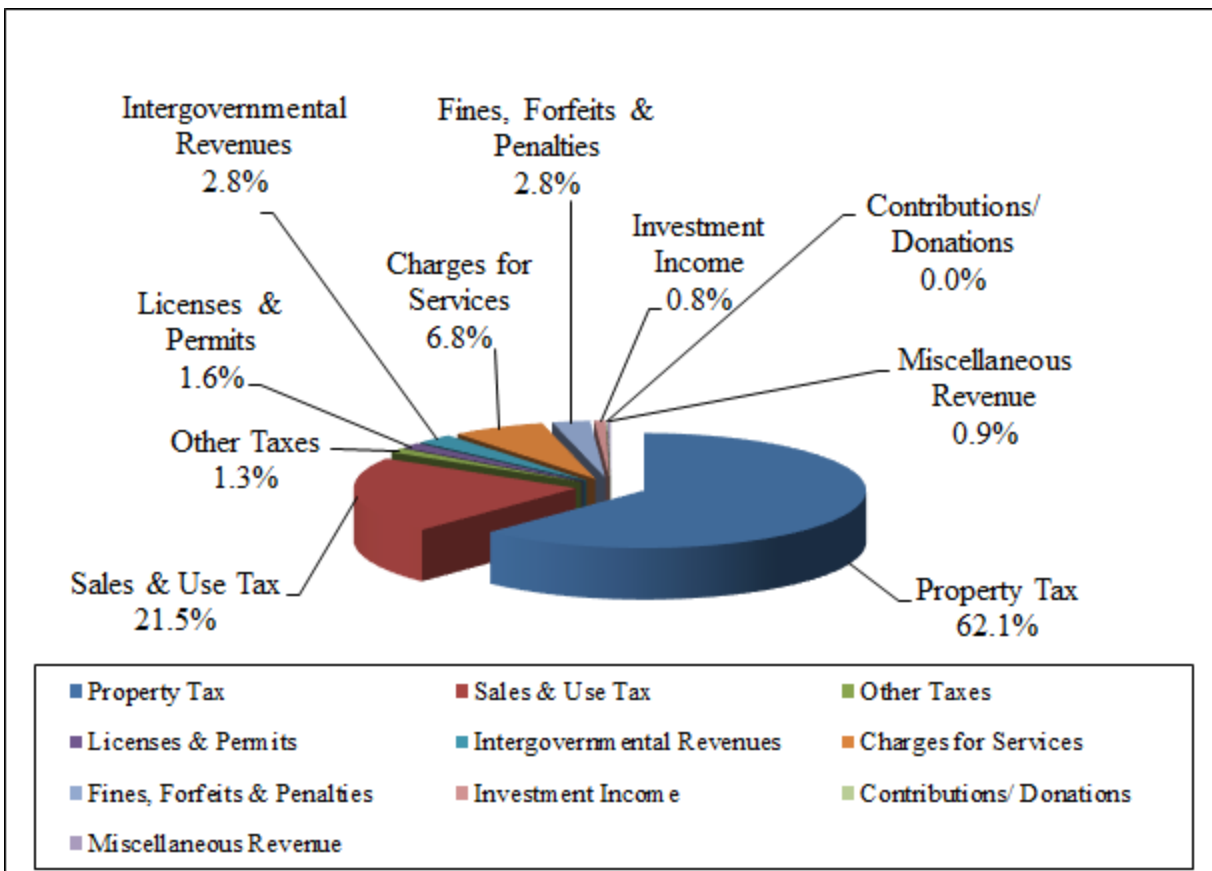
For FY 2021, it is projected that these two sources of revenue will account for approximately 83.6 percent of General Fund total revenues compared to 82.2 percent in the FY 2020 budget. Property Tax revenue projects to increase approximately 3.5% from the FY 2020 budget amount. Even with a rollback of the Maintenance & Operations millage rate, there is an increase of 5.1% in the Net Taxable M&O digest. Title Ad Valorem Tax (TAVT) revenue is projected to increase \$2.85M in FY 2021 because of the local share increasing from 52.44% to 65.0% beginning on July 1, 2019.

General Fund

Three Year Comparison of Revenue Sources

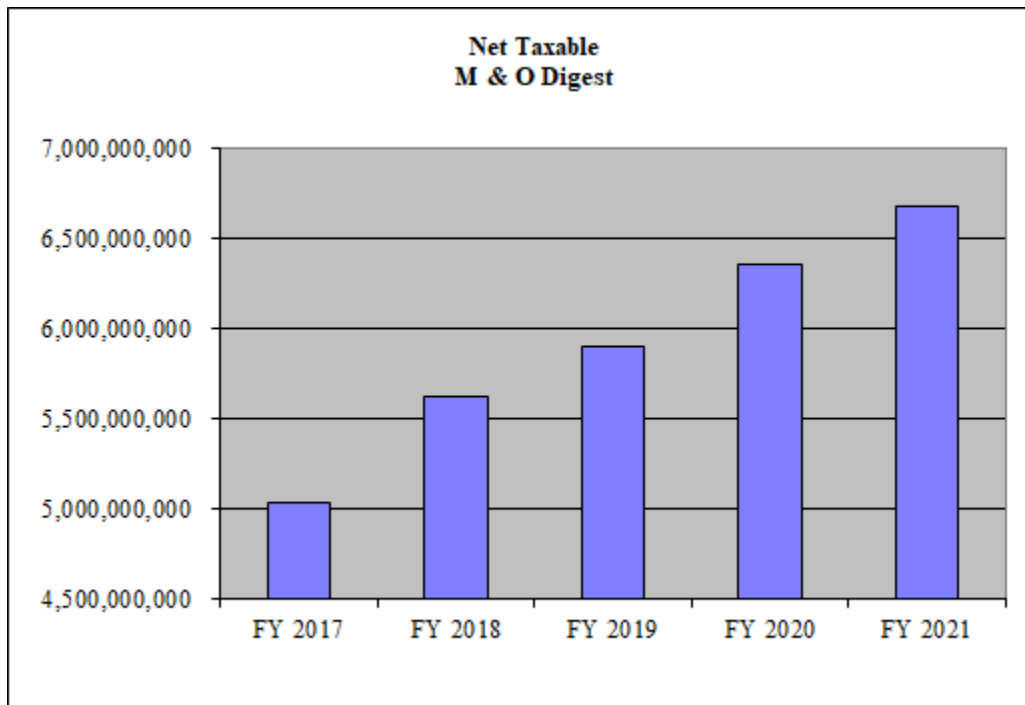
REVENUE	2019 ACTUAL	2020 BUDGET	2020 ACTUAL*	2021 BUDGET
Property Tax	\$ 30,307,558	\$ 31,061,300	\$ 34,418,263	\$ 34,937,100
Sales & Use Tax	12,969,423	14,300,000	12,968,871	12,100,000
Other Taxes	735,278	832,850	759,897	729,000
Licenses & Permits	802,854	951,100	750,275	891,000
Intergovernmental Revenues	1,456,553	1,339,183	1,471,735	1,560,534
Charges for Services	3,258,695	3,778,728	3,774,101	3,826,586
Fines, Forfeits & Penalties	1,420,478	1,753,000	1,170,415	1,556,000
Investment Income	996,205	675,000	974,004	460,000
Contributions/Donations	48,890	20,000	22,882	28,000
Miscellaneous Revenue	381,059	486,125	120,775	131,700
Total Revenues	\$ 52,376,992	\$ 55,197,286	\$ 56,431,218	\$ 56,219,920
*Audited				

Percentage Contribution of Revenue Sources FY 2021 Budget

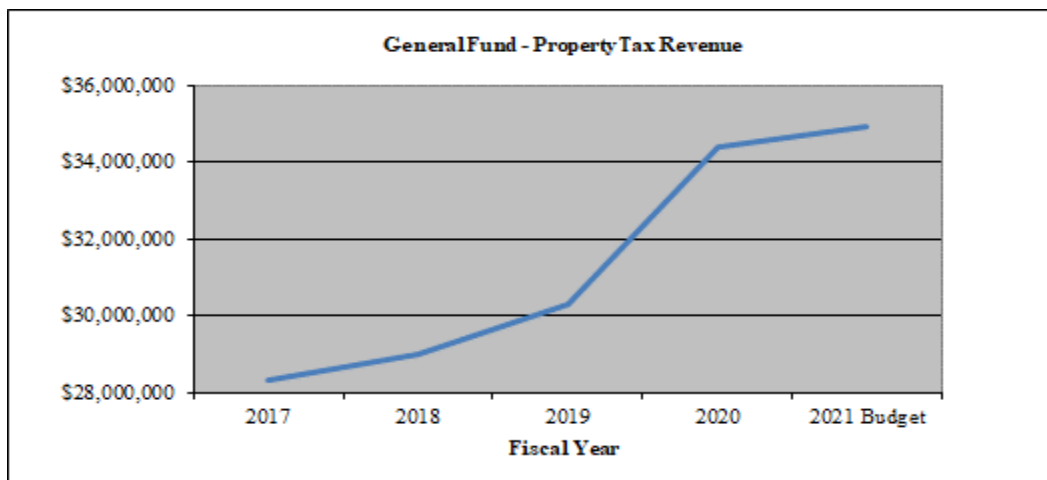


Property Tax

The amount of property tax revenue generated is an arithmetic function of the millage rate and the net taxable digest. The charts and table below summarize some relevant net taxable digest, millage rate, and property tax revenue data over the most recent five-year period. Property Tax is the biggest source of revenue for Fayette County. The Net Taxable M&O Digest has consistently increased the last five years.

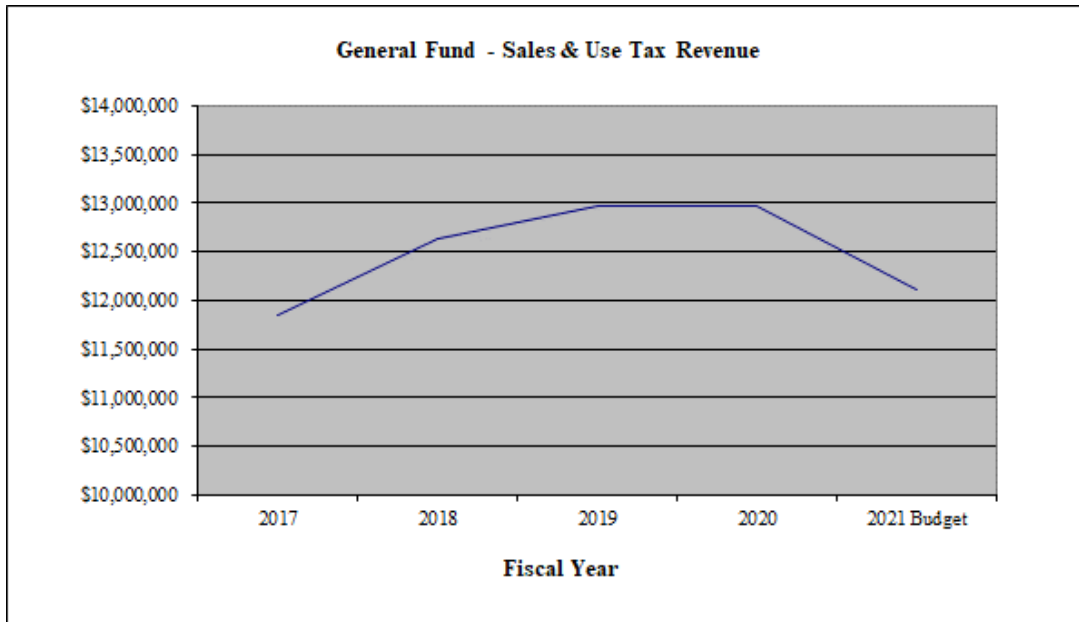


Digest Information	Fiscal Year	Net taxable M&O Digest	Digest Growth	Millage Rate	Change in Millage
2016 Tax Year (Actual)	FY 2017	5,033,499,576	5.7%	4.917	-4.9%
2017 Tax Year (Actual)	FY 2018	5,621,113,147	11.7%	4.509	-8.3%
2018 Tax Year (Actual)	FY 2019	5,901,669,198	5.0%	4.392	-2.6%
2019 Tax Year (Actual)	FY 2020	6,351,075,145	7.6%	4.392	0.0%
2020 Tax Year (Projected)	FY 2021	6,672,714,734	5.1%	4.277	-2.6%



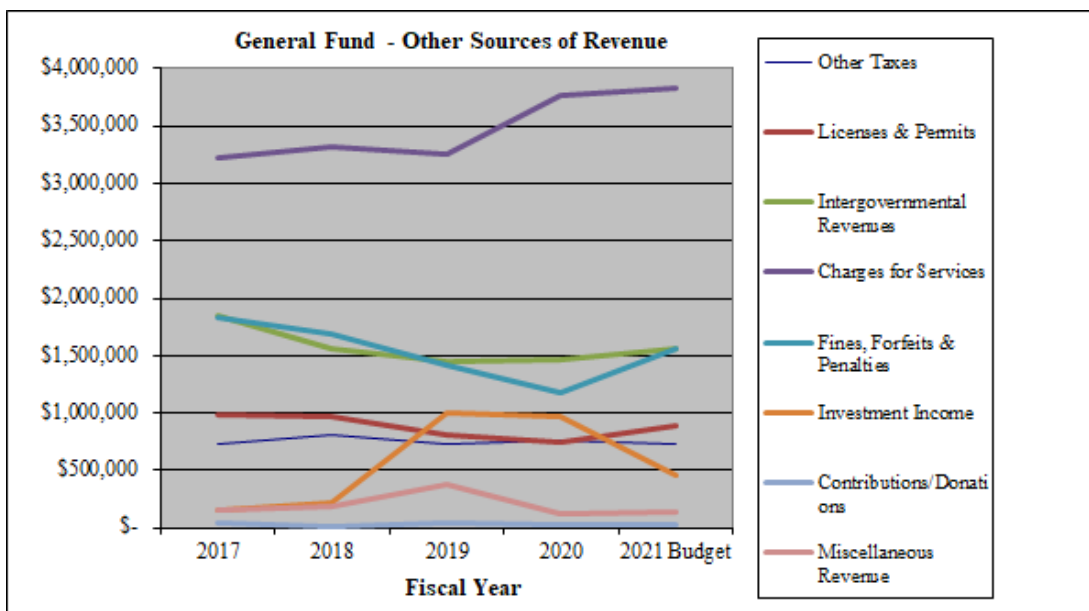
Sales and Use Tax

The Sales and Use Tax (also referred to as a one-percent Local Option Sales Tax or L.O.S.T.) represents approximately 21.5% of total budgeted revenue in FY 2021. Starting in FY 2014 thru FY 2019, Sales and Use Tax revenue increased steadily every year. Due to the pandemic, FY 2020 actual amount was flat. FY 2021 is projected conservatively at \$12.1M or a decrease of 6.7%.



Other Sources of Revenue

For FY 2021, other significant sources of revenue are Charges for Services (\$3.8 million), Fines, Forfeits & Penalties (\$1.5 million), Intergovernmental Revenue (\$1.6 million), Licenses & Permits (\$0.9 million), Other Taxes (\$0.7 million), and other minor sources of revenue total (\$0.6 million).



OTHER FUNDS

In addition to the General Fund, four other funds have historically provided significant revenue for County operations. These are the Fire Services - Special Revenue Fund, 911 Communications - Special Revenue Fund, the Emergency Medical Services (EMS) – Special Revenue Fund, and the Water System – Enterprise Fund.

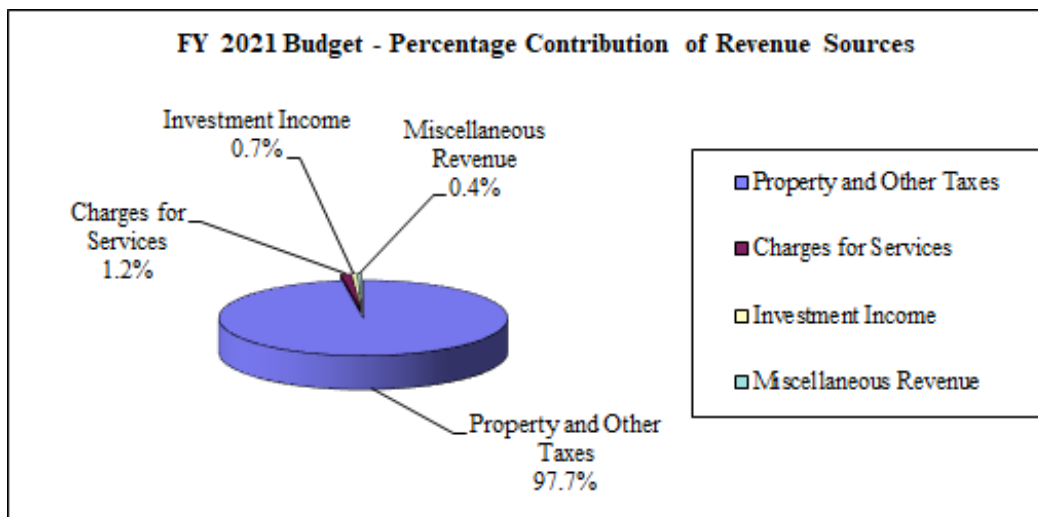
Fire Services - Special Revenue Fund

The Fire Services Special Revenue Fund provides funding for fire prevention and suppression activities for all areas of the County except for the cities of Fayetteville and Peachtree City, which maintain their own fire departments. A special tax district was created several years ago to provide a funding mechanism that will ensure that only those individuals living in the area receiving these fire services pay for the services.

For FY 2021, approximately 97.7% of the total revenue projects to be generated from the taxation of property. This clearly demonstrates the fund's dependence on property taxes to pay for the delivery of services. The fire services tax district taxable digest grew 4.8% and the millage rate remained at 3.070 mills. This is the main reason why Property and Other Taxes are projected to increase \$0.6 million or 4.7%.

Three Year Comparison of Revenue Sources

REVENUE	FIRE SERVICES FUND			
	2019 ACTUAL	2020 BUDGET	2020 ACTUAL*	2021 BUDGET
Property and Other Taxes	\$ 11,457,659	\$ 12,346,000	\$ 12,385,132	\$ 12,929,350
Intergovernmental Revenues	54,469	40,000	38,426	-
Charges for Services	159,173	179,000	138,944	158,000
Investment Income	84,739	90,000	67,043	90,000
Miscellaneous Revenue	55,867	54,000	60,186	58,100
Contributions/ Donations	17,700	-	-	-
Total Revenues	\$ 11,829,607	\$ 12,709,000	\$ 12,689,731	\$ 13,235,450
*Audited				



911 Communications - Special Revenue Fund

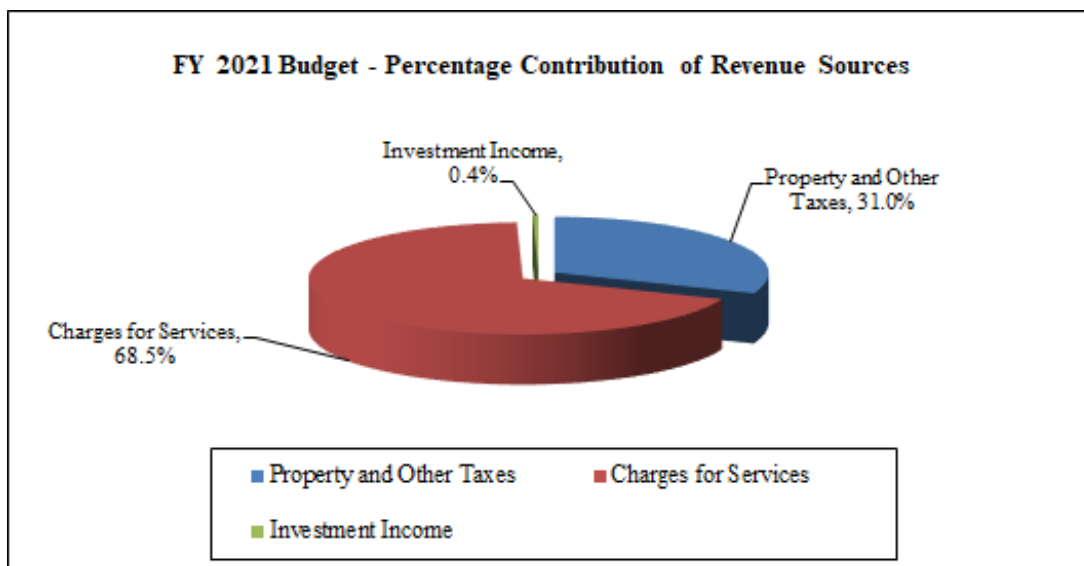
The special 911 Communications Tax District was created on July 28, 2011 to provide 911 communication services to all citizens of Fayette County. The tax district is projected to generate approximately 27.6% of the total revenue for the fund. The tax district net taxable digest grew 5.1% and the millage rate remained at 0.210 mills.

Charges for Services (68.5% of the total revenue for the fund) - state law provides for a governmental entity to adopt up to a \$1.50 monthly surcharge for 911 services for each telephone receiving service in the County. Also, there is a monthly surcharge of \$1.50 on each cellular telephone. By law, the proceeds from these surcharges can only be spent for the provision of 911 services within the jurisdiction.

Three Year Comparison of Revenue Sources

REVENUE	911 COMMUNICATIONS			
	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2020 ACTUAL*	FY 2021 BUDGET
Property and Other Taxes	\$ 1,247,721	\$ 1,360,150	\$ 1,356,451	\$ 1,404,050
Charges for Services	3,014,616	2,940,000	3,005,194	3,100,000
Intergovernmental Revenues	2,621	-	-	-
Investment Income	34,324	25,000	23,118	20,000
Total Revenues	\$ 4,299,281	\$ 4,325,150	\$ 4,384,763	\$ 4,524,050
*Audited				

Percentage Contribution of Revenue Sources



Emergency Medical Services (EMS) - Special Revenue Fund

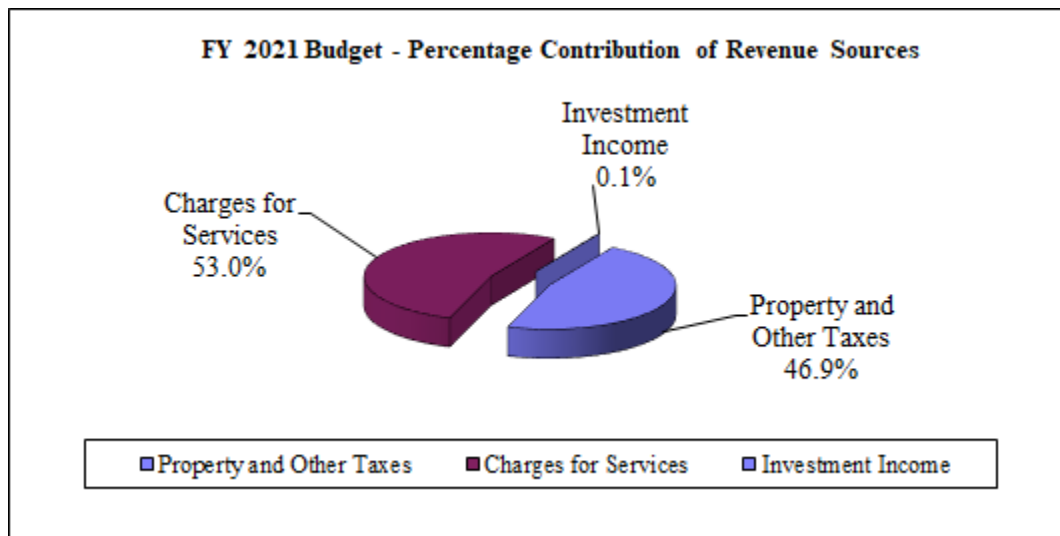
The special revenue tax district encompasses the entire county, with the exception of the City of Peachtree City. Peachtree City provides emergency medical services to its citizens. The EMS fund accounts exclusively for activities (revenues and expenditures) related to emergency medical services. Before the tax district was created, EMS activities were accounted for in the General Fund.

The two main revenue sources for the EMS fund are Charges for Services (53.0% of total revenue) and Property and Other Taxes (46.9% of total revenue). Charges for services are for ambulance charges and ambulance recoveries of uncollectibles. The EMS tax district taxable digest grew 5.2% and the millage rate remained at 0.456 mills.

Three Year Comparison of Revenue Sources

REVENUE	EMS FUND			
	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2020 ACTUAL*	FY 2021 BUDGET
Property and Other Taxes	\$ 1,655,530	\$ 1,776,700	\$ 1,794,391	\$ 1,830,350
Charges for Services	1,724,490	1,820,000	2,006,793	2,070,000
Investment Income	5,866	4,500	3,951	3,000
Miscellaneous Revenue	81	-	150	-
Intergovernmental	10,790	-	66,377	-
Total Revenues	\$ 3,396,757	\$ 3,601,200	\$ 3,871,662	\$ 3,903,350
*Audited				

Percentage Contribution of Revenue Sources



Water System Fund

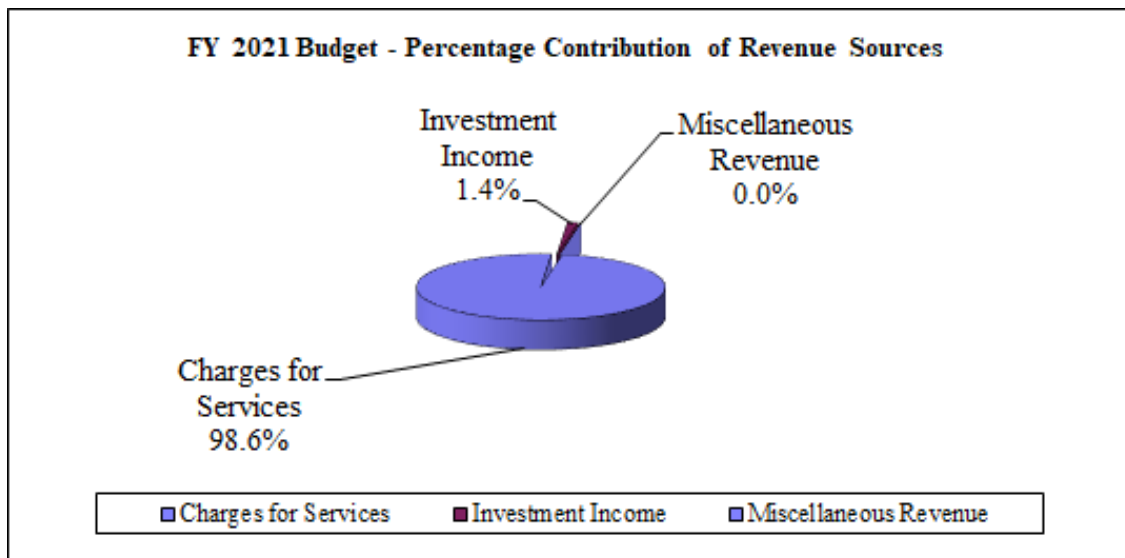
The primary mission of the Water System Fund is to serve as a funding mechanism for the provision of potable water to the residents of the County. Service fees are charged to cover the costs of building reservoirs, treating raw water, and distributing the finished product through miles of pipe. These charges are based on the size of a customer's water meter plus a volume charge applied to the monthly water consumption. In addition, connection fees are charged to new customers connecting to the system.

The main revenue source for the Water System Fund is derived from Charges for Services. For FY 2021, it is projected at 98.6% of total revenue. Charges for Services projected conservatively following the lower than expected actual amount in FY 2020.

Three Year Comparison of Revenue Sources

REVENUE	WATER SYSTEM FUND			
	FY 2019	FY 2020	FY 2020	FY 2021
	ACTUAL	BUDGET	ACTUAL*	BUDGET
Charges for Services	\$ 16,109,148	\$ 18,721,400	\$ 17,376,523	\$ 18,167,600
Investment Income	327,590	275,000	226,007	250,000
Contributed Capital	1,367,168	-	1,607,295	-
Miscellaneous Revenue	6,562	7,300	2,580	7,300
Total Revenues	\$ 17,810,468	\$ 19,003,700	\$ 19,212,405	\$ 18,424,900
*Audited				

Percentage Contribution of Revenue Sources



ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

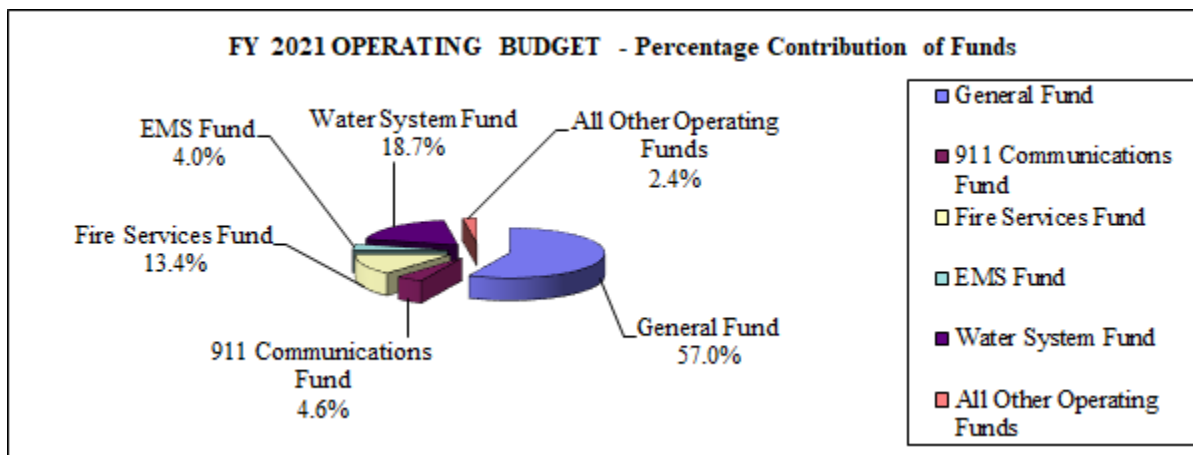
All Funds

The table below provides a consolidated look at the revenue comparisons for all funds that are budgeted.

Three Year Comparison of Funds Revenues

REVENUE	FY 2019	FY 2020	FY 2020	FY 2021
	ACTUAL	BUDGET	ACTUAL*	BUDGET
General Fund	\$ 52,376,992	\$ 55,197,286	\$ 56,431,218	\$ 56,219,920
911 Communications Fund	4,299,281	4,325,150	4,384,763	4,524,050
Fire Services Fund	11,829,607	12,709,000	12,689,731	13,235,450
EMS Fund	3,396,757	3,601,200	3,871,662	3,903,350
Water System Fund	17,810,468	19,003,700	19,212,405	18,424,900
All Other Operating Funds	2,529,556	2,046,960	2,320,723	2,344,746
Total Revenues	\$ 92,242,662	\$ 96,883,296	\$ 98,910,502	\$ 98,652,416
*Audited				

Percentage Contribution of Funds Revenues



ANALYSIS OF FUND BALANCE

Discussion of Fund Balance

The Governmental Accounting, Auditing and Financial Reporting (GAAFR) published by the Government Finance Officers Association (GFOA) states that the term *fund balance* is limited to governmental funds and it is defined as “*the difference between fund assets and fund liabilities*”. Other fund types report the residual amount as *net position*. In simple terms, the fund balance is the excess of current assets over current liabilities utilizing the flow of current financial resources measurement focus and the modified accrual basis of accounting. To express in layman’s terms, it might best be described as funds or idle cash that can serve as a financial safety net in the event of a “rainy day” or unexpected expenditures, can be used to liquidate existing long-term liabilities, or can be utilized to pay for expenditures incurred in future periods.

The size of this balance in relationship to budgeted appropriations provides some insight into the level of current financial resources that are available to meet the financial obligations of future periods. By having sufficient cash reserves available, it ensures a great deal of flexibility in carrying out the County’s annual expenditure plan as well as providing the fiscal capacity to meet most unanticipated needs. For these reasons, maintaining an adequate fund balance level is an important element in the long-range financial plan for Fayette County.

Of primary importance in funding the County’s normal day-to-day operations, the fund balance is used to provide needed cash reserves prior to the collection of taxes. With the fiscal year beginning on the first day of July and the majority of property taxes not being collected until the middle of December, expenditures or cash outflows significantly exceed revenues or cash inflows over the first five months of the fiscal year. Having sufficient cash reserves prevents the County from having to do short-term borrowing to meet those financial obligations incurred early in the year. Also on the positive side, these funds generate additional interest income that in effect reduces the tax burden on the citizens.

As a vital component in our pay-as-you-go Capital Improvements Program (CIP) plan, the County frequently uses part of the fund balance to pay for large one-time capital non-operating expenditures, including capital projects, rather than incur long-term debt. One approach started in FY 2008 as the economic decline of the great recession started is to close projects that have been completed or that are no longer necessary. Any available funds from these projects is transferred back to the fund balance of the originating fund or transferred to project contingency accounts. These monies then become available, upon approval by the Board of Commissioners, to fund future projects.

The fund balance provides a financial cushion that can be used to reduce the impact of a significant economic downturn or uninsured catastrophic loss. In situations such as these, the fund balance provides financial resources that can be used to replace lost revenues or fund unanticipated expenditures without having to raise taxes or incur new debt.

FUND BALANCES

The tabular information that is provided below is a consolidated overview of the *Fund Balance information for all Governmental funds* and *Total Net Assets for Enterprise and Internal Service funds* as of June 30 of the fiscal year. This table is useful to the reader in that it provides general trend information on the County as a whole. The data indicates that Fayette County has accumulated in the majority of its funds sufficient current financial resources to meet its immediate service needs. Going into the future, there is a small group of funds that need to be closely monitored.

As of June 30	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 AUDITED	FY 2021 PROJECTED
General Fund	29,419,571	29,940,691	31,782,620	28,904,769
<u>Special Revenue Funds:</u>				
Law Library	24,110	10,696	2,878	2,878
Confiscated Property-State	50,013	134,526	98,549	98,549
U.S.Customs Fund	512,616	117,612	158,984	158,984
Confiscated Property-Federal	303,705	406,187	88,954	88,954
State Court - DUI Court	247,830	309,184	300,990	397,856
Emergency Phone E-911	3,817,557	5,233,277	6,545,066	7,324,191
Jail Surcharge	24,000	40,066	1,453	1,453
Juvenile Supervision	86,253	80,099	83,030	78,491
Victims Assistance	110,275	129,887	90,098	77,277
Drug Abuse and Treatment	731,503	660,205	607,954	716,188
Fire Services	4,090,117	4,475,667	6,070,516	7,139,392
Street Lights	320,253	153,588	138,755	117,054
Emergency Medical Services	1,757,095	1,706,985	2,061,566	2,213,525
Animal Control Spay Neuter	975	3,765	6,801	6,801
Total Special Revenue Funds	12,076,301	13,461,745	16,255,594	18,421,593
<u>Enterprise Funds</u>				
Solid Waste	375,172	242,683	151,364	151,364
Water System	84,761,489	86,678,977	88,237,306	88,237,306
Total Enterprise Funds	85,136,662	86,921,660	88,388,670	88,388,670
<u>Internal Service Funds</u>				
Vehicle/Equipment Fund	9,227,332	9,721,517	10,108,576	9,483,963
Total All Funds*	\$ 135,859,867	\$ 140,045,613	\$ 146,535,460	\$ 145,198,995
*Except Governmental Capital/CIP Funds and Enterprise CIP Funds.				

Funds with Anticipated Changes of 10% or More in Fund Balance

State Court – DUI Court Fund, Special Revenue Fund – the number of participants in the programs in this fund are expected to increase in FY 2021. Revenue from grant programs, fees collected, and fines collected estimated to exceed fund expenditures by \$97K in FY 2021. Fund balance projected to increase 32.2%.

911 Communications Fund, Special Revenue Fund – the 911 Communications' fund balance has been increasing an average of 30.0% over the last five years. In FY 2021, the fund is projected to increase by 11.9%. The creation of the special revenue tax district in FY 2012 provided another significant source of revenue for this fund. The buildup in fund balance will be used to fund upgrades to the 911-phone system and the software data system.

Victims Assistance, Special Revenue Fund – fund balance projected to decrease 14.2% in FY 2021. Even though expenditures have remained constant, collections of fines from the courts have been decreasing.

Drug Abuse and Treatment, Special Revenue Fund – fund balance is projected to increase 17.8% in FY 2021. The grant application estimates an increase in grant revenue of approximately \$250K. Even with decreasing collections from the courts expected to continue in FY 2021, revenue estimated to exceed expenditures by \$108k.

Fire Services, Special Revenue Fund – fund balance projected to increase \$1.1 million or \$ 17.6% in FY 2021. Revenue from property tax and insurance premium tax projected to increase.

Street Lights, Special Revenue Fund – at the end of FY 2020 the Street Lights fund balance is \$139K. For FY 2021 it is projected that fund balance will decrease \$22K or 15.6%. Since this is a fund that accounts for revenues generated by user charges for maintaining streetlights, fund balance can keep decreasing as long as it stays positive. The intent going forward is for revenue from user charges to cover expenditures and to maintain a minimum fund balance.

FAYETTE COUNTY, GEORGIA ADOPTED FISCAL POLICIES

STATEMENT OF INTENT

The following policy statements, as adopted by the Board of Commissioners, are intended to provide a broad framework as to how the various financial responsibilities associated with the operation of Fayette County are to be carried out. These policies provide general direction to staff, serve as a blueprint for financial operations, establish operational objectives, and promote continuity in fiscal decision making.

There are several distinct advantages to having fiscal policies for Fayette County in place. For one, they promote long-term financial stability for the County. The budget and reserve fund policies encourage the level of fiscal responsibility needed to prepare the County for financial emergencies and abrupt adverse economic conditions. The debt policies limit those scenarios where the County will pay for current services and projects with future revenues.

The adoption of long-range financial policies ameliorates some of the drawbacks of governmental accounting and budgeting, which tends to focus only on short-term operations, generally one year. The Capital Budgeting Policies address the common pitfall of governments failing to provide for capital maintenance. Having a financial plan allows the Board of Commissioners to view their present approach to financial management from an overall, long-term vantage point. Current financial decisions are easier to make when long-term benchmarks are already established.

Lastly, these policies elevate the credibility of the governing body and promote public confidence in the financial decisions it makes. The policies call for complete disclosure of financial matters and provide a forum, the Comprehensive Annual Financial Report (CAFR), to inform the citizens about the total financial condition of the County.

I. BUDGET POLICY

PURPOSE

One of the more important responsibilities of the Fayette County Board of Commissioners to its citizens is the faithful stewardship of public money. It is the Board's duty to ensure that this money is expended prudently.

The budget serves as the primary vehicle for directing resources to meet current and capital expenditures for the upcoming fiscal year and plan for anticipated outlays for the next five fiscal years.

POLICY

There shall be a consistent and uniform process for adopting and operating under an annual balanced budget for each fund and operating under a project-length balanced budget for each capital project fund of Fayette County government.

PROCEDURES

1. The Fayette County annual balanced budget will be divided into two major components: Capital and Capital Improvement Program (CIP) and Operating.
2. A formal budget calendar shall be developed and presented to the BOC for approval, then

disseminated to the County Administration, Department Heads, Constitutional Officers, the Judicial Circuit, and Outside Agencies. The budget calendar shall consist of dates for the distribution of budget materials, due dates for the submission of budget requests, dates for budget workshops with staff and the BOC, and dates for the public hearings on the proposed budget, to include the date of the adoption of the budget.

I. Capital Budget/Capital Improvement Program (CIP):

A. Fayette County will undertake capital projects for the construction and improvement of infrastructure and public facilities, and for the orderly replacement of existing assets to achieve the following goals:

1. Promote economic development;
2. Enhance the quality of life;
3. Improve the delivery of services; and
4. Preserve community and historical assets.

B. For budgeting purposes, a capital project is generally defined as the acquisition of any asset or construction project with an anticipated cost of \$5,000 to \$49,999 and an estimated useful life of three or more years.

C. For budgeting purposes, a CIP project is generally defined as a major capital project with an anticipated cost of at least \$50,000 and an estimated useful life of more than three years.

D. Fayette County will develop a five-year Capital Improvements Program (CIP) plan for all CIP projects. The first year of the CIP plan will be part of the annual budget.

E. The CIP plan will be updated annually to direct the financing of and appropriations for new projects and updates to existing projects.

F. Fayette County will estimate the impact on operations of capital and CIP projects and will include these operating costs in future operating budgets.

G. Fayette County will utilize a fund named Capital Projects to account for capital projects.

H. Fayette County will utilize a fund named Capital Improvement Program to account for CIP projects.

I. Fayette County will utilize an internal service fund named Vehicle/Equipment Fund to account for the acquisition of vehicles and other motorized equipment.

J. Operating transfers from the various operating funds will be made annually, as needed to the Capital Projects fund, Capital Improvements Program fund, and the Vehicle/Equipment fund.

K. Fayette County will aggressively seek public and private grants, contracts and other outside sources of revenue to fund projects included in the Capital Improvements Program.

L. A project-length budget will be adopted for each capital project. The balances of appropriations for capital projects at year end is understood as being designated by management and re-appropriated in the following years until the project is completed.

II. Operating Budget:

A. Fayette County will finance all current expenditures with current revenues. The County will avoid budgetary procedures that fund current expenditures through the obligation of future resources. Fayette County will not use short-term borrowing to meet operating budget requirements.

B. The operating budget will provide for adequate maintenance of capital equipment and facilities, as well as for their orderly replacement.

C. All Governmental Funds under the control of the Board of Commissioners are subject to the annual budget process. Flexible or cash flow budgets will be prepared for Proprietary Funds (Enterprise and Internal Service) to establish fees and charges and to control expenses.

D. The annual operating budget must be balanced for all budgeted funds. Total anticipated revenues and other resources available must be at least equal to estimated appropriations for each fund.

E. All budgets will be adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Pursuant to Governmental GAAP, revenues are budgeted when they become measurable and available. Likewise, expenditures are charged against the budget when they become measurable, a liability has been incurred, and the liability will be liquidated with current resources.

F. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be reserved on the year ending balance sheet and re-appropriated in the following fiscal period in accordance with Generally Accepted Accounting Principles.

G. Each operating fund budget will be adopted at the total fund level. In looking at compliance with State law, total expenditures for each fund may not exceed the total budget amount. Internal administrative procedures will be adopted to ensure that each individual department or cost center does not exceed their allotted appropriation amount.

H. Fayette County will strive to include an amount in the General Fund (i.e., a line item for contingencies) to cover unforeseen operating expenditures of an emergency type. The amount of the contingency reserve will be no more than 5% of the total operating budget.

I. Fayette County will integrate performance measurement and objectives, and productivity indicators within the budget.

J. The County will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, and expenditures and encumbrances with budgeted amounts.

K. The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.

L. Fayette County shall comply with all State laws applicable to budget hearings, public notices, public inspections, and budget adoption.

M. Enterprise and Internal Service Funds budgets shall be self-supporting whenever possible. Excess revenues of Enterprise Funds shall not be transferred to other funds unless authorized in the Annual Budget.

3. The budget is divided into two major components: Capital and Capital Improvement Program (CIP) and Operating.

The Operating component of the budget is further divided into tracks: Track 1 - Staffing and Track 2 – Other Operating.

The budget is developed by levels: budget requests from the departments, budget recommendations from Staff, budget recommendations from the BOC, budget proposal, and final adjustments and approval of the budget by the BOC.

A budget calendar for the next fiscal year is developed and presented to the Board of Commissioners for approval.

A budget kickoff meeting is scheduled for the county departments, at which time the departments receive instructions on the budget process and all the budget forms necessary to complete their next year budget requests. Any new procedures are specifically clarified.

Letters are sent to the Judicial Circuit and the outside agencies to inform them of the start of the budget process and to provide them with the budget calendar.

Requests for funding are received from the Fayette County departments, the Judicial Circuit, and other outside agencies.

Capital and Capital Improvement Program (CIP):

The departments receive instructions and all budget forms necessary to complete their capital budgets, including forms necessary to provide updates to current capital and CIP projects. Classes are scheduled for staff members who are new to the process of next year budget entry.

Departments submit requests for new capital and CIP projects. Requests for projects detail funding sources and expenditures by line-item within the projects. The departments also provide updates on the status of capital projects and CIP projects from previous fiscal years.

New project numbers are created by the Finance Department. Budget line- items are assigned to each project. Projects are setup to be included in either the Capital Projects fund, the Capital Improvements Program fund, the Vehicle/Equipment fund, or any other special capital projects fund. The project numbers are then provided to the departments for them to do the budget entry.

By a predetermined deadline date, the departments submit all budget documentation on capital projects to the Finance Department. Budget entry for capital projects beyond this point is done only by the Finance Department. All requests of funding for capital projects are finalized.

The Finance Department prepares the capital budget reports to provide to the County Administrator. The County Administrator meets with the departments to discuss their new capital projects requests and updates on their current capital projects. The County Administrator makes recommendations and the capital budget is adjusted accordingly. The adjustments are finalized and the recommended capital budget is provided to the BOC. The departments are also provided with their recommended capital budgets.

The Board of Commissioners conducts budget workshops with the departments. New capital projects are discussed. The departments provide the BOC with updates of their current capital projects. The BOC makes recommendations. The capital budget is adjusted accordingly. The BOC recommended capital budget and CIP plan are finalized.

Operating Budget:

Track 1 – Staffing: budgeted salaries and benefits for current approved positions, current vacancies, and requests for new positions and promotions. The county departments are required to include detailed justification with their requests for new positions and promotions. The county departments are also responsible for providing a list of the budget contacts and the personnel who will be responsible for their budget entry.

The county departments are required to return all budget documentation by a deadline date. This is to allow sufficient time for the Finance Department and the Human Resources Department to complete the staffing budget process. Requests for positions with a new job title need to be submitted directly to Human Resources. These requests need to include a Job Content Questionnaire. Human Resources will establish the new job class and the corresponding pay grade for these new job titles.

Any cost-of-living adjustment (COLA) or pay-for-performance is determined by fund and included in the budget under the Contingency expenditure line for each fund. If approved, it will be allocated to each of the departments within each fund. If not approved, it will be taken out of the budget.

Increases in salary and supplements for constitutional officers that are mandated by law are determined by the HR department and factored in to determine the salaries to be used in the next year budget. The Human Resources Department also determines any changes to benefits premiums and payroll deductions to be effective for the next year budget.

Increases for COLA, pay-for-performance, salary increases for constitutional officers, new positions, promotions, and changes in premiums/deductions are entered into the payroll system. Salary and Benefits projections and personnel (FTE) counts are prepared for each department.

Staff (County Administrator, Finance, and Human Resources) meet to discuss the staffing projections and to make recommendations regarding the requests for new positions and promotions. As necessary, the County Administrator meets with the departments that requested new positions and promotions to inform them of the recommendations by Staff.

Staffing requests and recommendations are provided to the BOC. Budget workshops are held between the BOC and the departments to discuss staffing. The BOC makes recommendations on requests for new positions and promotions.

This is an important step in the budget process because the departments will base the remainder of their operating budget requests on their current year positions and the associated costs of new positions and promotions recommended by the BOC. Printouts of staffing budgets are provided to each of the departments.

Also during **Track 1** of the operating budget, the Assistant Director/Controller prepares the estimated revenue projections for all funds except the Water System who prepares their own. The revenue projections are reviewed by the County Administrator and the CFO and later

presented to the BOC.

Track 2 – Other Operating:

The departments receive instructions and all the budget forms necessary to complete track 2 of the budget. The departments are provided data on actual expenditures for the previous two fiscal years, current year adjusted budget, and year-to-date actual expenditures by line-item to aid them in projecting their next year budget requirements.

Department Heads are instructed to be conservative in their budget projections. The departments enter their budgets in the system. Refresher classes are scheduled for staff members on the process of next year budget entry.

Funding requests from the Judicial Circuit and other outside agencies are received by the deadline date. These budgets are entered by the Finance Department.

At a predetermined deadline date, budget entry beyond this point is done only by the Finance Department. Any changes or adjustments from the departments need to be submitted directly to the Budget Officer and agreed on by the CFO.

All requests for operating funding are finalized. The Finance Department prepares the reports to provide to the County Administrator. The County Administrator meets with the departments to discuss their operating budget requests. The County Administrator makes recommendations and the operating budget is adjusted accordingly.

The recommendations are finalized and the recommended operating budget is provided to the BOC. The departments are also provided with their recommended operating budgets. The Board of Commissioners conducts budget workshops with the departments. The BOC makes recommendations.

The budget is adjusted according to the BOC recommendations to produce a balanced budget proposal. The proposed budget is advertised one week prior to the first public meeting. Two public meetings are conducted to allow the citizens an opportunity to speak with the Board regarding the budget proposal.

The Board of Commissioners takes official action to adopt the budget. The budget is adopted by resolution and it becomes effective with the start of the new fiscal year, July 1st.

II. RESERVE FUND POLICY

PURPOSE

The county will maintain a sufficient working capital reserve in the General, Fire, EMS, and E911 funds to help offset economic downturns, provide sufficient working capital, and provide for sufficient cash flow for current financial needs. In addition, the county will maintain an emergency fund reserve in the General Fund.

POLICY

There shall be a consistent and uniform process for maintaining working capital and emergency fund reserves for Fayette County.

PROCEDURES

The county will maintain a working reserve equal to at least three months of the fund appropriations budget for the General, Fire, EMS, and E911 funds. This amount will be maintained as stabilization funds in the committed fund classification, except for E911 which will be maintained within the restricted fund classification. These reserves shall be created and maintained to provide the capacity to:

1. Offset significant economic downturn and the revision of any general government activity;
2. Provide sufficient working capital; and
3. Provide a sufficient cash flow for current financial needs at all times without short-term borrowing.

To be able to use funds that are committed for stabilization, the Board of Commissioners must take formal action to release funds. This type of action will only be taken when failure to take such action would result in a negative position for the unassigned fund balance.

In addition to the working capital reserves, the county will also maintain a \$2 million emergency funding in the assigned fund classification. The emergency funding will only be used for a declared state of natural disaster. The funds will not be released without formal action of the Board of Commissioners.

The county will also maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds. The county will develop capital reserves to provide for normal replacement of existing capital plant and additional capital improvements financed on a pay-as-you-go basis.

III. INVESTMENT POLICY

PURPOSE

The purpose of this policy is to provide guidelines for the investment of funds that are not needed immediately to pay current obligations.

This policy will be used so that funds not needed for immediate cash will be invested in a way

that (1) safeguards the principal, (2) provides the liquidity required to meet financial obligations in a timely manner, and given these two goals, (3) provides the best return on investment.

POLICY

There shall be a consistent and uniform process for the investment of Fayette County funds not needed for immediate cash.

PROCEDURES

The first and foremost consideration in choosing investments is security. To reduce the risk of loss because of the failure of any financial institution, depository, broker, or dealer the county will 'pre-qualify' these entities prior to investing funds with them. Qualification will include, as appropriate, an audited financial statement demonstrating compliance with state and federal capital adequacy guidelines, proof of certification by a recognized association, proof of state registration, and evidence of adequate insurance coverage. The investment portfolio will be diversified in order to reduce the impact of potential loss from any one type of security or individual issuer. Risk of interest loss will be reduced by assuring that security maturity dates coincide with anticipated cash requirements, and by investing operating funds primarily in short-term securities.

The investments chosen will provide adequate liquidity to meet upcoming cash-flow requirements that may be reasonably anticipated. The investment portfolio will be structured so that investment securities mature concurrent with cash needs. In order to respond to unanticipated cash needs, investments will include securities with good resale markets, such as the local government investment pool.

While taking care to assure that security and liquidity needs are met, investments will be made in a way that can be expected to produce a reasonable return on investment. Meeting all three of these goals at once will mean that the majority of investments are in relatively low-risk securities, which will earn a fair return relative to the risk assumed. Investments will be diversified by maturity, issuer, and class of security in order to help meet these goals.

In compliance with Georgia Code Section 36-82-7, the county will invest bond issue proceeds only in the following:

1. The local government investment pool.
2. Bonds or other obligations of the State of Georgia, or any county municipal corporation, or other political subdivision of the state.
3. Bonds or other obligations of the United States, or subsidiary corporations which are fully guaranteed by the government.
4. Obligations of agencies of the United States government which are issued by the Federal Land Bank, the Federal Home Loan Bank, the Federal Intermediate Credit Bank, for the Central Bank for Cooperatives.
5. Bonds or other obligations issued by any public housing agency or municipal corporation in the United States, if they are fully secured as to the payment of both principal and interest under an annual contributions contract with the United States government.
6. Project notes issued by a public housing agency, urban renewal agency, or municipal corporation which are fully secured by agreement with the United States government.

7. Certificates of deposit of national or state banks located within the State of Georgia, and which have deposits insured by the Federal Deposit Insurance Corporation.
8. Certificates of deposit of federal savings and loan associations, state savings and loan associations, or state building and loan associations located within the State of Georgia, and which have deposits insured by the Savings Association Insurance Fund of the Federal Deposit Insurance Corporation or the Georgia Credit Union Deposit Insurance Corporation.
9. Securities or other interests in any no-load, open-end management type investment company or investment trust registered under the Investment Company Act of 1940.
10. A common trust fund maintained by any bank or trust company, so long as:
 - (a) Their portfolio is limited to bonds or other obligations of the U.S. government or subsidiary corporations of the U.S. government, which are fully guaranteed by the government,
 - (b) The company takes delivery of collateral either directly or through an authorized custodian,
 - (c) The company is managed in such a way as to maintain its shares at a constant net asset value, and
 - (d) Securities in the company are purchased and redeemed only through the use of national or state banks having corporate trust powers and located within Georgia.

As authorized by Georgia Code 36-83-4, the county may invest any money within its control (other than bond issue proceeds) in any of the following, in order to achieve the goals of security, liquidity, and return on investment:

- (a) The local government investment pool.
- (b) Obligations of this or other states.
- (c) Obligations issued by the United States government.
- (d) Obligations fully insured or guaranteed by a U.S. government agency.
- (e) Obligations of any corporation of the U.S. government.
- (f) Prime bankers' acceptances.
- (g) Repurchase agreements
- (h) Obligations of other political subdivisions of the state.

The Finance Department will prepare a quarterly investment report to be submitted to the County Administrator and the Board of Commissioners. The report will include a list of individual securities held at the end of the quarter, average weighted yield-to-maturity on investments, maturity dates of investments, and the percent of the portfolio which each type of investment represents.

IV. DEBT MANAGEMENT POLICY

PURPOSE

The purpose of this policy is to provide guidelines for issuing debt for the county. This policy will be used as a framework to ensure the county will meet its obligations in a timely manner, for public policy development, and for managing the capital improvement program.

POLICY

There shall be a uniform and consistent process in debt issuance for Fayette County.

PROCEDURES

Fayette County's debt management policy is designed to be fiscally conservative enough to safeguard the resources entrusted to it, yet flexible enough to use the most appropriate financing mechanisms as conditions and needs change.

In issuing, managing, and retiring debt, the county will abide by relevant provisions in the Georgia Constitution and codified law. As used in the state constitution, the term 'debt' means a fiscal liability not to be discharged by taxes levied within the year in which the liability is undertaken (Attorney General Opinion 75-19). Before incurring any bonded indebtedness, an analysis will be completed that shows anticipated annual tax collections will be sufficient to pay the principal and interest within 30 years.

To facilitate use of this policy in financial administration and management, it is divided into sections pertaining to: debt limit, debt structure, debt issuance, and debt management.

1. Debt Limit - Article IX of the state constitution sets legal limits on the maximum allowable amount of debt. In compliance, the county's total debt will not exceed 10% of the assessed value of all taxable property within the county.

Any proposed debt will be coordinated with the multi-year comprehensive plan and capital improvement program, and will reflect the priorities identified in the plans.

The county will use voter-approved general obligation debt to fund general purpose public improvements which cannot be financed from existing funding streams. Long-term debt will not be used to pay for on-going costs. Analysis of the feasibility of issuing debt for a capital project will consider ability to fund future operating, support, and maintenance costs.

A major consideration in issuing debt is affordability. To develop an indication of county residents' ability to absorb additional debt, the following ratios will be considered:

- a. Current debt per capita for the county
- b. Per-capita debt as a percent of per-capita income
- c. Debt service as a percent of current general fund revenues
- d. The ratio of debt to taxable property value

An analysis of revenue and expense trends will also be completed to provide an indication of the county's ability to repay the debt into the future.

2. Debt Structure - Debt will be financed for a period not to exceed the useful life of the capital improvements or other benefits derived, but in no event shall it exceed 30 years.

Debt will not be used when pay-as-you-go funding is available. If the direct users of a county service can be readily identified, consideration should be given to their paying for the services they receive through fees, assessments, or other appropriate charges.

Revenue bonds will be used to finance enterprise systems or other undertakings where appropriate. Since revenue-bond debt is paid out of revenue derived from the undertaking, and is not considered a debt of the county in state law, care will be taken to assure that anticipated revenues will meet principal and interest payments as they come due. In compliance with the

state constitution, the county will not exercise the power of taxation for paying any part of the principal or interest of revenue bonds, nor will it pay revenue bond obligations out of general revenues or with revenue sharing funds.

The county will operate in a fiscally conservative way that best preserves and safeguards its citizens' resources. Toward this objective, the favored type of debt instrument will normally use fixed rates of interest.

Debt with variable-rate interest payments should not be used unless it can be clearly documented that it will provide the best alternative for debt financing, taking care to consider the total cost of issuing, monitoring and managing this type of debt. If used, the county's variable-rate debt will not exceed 20% of total debt, unless benefit to the county's taxpayers is clearly documented.

The county will not use derivatives or other alternative financing for speculative purposes. Alternative financing products will be used only with approval of the Board of Commissioners, and only for appropriate objectives, such as debt savings due to market conditions, better management of assets and liabilities, reduced interest rate risk, or improved cash flow. Any consideration of using derivatives will include an analysis of all known or anticipated costs, and all risks such as basis risk, tax risk, counter-party risk, termination risk, liquidity renewal risk, remarketing risk, and credit risk. It should also include an analysis of the county's ability to perform adequate risk management over the life of the obligation. Inasmuch as variable rate debt will not be the prevalent form of financing, the need for alternative financing products like derivatives should be minimal.

In the event that an investment introduces the possibility of an arbitrage rebate liability, the Finance Department will monitor the investment closely. Outside expertise will be acquired to assist with the calculation and determination of rebates due to the Internal Revenue Service, inasmuch as the regulations and calculations are very complex, and any errors could result in significant settlement payments by the county.

Conduit debt involves certain limited-obligation revenue bonds, certificates of participation, or similar debt instruments issued by a county government specifically to provide capital financing for an independent third party, such as a development authority. This does not obligate the county financially. However, the county reserves the right to approve or disapprove a conduit debt issue based on the third-party borrower's creditworthiness, credit rating, or other circumstances that it may deem of significance. The county may also consider how the use of the proposed debt would fit into existing public policy and long-range plans.

3. Debt Issuance - Standard practice will be to sell bond issues through the competitive bid process. There may be times, however, when conditions indicate that a negotiated bid will be more favorable; for instance, if an issue is unusually small, unusually large, or contains complex or innovative features. An evaluation of the method of sale will be done for each bond issue, including an assessment of the different risks associated with each method. Thorough records will be kept that document the process to demonstrate that it was equitable and defensible.

If a negotiated bid is to be used for a bond issue, the competitive process will be used to select an

underwriter, in order to ensure that multiple proposals are considered.

Outstanding debt will be reviewed on a routine basis. When there is a demonstrated economic or other benefit, the county should consider initiation of fixed-rate refunding or alternative financing products. In compliance with the Georgia Constitution, refunding debt (other than revenue bonds) will not extend the maturity date beyond the original debt being refunded, and will not increase the original interest rate, without voter approval.

4. Debt Management - The county will ensure that adequate internal controls exist to provide compliance with relevant federal, state or other laws, rules, regulations, and covenants associated with outstanding debt.

For revenue bonds supported by enterprise funds, an annual analysis will be completed to ensure fees, rates, or other enterprise revenue are sufficient to meet debt service requirements.

Note: For guidance on investment of bond proceeds, please see the Fayette County investment policy.

V. PURCHASING CARD POLICY

PURPOSE

The purpose of this policy is to provide guidelines by which Fayette County employees can participate in a purchasing card program as an efficient and cost effective means to purchase job-related goods and services.

POLICY

This policy will apply to all employees participating in the purchasing card program and is intended to provide flexibility to make small dollar purchases as well as travel arrangements and seminar/conference reservations when needed. The purchasing card program is intended to reduce the use of petty cash and small dollar purchase orders. Goods requiring solicitation of bids should be directed to the Purchasing Department.

Note: The policy and procedures herein do not apply to the Sheriff's Office when using confiscated funds for such purchases.

PROCEDURES

A. Issuance of P-Cards

Purchasing cards shall be issued to employees only by the direction of their Department Head. Elected Officials and the County Administrator may request cards for themselves. P-Cards shall be surrendered and accounts closed upon termination of employment with the

County for any reason.

B. Transaction Limits

The following limits shall apply in regards to purchases made with County P-Cards:

1. Dollar limit per transaction - \$500
2. Billing cycle dollar limit - \$5,000

Transactions for travel such as hotel stays covering multiple days which exceed \$500 must be approved by the Department Head prior to travel.

Other transactions not meeting the limits outlined within this policy must be approved by the County Administrator prior to purchase.

C. Purchases

Under no circumstances is a purchasing card program participant permitted to use the P-Card for personal purchases. All P-Card transactions shall be related to official County business.

Purchases shall not be split to stay within the limits established.

Allowable purchases include, but are not limited to, employee travel and training, seminars, professional membership dues, building supplies, cleaning supplies, vehicle or computer parts, safety supplies, shipping/postage, office supplies and emergency purchases.

Prohibited purchases include, but are not limited to, alcoholic beverages, cash advances, gifts, gift cards, legal services, medical services, computer hardware and software, personal items and unbudgeted items. In the case of non-travel meals, expenses should be limited to the following events:

1. A meeting hosted by the County Administrator or the Board of Commissioners.
2. A meeting required by law or authorized by a department director which is anticipated to last more than four (4) hours and which, is scheduled through normal meal times.
3. A business meal with someone other than another County official or employee in order to discuss a specific item of county business. Receipts are required for such meals and should detail the nature of the meeting and the number of attendees.

D. Roles and Responsibilities

1. ***P-Card Program Administrator*** will serve as the liaison with the Bank handling the County's program by coordinating the issuance of cards, maintaining card limits, cancelling cards as necessary and ensuring balances due are paid in a timely manner. The Program Administrator will also monitor the timely receipt from departments of the transaction logs, record each transaction within the accounting system, publish the annual

due date schedule for completed transaction logs, assist in maintaining the program policy and procedures, provide training as needed, any preform any other task related to the P-Card program as assigned by the CFO.

2. ***P-Card Holder or Department Designee*** as assigned by the Department Head will be responsible for securing account numbers, expiration dates, and security codes for all purchasing cards assigned to self or to the Department, ensuring only job-related goods or services allowed under the P-Card program are purchased and the purchasing card bi-weekly billing statement is reconciled. The reconciliation will be considered complete when a completed transaction log is submitted to Finance by the scheduled due date with an itemized receipt or invoice for each transaction attached confirming state sales tax has not been charged (exception-meals). The transaction log must be signed by the cardholder or department designee and the Department Head.
3. ***Department Heads/Elected Officials*** are responsible for determining which employees will be issued a purchasing card, notifying Finance when such employee terminates employment with the County, approving and signing each billing statement transaction log for their department's purchases and verifying funds are available in the department's budget. In addition, any suspected abuse should be reported to the CFO immediately.

E. Audit

The Finance Department Accounting Analysts will review their departments' P-Card transaction logs and verify the receipts submitted did not charge sales taxes (exception-meals), the amounts charged reconcile to the billing statement and the accounting codes assigned are accurate.

The CFO or their designee will conduct a bi-weekly audit to verify the spending activity relative to the established guidelines and compliance with the P-Card policy. The audit will be no less than ten percent (10%) of the number of cards with activity but no less than two (2) cards. The selection process will be based on a random selection process using RANDOM.ORG.

The County Administrator, CFO and assigned financial analyst will conduct spot audits of all transactions that warrant a further review or explanation.

F. Violations

Failure to comply with the P-Card policy will be considered a violation of the program with the follow actions and / or disciplinary action as appropriate.

- 1st Violation 30 day P-card suspension
- 2nd Violation Removal from the P-card program

VI. REPLACEMENT OF VEHICLES, HEAVY EQUIPMENT, AND OTHER ASSETS

PURPOSE

Fayette County owns and uses vehicles, road-construction and other heavy equipment, tractors, trailers, and similar assets in conducting county business. This policy and procedures section is designed to produce the desired outcomes of:

- Predictability in establishing annual budgets for asset replacement.
- Predictability for the Departments in planning replacement and use of assets.
- Minimized wait times between identifying the need to replace an asset and receipt of the new asset.
- Conservation of tax dollars by achieving optimum useful life from each asset.
- Enabling employees to conduct county business by providing appropriate equipment.

POLICY

Vehicles, heavy equipment, tractors, and similar assets will be purchased, maintained, used, and retired in a manner that provides the best return on investment. The policy for replacement of these classes of assets is designed to accomplish this goal, while assuring that appropriate equipment is available to effectively conduct county business.

Note: Except as otherwise noted, this policy does not pertain to assets acquired with federal or state seizure funds, property obtained through the Georgia Emergency Management Agency's 1033 Excess Property Program, or other non-county resources. Assets used by Water System and Solid Waste will be replaced with enterprise funds, but will follow the process set forth in this policy.

PROCEDURES

A. Funding for Asset Replacement - A sinking fund shall be established and maintained for the systematic, timely replacement of vehicles, road machinery, tractors, trailers, and similar assets. This will be a reserve account, with the fund balance carried forward each fiscal year.

As part of the annual budget process, the Finance Department will recommend an estimated amount to be added to the fund. Proposed amounts will be based on an annuity that will enable relatively consistent amounts to be added to the sinking fund each year.

The fund will consist of two amounts:

- 1) The annuity balance designated to replace vehicles and other assets, as approved by the Board of Commissioners during the annual budget process.
- 2) An amount to be used for unexpected or infrequent events, such as damaged or wrecked vehicles. This portion of the fund can be used to compensate departments for actual losses sustained, such as insurance deductibles or repairs that insurance has not covered, upon approval of the Board of Commissioners.

B. Criteria for Replacement - County departments should use assets until it is no longer advantageous to keep them, due to economic, obsolescence or other reasons. Guidelines as to expected useful life of assets have been established using age, mileage or both as criteria, as appropriate. The guidelines assume proper maintenance and repair of the assets.

Guidelines for replacement of vehicles are based on mileage and age, as follows:

- | | |
|---|---------------------------|
| 1) Emergency / pursuit sedans, trucks, & SUV's | 100,000 miles or 5 years |
| 2) Other sedans and sport-utility vehicles | 150,000 miles or 7 years |
| 3) Pickup trucks, vans | 150,000 miles or 10 years |
| 4) Dump trucks | 120,000 miles or 10 years |
| 5) Ambulances | 250,000 miles or 10 years |
| 6) Fire apparatus (front-line service) | 15 years |
| 7) Fire apparatus (reserve – after 15 years front-line) | 5 years |
| 8) Brush units / BFP units | 10 years |
| 9) Rescue Units | 15 years |

Guidelines for other assets covered under this policy are:

- | | |
|--|----------|
| 10) Backhoes, bush hogs, compactors, drum rollers,
hay blowers, loaders, rollers, sand & salt spreaders,
tack distributors, track hoes, large tractors, and
similar equipment | 15 years |
| 11) Dozers, graders, pan scrapers, skid steer loaders,
soil compactors, and similar equipment. | 20 years |
| 12) Trailers | 15 years |
| 13) Grounds equipment, mowers, tractors, attachments | 7 years |

Replacement guidelines for other assets that do not fit these descriptions will be established on a case-by-case basis as needed.

Assets included in Categories 1-11 above will be placed on consent agendas after consideration and approval by the Vehicle Replacement Committee, as described in Part E below. Assets included in Categories 12-13 will not need to go through the Vehicle Replacement Committee for replacement; instead, they can be replaced as approved in the budget development and approval process.

C. Maintenance and Care of Assets - The department head who is custodian for an asset will be responsible for maintaining it in good repair and working condition until it is replaced. Records should be kept by each department to document regular maintenance and reasonable care that preserve the utility of each asset.

The county's Fleet Maintenance operation is available for most maintenance and many types of repairs. The Sheriff's Department is invited to use this service, especially in instance when they will realize an economic or other benefit. Other departments and offices are to use Fleet Maintenance to repair, maintain and preserve their vehicles or heavy equipment.

D. Authorized vehicle colors - The color of a county vehicle helps citizens to quickly identify its official purpose. All newly acquired vehicles will be white, with the official logo of the acquiring department, with the following exceptions:

- 1) The Sheriff has authority to determine the color(s) of the vehicles used by the Sheriff's Office.

- 2) Vehicles used by the Marshal's Office will be black.
- 3) Fire and Emergency Medical Services vehicles will be red, or red with white.
- 4) The vehicle used by the Constable will be beige or a similar color.

Any other color exceptions must be approved by the County Administrator prior to acquisition of the vehicle. When a vehicle is transferred from one department to another, if it is not the authorized color for the receiving department, it must be painted the authorized color.

E. Replacement Planning - The Finance Department will coordinate development of an annual projection of assets that will meet the guideline criteria for the upcoming fiscal year. The Finance Department will prepare a spread sheet that identifies, based on available information within the asset inventory system, all of the assets that will meet replacement guidelines at the beginning of the upcoming fiscal year. The Finance Department will forward the draft document to other departments, who will update mileage or other data as needed, and return it to the Finance Department. The finished document will be used for planning and budget purposes, to increase the level of predictability in establishing annual contributions to the sinking fund, and to assist departments in planning for asset replacement.

Timeframes and deadlines for this document will be established by the Finance Department each year in order to include the information in the overall budget development process.

F. Replacement Process - After an asset meets the guideline criteria for replacement, or when it is expected to do so in the upcoming quarter, the department to which the vehicle is assigned will be responsible for obtaining an inspection by Fleet Maintenance. The Director of Fleet Maintenance will determine if the asset can be economically repaired and returned to duty, or if it should be retired from its present use for safety, economic, or other concerns. If the asset can no longer be appropriately used in its present capacity, the Director of Fleet Maintenance will recommend whether the county should retire the asset, or use it in another capacity. The recommendation will consider the estimated remaining useful life, cost to maintain, anticipated downtime, or any other pertinent facts.

A standing Vehicle Replacement Committee shall consist of:

- the Finance Director or designee(s)
- the Fleet Maintenance Director
- the Chief Marshal
- a representative of the Sheriff's Department
- any other person(s) as decided by the County Administrator

The Committee shall be chaired by the Finance Director or designee. Its primary purpose will be to recommend replacement, re-assignment, or other disposition of vehicles, heavy equipment, tractors, trailers, and similar assets, as requested by department heads.

The Chair of the Vehicle Replacement Committee will schedule quarterly meetings to consider recommendations for asset replacement. Assets will be considered (1) which have met the criteria for replacement, or are anticipated to do so in the upcoming quarter and (2) which have been inspected by Fleet Maintenance prior to the meeting date. The Committee Chair will

consider proposals from the Sheriff's Department, Fleet Maintenance, or others regarding the scheduling of meetings to take advantage of manufacturers' production or delivery schedules, urgency of replacing the vehicles, or other considerations.

The Fleet Maintenance Director will bring documentation to Committee meetings that will facilitate the process of developing recommendations for vehicle replacement. The documentation will include the results of the Fleet Maintenance inspection, plus any other observations or information that will be needed to make a good recommendation.

Documentation should also note any attachments or components that can economically be removed from the old asset and reassigned to a new one.

The head of the department that owns the asset, or his / her designee, will be a participant in the called meeting, and will provide information as needed by the Committee. The department's representative will provide a list of proposed purchases to replace the asset(s), including any additional components, attachments, or other add-on equipment.

NOTE: The following distinctions are provided to clarify what types of items should be included in an asset replacement proposal, and what types of items should be a separate purchase decision. For this purpose, two categories of property are considered:

1) **Attachment** – tangible property that is usually actually attached to the “parent” asset (e.g. automobile or truck), and they function as one piece of equipment. In general, an attachment should:

- a. Have the same person responsible for the parent asset and the attached item.
- b. Be financially depreciated in the accounting records with the parent asset.
- c. Plan to be disposed of with the parent asset or removed and transferred to a

different parent asset later.

Examples of attachments would include decals, light bars, push bumpers, headlight flashers, or prisoner cages. Although some of these items are often used in more than one vehicle, it is not administratively or financially advantageous to tag, inventory, depreciate and track these items separately.

2) **Component** – tangible property that is related to, but not an integral part of, another asset. Generally, a component will:

- a. Be able to function away from the parent asset, either as a stand-alone unit or with another parent.
- b. Be financially depreciated (if applicable) separately from the parent asset.
- c. Be inventoried and tracked separately from the parent asset.
- d. Ordinarily be disposed of separately from the parent asset.

Examples of components include 800 MHz radios, digital video cameras, or shotguns.

The department head should request any attachment items along with a new “parent” asset. Component items will be part of a separate purchasing decision process and, in general, should be considered as part of the annual budget development process, apart from vehicle or other “parent” asset replacement.

After the Vehicle Replacement Committee has voted to recommend replacement of an asset, the Finance Department will prepare a consent agenda request for the Board of Commissioners' consideration. The request will include the proposed type and cost of the replacement vehicle or other asset, as well as any attachments or other proposed expenditures that are not part of the requesting department's existing Maintenance and Operating budget.

In order to assure that insurance, asset security, and overall accountability are maintained, acquisition or retirement of assets will be addressed by the Board of Commissioners through the consent agenda process as follows:

1. Acquisition of assets:

(a) The Board of Commissioners will give prior approval to the acquisition of any asset that falls within the scope of this policy, whether purchased with county funds, or with enterprise funds such as water system or solid waste disposal revenues.

(b) Assets that are available as a result of federal or state seizure or similar program may be acquired through the court process. To assure that assets are properly insured, registered and titled within timeframes allowed, the Finance Department will need to be notified within two weeks of acquisition.

(c) For the reasons enumerated in (b) above, the Sheriff's Department will need to notify the Finance Department of assets purchased through use of resources derived from sources such as federal or state seizure programs (e.g. cash or trade-ins) within two weeks of acquisition. This will enable the Finance Department to assure that vehicles are properly insured, registered and titled within time frames allowed.

2. Disposal of assets:

(a) The Board of Commissioners will give prior approval to the disposal of any asset that falls within the scope of this policy, and which was purchased with county funds or enterprise funds.

(b) The Board of Commissioners must authorize the Finance Department to take necessary actions associated with the disposal of assets acquired through federal seizure, state seizure, or similar programs. This includes, but is not limited to, such steps as transfer of confidential license tags from an old vehicle to a new one, removing an asset from the county's inventory records, or properly recording financial transactions (e.g. monthly depreciation schedules). So that the county can properly execute these types of transactions, the Sheriff's Department agrees to notify the Finance Department of disposal of federal seizure, state seizure, or similar assets within two weeks of such disposal.

FAYETTE COUNTY, GEORGIA
ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

1. An independent audit in compliance with Generally Accepted Audit Standards will be performed annually by a qualified external auditor in accordance with Georgia Code Section 36-81-7 and Section 14 of Article II of the Fayette County Code.
2. Fayette County will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities.
3. Fayette County will establish and maintain a high degree of accounting practices. Accounting records and systems will conform to Generally Accepted Accounting Principles.
4. Fayette County will maintain accurate records of all assets to ensure a high degree of stewardship of public property.
5. Fayette County will develop an ongoing system of financial reporting to meet the needs of the Board of Commissioners, the County Administrator, Department Heads, and the general public. Reporting systems will monitor the costs of providing services wherever possible. The reporting systems will also promote budgetary control and comparative analysis.
6. Fayette County will follow a policy of full disclosure on its Financial Reports.

FAYETTE COUNTY, GEORGIA MEASUREMENT BASIS

Basis of Accounting - used in the Comprehensive Annual Financial Report (CAFR)

The term “***basis of accounting***” refers to that point in time when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the particular measurement focus being applied.

Governmental Funds are used to account for the County’s general government activities. Governmental funds use the **modified accrual basis of accounting**. Revenues are recognized when susceptible to accrual (i.e. when they are “measurable and available”). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter. Expenditures are generally recorded when the related liability is incurred.

Proprietary Funds use the **accrual basis of accounting**. Revenues are recorded when earned and expenses are recorded when the related liability is incurred. Proprietary funds distinguish operating revenues and expenses from non-operating items.

Fiduciary Funds account for resources held by the County in a **trustee capacity** or **as an agent** on behalf of others. These funds are custodial in nature and do not present results of operations or have a measurement focus.

Basis of Budgeting

Governmental Funds use the **modified accrual basis of accounting**. Revenues are recognized when susceptible to accrual (i.e. when they are “measurable and available”).

Proprietary Funds use the **cash basis of accounting**. Revenues are recorded when received and expenses are recorded when paid. There is no distinction between operating and non-operating items.

Fiduciary Funds are not included in the budget.

Basis of Accounting and Basis of Budgeting – Differences

1. All funds are included in the CAFR. Not all funds are included in the budget. Budgets are not prepared for fiduciary funds and internal service funds, except for the Vehicle/Equipment fund.
2. Depreciation and amortization expense for proprietary funds are included in the CAFR. These are not included in the budget.
3. Enterprise funds use the accrual basis of accounting in the CAFR and use the cash basis in the budget.
4. The results of operations of component units are included in the CAFR. These are not included in the budget.

FAYETTE COUNTY, GEORGIA BUDGET AMENDMENTS

Each year, an annual budget is formulated which represents the County's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of June each year, it is at that point in time, management's best estimate as to the most efficient allocation of financial resources to meet the service needs of the community. Even then it is recognized that amounts originally adopted can be affected by the occurrence of unanticipated revenues and/or expenditures or the need to transfer appropriations among funds or among departments. Original appropriations are then amended by transferring funds. This will bring line-items within a new "Revised" budget amount.

There are two classes of budget adjustments: ***amendments*** that need to be approved by the Board of Commissioners and ***transfers*** between line-items that only need approval by county management.

Budget Amendments need to be approved by the Board of Commissioners:

1. Changes in revenue or expenditure appropriations that increase or decrease the adopted budget for a fund or a department (the legal level of control) shall require the approval of the Board of Commissioners.
2. Changes in appropriations of capital projects shall require the approval of the Board of Commissioners.
3. Any transfer of appropriations from/to salary, benefits and or contingency line-items (if used) shall require the approval of the Board of Commissioners.

Procedure for amendments – the requesting department will prepare a Consent Agenda Item to be presented to the Board of Commissioners for approval. After approval by the Board of Commissioners, the Finance Department will enter the budget amendment in the financial system.

Budget transfers need only approval by county management:

1. Reassignment of resources among line-item expenditures (except salary, benefits, and contingency) within a department's approved budget requires only approval by the Department Manager and the Finance department. This reassignment of funds cannot change the department's total adopted budget.

Procedure for transfers – the department that is requesting the transfer needs to submit a Budget Transfer Request form to the Finance department. The transfer form lists the line-item(s) from where the funds will be transferred and the line item(s) to where the funds will be transferred, the amount of the transfer, and a justification for the transfer. After approval by Finance Management, the transfer is entered in the financial system and the requesting department is informed that the transfer is complete.

Budget amendments and transfers change original line-item appropriations. The net effect of increases and decreases to the adopted budget results in a new "Revised" budget amount.

**FAYETTE COUNTY, GEORGIA
BUDGETED FUNDS**

Governmental Funds

100 – General Fund

Special Revenue Funds

- 205 – Law Library Surcharge
- 214 – State Court - DUI Court
- 215 – 911 Communications
- 216 – Jail Surcharge
- 217 – Juvenile Supervision Surcharge
- 218 – Victims Assistance Surcharge
- 219 – Drug Abuse & Treatment
- 270 – Fire Services
- 271 – Street Lights
- 272 – Emergency Medical Services
- 291 – Animal Control Spay Neuter

Capital Projects Funds

- 372 – Capital Projects
- 375 – Capital Improvement Program

Enterprise Funds

- 505 – Water System
- 540 – Solid Waste

Internal Service Funds

- 610 – Vehicle/Equipment

FAYETTE COUNTY, GEORGIA FUND TYPES

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (i.e., special revenue funds). Governmental funds are accounted for using a current financial resources measurement focus. All governmental fund types use the modified accrual basis of accounting. Governmental funds include the ***General Fund***, ***Special Revenue Funds***, and ***Capital Projects Funds***.

1. ***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. Principal sources of revenue are property taxes, sales & use taxes, and charges for services. Primary expenditures are for public safety, general government, judicial system, and public works.

2. ***Special Revenue Funds*** account for resources legally restricted to expenditures for specified current operating purposes. The focus of Special Revenue Fund accounting is on sources and uses of "available spendable resources" rather than on costs of services. They are accounted for on a spending measurement focus using the modified accrual basis of accounting. The following are Special Revenue Funds used by the County:

a) ***911 Communications*** – to account for revenues generated by a telephone usage surcharge used to operate and maintain an emergency 911 telephone communications and dispatch center.

b) ***Emergency Medical Services*** – to account for emergency services provided within the EMS tax district. Financing is derived principally from a special tax levy against property owners.

c) ***Fire Services*** – to account for fire protection provided within the fire district. Financing is derived principally from a special tax levy against property owners.

d) Other Special Revenue Funds derive their revenue from fees and fines surcharges that are broken down into various specific County functions including ***Juvenile Supervision, Victims Assistance, Drug Abuse and Treatment, Law Library, Jail Surcharge, State Court – DUI Court, and Animal Control Spay Neuter***.

e) ***Law Enforcement Confiscated Monies (L.E.C.M.)*** – to account for monies confiscated under Federal and Georgia law by Fayette law enforcement officers related to controlled substance offenses. The Federal monies come from both the Department of Justice and Department of the Treasury. This money is restricted and must be used to enhance law enforcement efforts such as to defray the costs of complex investigations, to purchase equipment and to fund training for staff of the Sheriff's department.

f) ***Street Lights*** – to account for revenues generated by user charges for maintaining street lights.

3. ***Capital Projects Funds*** – to account for the acquisition of fixed assets or construction of capital projects not being financed by proprietary fund types. These are discussed in detail in the Capital Budget section of this document.

Proprietary funds are used to account for activities similar to those found in the private sector. Proprietary funds use the accrual basis of accounting. There are two types of proprietary funds:

Enterprise funds and Internal Service funds.

1. ***Enterprise Funds*** are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the government is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Fayette County uses the following Enterprise Funds:

a) ***Water System Fund*** – The County uses a Water System Enterprise Fund to account for the provision of water services to the residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and debt service, and billing and collection.

b) ***Solid Waste*** – The Georgia Comprehensive Solid Waste Management Act requires the County to report to the Department of Community Affairs the total cost of providing solid waste management services and to disclose this information to the public. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, and landfill charges.

c) ***Solid Waste CIP*** – to account for projects managed by the Solid Waste department.

2. ***Internal Service Funds*** are used to account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost-reimbursement basis. Fayette County uses the following Internal Service Funds:

a) ***Vehicle/Equipment Fund*** – used to account for the acquisition of vehicles, heavy equipment, and similar assets.

b) ***Worker's Compensation Self-Insurance*** – used to provide resources for payment of workers' compensation claims of County employees.

c) ***Dental/Vision Self-Insurance*** – used to provide resources for payment of employee dental/vision claims.

d) ***Medical Self- Insurance*** – used to provide resources for the payment of medical claims, the cost of the Employee Assistance Program (EAP), and the annual flu shots.

Fiduciary funds are used to account for resources held in a trustee capacity for the benefit of parties principally outside the government. These funds are not reflected in the Government-Wide Financial statements because the resources of fiduciary funds are not available to support the County's own programs. The County holds funds on a trustee capacity or as an agent for the following: Tax Commissioner; Sheriff's Office, Superior Court, State Court, Magistrate Court, Juvenile Court, Probate Court, and Griffin Judicial Circuit.

Fund Type	Fund	Function	Department
Governmental Fund	100 - General Fund	10 - General Government	ADMINISTRATION
			BUILDINGS & GROUNDS MAINT
			COMMISSIONERS
			CONTINGENCY
			ELECTIONS
			ENGINEERING OFFICE
			FINANCE
			HUMAN RESOURCES
			INFORMATION SYSTEMS
			LAW DEPARTMENT
			NON-DEPARTMENTAL
			PURCHASING
			TAX ASSESSOR
			TAX COMMISSIONER
Governmental Fund	100 - General Fund	20 - Judicial System	BOARD OF EQUALIZATION
			CLERK OF STATE COURT
			CLERK OF SUPERIOR COURT
			DISTRICT ATTORNEY
			JUVENILE COURT
			MAGISTRATE COURT
			NON-DEPARTMENTAL
			PROBATE COURT
			PUBLIC DEFENDER
			STATE COURT JUDGE
			STATE COURT SOLICITOR
			SUPERIOR COURT JUDGES
Governmental Fund	100 - General Fund	30 - Public Safety	ANIMAL CONTROL
			COUNTY CORONER
			EMERGENCY MANAGEMENT
			NON-DEPARTMENTAL
			SHERIFF - CRIMINAL INVESTIGATIONS
			SHERIFF - FIELD OPERATIONS
			SHERIFF - JAIL OPERATIONS
			SHERIFF - SUPPORT SERVICES
Governmental Fund	100 - General Fund	40 - Public Works	ENVIRONMENTAL MANAGEMENT
			FLEET MAINTENANCE
			NON-DEPARTMENTAL
			PUBLIC WORKS ADMINISTRATION
			ROAD DEPARTMENT
Governmental Fund	100 - General Fund	50 - Health and Welfare	DEPT OF FAMILY & CHILDREN
			FAYETTE COMMUNITY OPTIONS
			FAYETTE COUNSELING CENTER
			PUBLIC HEALTH
			SENIOR CITIZENS CENTER
Governmental Fund	100 - General Fund	60 - Culture & Recreation	LIBRARIES
			NON-DEPARTMENTAL
			RECREATION
Governmental Fund	100 - General Fund	70 - Planning & Development	CODE ENFORCEMENT SECTION
			COUNTY EXTENSION
			DEVELOPMENT AUTHORITY
			GA FORESTRY COMMISSION
			BUILDING SAFETY
			NON-DEPARTMENTAL
			PLANNING & ZONING
Governmental Fund	100 - General Fund	80 - Debt Service	CRIMINAL JUSTICE CENTER DEBT

Fund Type	Fund	Function	Department
Governmental Fund	100 - General Fund	90 - Other Financing Uses	TRANSFER TO OTHER FUNDS
Governmental Fund	205 - Law Library	20 - Judicial System	LAW LIBRARY
	210 - Confiscated Property - State	30 - Public Safety	CONFISCATED PROPERTY
	211 - Confiscated Property - US Customs	30 - Public Safety	CONFISCATED PROPERTY
	212 - Confiscated Property - Federal	30 - Public Safety	CONFISCATED PROPERTY
	214 - State Court - DUI Court	20 - Judicial System	DUI COURT - STATE CRT JUDGE
	215 - Emergency 911	30 - Public Safety	EMERGENCY 911
	216 - Jail Construction Surcharge	30 - Public Safety	JAIL SURCHARGE
	217 - Juvenile Supervision	20 - Judicial System	JUVENILE SUPERVISION
	218 - Victims' Assistance	50 - Health and Welfare	VICTIM'S ASSISTANCE
	219 - Drug Abuse & Treatment	50 - Health and Welfare	DRUG ABUSE & TREATMENT
	270 - Fire Services	30 - Public Safety	FIRE SERVICES
	271 - Street Lights	40 - Public Works	STREET LIGHTS
	272 - Emergency Medical Services	30 - Public Safety	EMERGENCY MEDICAL SERVICES
	291 - Animal Control Spay Neuter	30 - Public Safety	ANIMAL SPAY NEUTER
Capital Fund	372 - Capital Projects	Various functions	VARIOUS DEPARTMENTS
	375 - Capital Improvement Program	Various functions	VARIOUS DEPARTMENTS
Enterprise Fund	505 - Water System	Water System	ADMINISTRATIVE - DEBT/FA
			CUSTOMER SERVICE
			DISTRIBUTION
			UTILITY SERVICES
			WATER ADMIN
			WATER BILLING
			WATER CROSSTOWN
			WATER LABORATORY
			WATER MAINTENANCE
			WATER MARSHAL
			WATER SO FAYETTE
Enterprise Fund	540 - Solid Waste Fund	Solid Waste	SOLID WASTE & RECYCLING
Internal Service Fund	610 - Vehicle/Equipment	Various functions	VARIOUS DEPARTMENTS

FAYETTE COUNTY, GEORGIA CAPITAL BUDGET

Policies and Procedures

The **Capital Budget** is part of the Fayette County annual budget and serves as a guide for efficiently and effectively undertaking capital projects for the construction and improvement of infrastructure and public facilities, and for the orderly replacement of existing assets.

As part of the Capital Budget process, Fayette County prepares a **Capital Improvement Program (CIP) Plan**. The CIP plan is a five-year schedule of major capital projects. It includes the funds required for the completion of the projects and the sources for funding these projects. The Capital Improvement Program (CIP) was adopted to assist the county in complying with the Georgia Code. Georgia Code 36-81-3 (b) (2) states that:

Each unit of local government shall adopt and operate under a **project-length balanced budget** for each capital projects fund in use by the government. The project-length balanced budget shall be adopted by ordinance or resolution in the year that the project initially begins and shall be administered in accordance with this article. The project-length balanced budget shall appropriate total expenditures for the duration of the capital project.

The first year of the Capital Improvement Program (CIP) is part of the Capital Budget.

Once the Capital Budget is adopted, the approved appropriation for each capital project is retained, from fiscal year to fiscal year, until the appropriation is expended, the project is completed, or the Board of Commissioners amends the appropriation and approves to transfer the funding to another project(s) or to fund balance. Projects in the remaining four years of the five-year CIP plan are for planning purposes only and are authorized, but not budgeted, until included in an adopted Capital Budget. The five-year Capital Improvement Program (CIP) plan is revised annually to include new projects and revisions to existing projects.

The Capital Budget is part of the annual balanced budget that is adopted by the Board of Commissioners by resolution and becomes effective with the start of the new fiscal year on July 1st.

Capital Expenditures - definition

Capital expenditures are defined as ***outlays of at least \$5,000 that result in the acquisition of, construction of, or addition to a capital asset.*** Capital assets include different types of property that are owned and used in the operations of the County. Capital expenditures are **assigned unique project numbers** and/or **accounted in a separate fund** to insure accurate reporting of funding and expenditures for each individual capital outlay.

Classification of Projects

Capital project – the acquisition of any asset or construction project with an anticipated cost of \$5,000 to \$49,999 and an estimated useful life of three years or more. Capital projects usually do not require multi-year funding. If a construction project, construction is usually completed during the fiscal year when it was approved.

CIP project – is a major capital project with an anticipated cost of at least \$50,000 and a long estimated useful life. Projects that require multi-year funding are classified as CIP projects. If a construction project, its completion usually takes more than one year.

Funding of Capital/CIP Projects

Fayette County usually funds capital/CIP projects in the following ways:

- 1) **Pay-as-you-go** philosophy that often results in transfers of monies from operating funds as needed on an annual basis;
- 2) **use of debt** such as bonds, certificates of participation, or lease purchase agreements;
- 3) **use of a specific source of revenue other than general revenues** such as grants, impact fees, donations, or the Special Purpose Local Option Sales Tax (S.P.L.O.S.T.);
- 4) **capital projects and CIP projects residual funding** from previously approved projects that have been already completed or from current projects that can be delayed to a future year. The funding in these projects can then be transferred to fund future projects;
- 5) with moneys within the CIP fund that have been designated as **Contingency** funding for capital projects.

Funds

Fayette County utilizes separate funds to account for capital/CIP projects. These funds are multi-year funds where appropriations are approved for the length of each project. Operating transfers from the various operating funds are made annually, as needed, to these funds. The following are the funds that are used to account for capital/CIP projects:

Capital Projects Fund – used to account for approved **capital projects**. Each project is assigned a unique project number.

Capital Improvement Program – used to account for approved **CIP projects**. Each project is assigned a unique project number.

Other Funds – Water System projects are accounted for in the **Water System CIP Projects** fund and Solid Waste projects are accounted for in the **Solid Waste CIP** fund. The Water System and Solid Waste are enterprise funds that generate their own revenues and fund their own projects. The **Vehicle/Equipment** fund, an internal service fund, accounts for the acquisition of vehicles and certain types of equipment that are assigned a project number. The project number

serves as a “cost center” to properly account for all expenditures incurred in acquiring and getting the vehicle or the piece of equipment ready for its intended use.

Financial Impact on the Operating Budget

The potential operating impact of capital projects is carefully considered during the Capital Budget process. Requests for capital and CIP projects from the departments should include the estimated impact that these projects will have, if any, on current and future operating budgets. The initial acquisition cost of the project plus any operating expenditures to be incurred over the lifetime of the facility or equipment are reviewed and taken into consideration during the process of budget recommendations, budget proposal, and final budget approval by the Board of Commissioners.

Capital projects that are intended for repairs and/or minor improvements of existing facilities or equipment usually do not carry significant operating impacts. Major capital and CIP projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt.

The impact on operations (net of measurable savings) of approved capital and CIP projects was included by the county departments in their operating budget requests and the final FY 2020 approved operating budget (see also table **Impact of FY 2021-2025 CIP projects on Operating Budgets at the end of this section**).

Major Capital/CIP/Vehicles/Equipment Projects Approved in the FY 2021 Budget

The projects that fall under the **General Government** function, **ten (10) projects, total of \$753,757.**

- **Building and Grounds Department, five (5) projects, \$177,557.**

These are projects for a pole barn, reupholster benches @ Justice Center, a storage building, two Ford Explorers, and two cut mowers.

- **Commissioners, one (1) project, \$22,500** for broadcasting equipment upgrade.
- **Elections, one (1) project, \$150,000** for renovation of vacated Fire Station #4.
- **Finance, one (1) project, \$8,700** for office renovation.
- **Human Resources, one (1) project, \$220,000** for timekeeping system.
- **Information Systems Department, one (1) project, \$175,000** for FY 2021 Systemwide Consolidation/Redesign of equipment.

One (1) project for **\$40,845** falls under the **Judicial** function. This is a Clerk of Courts project for computer hardware upgrade.

The projects that fall under the **Public Safety** function, **seventeen (17) projects, total of \$3,986,681.**

- **911 Communications, one (1) project, \$38,425** for a 2020 Ford Expedition.
- **Animal Control Department, one (1) project, \$31,282** for 2020 Ford F-250.
- **Emergency Medical Services Department, two (2) projects, \$485,120.**

These are projects for two Power Load Systems with power lift floor plates for two ambulances and for the replacement of two ambulances with high mileage and/or operational issues.

- **Fire Services Department, six (6) projects, \$1,513,977.**

These are projects for the Links Training Facility Site clearing/grading/utilities/cistern, Station 1 Parking Lot Resurfacing, Station 10 cabinet/countertop replacement, a Rescue Boat with trailer, a Fire Pumper, and a Fire Tanker.

- **Sheriff's Office, seven (7) projects, \$1,917,877.**

These are projects for the Links Master Plan/Phase 1 Training Center – Driving Course and Driving Course, HVAC Equipment Replacement Program, Taser Replacement Program, Crime Scene 360 Documentation, Crossmatch Electronic Fingerprinting, and eleven (11) 2021 Chevrolet Tahoe vehicles.

The projects that fall under the **Public Works** function, **six (6) projects, total of \$1,209,875.**

- **Road Department, five (5) projects, \$1,167,875.**

These are projects for Countywide Non-2017 SPLOST pipe replacements, Country Lake Estates Subdivision Rehab, John Deere Tractor, John Deere Rotary Cutter, and an Etnyre Paver Special Trailer.

- **Public Works, one (1) project, \$42,000** for Painting of Public Works Building.

The projects that fall under the **Culture and Recreation** function, **two (2) projects, total \$141,500.**

These are projects for McCurry Park Softball Walkway Repair and a 2020 Shuttle Bus.

Under the **Planning and Development** function, **one (1) project, \$48,000** for SAGES – Permit Technician Dashboards.

The projects that fall under the **Water System, five (5) projects, total of \$2,213,250**. These projects include Solids Handling – Crosstown (Trac Vac), Pump Refurbishment Program, Private Water System Improvements, Solids Handling (Sludge Collector) – South Fayette, and Sodium Hypochlorite Crosstown.

Note:

The acquisition of vehicles and heavy equipment for the Water System is included in their operating budget, since the Water System pays for these with operating revenue. The following acquisitions are included in the FY 2021 operating budget of the Water System:

Stake Bed Truck with dump body – \$75,000

Skid Steer Trailer – \$7,000

Vacuum Excavator – \$80,000

Total \$162,000

**Capital Budget
Expenditures and Funding
FY 2019 – FY 2021**

--Expenditures by Capital Fund--

Capital Fund	Approved FY 2019	Approved FY 2020	Approved FY 2021
Capital Projects Fund	\$ 364,000	\$ 148,028	\$ 25,046
Capital Improvement Program Fund	2,859,762	3,441,948	3,805,999
Water System CIP Projects Fund	2,470,000	1,830,000	2,213,250
Vehicle/Equipment Fund	2,877,045	1,474,220	2,349,613
Total Capital Budget	\$ 8,570,807	\$ 6,894,196	\$ 8,393,908

--Funding by Source--

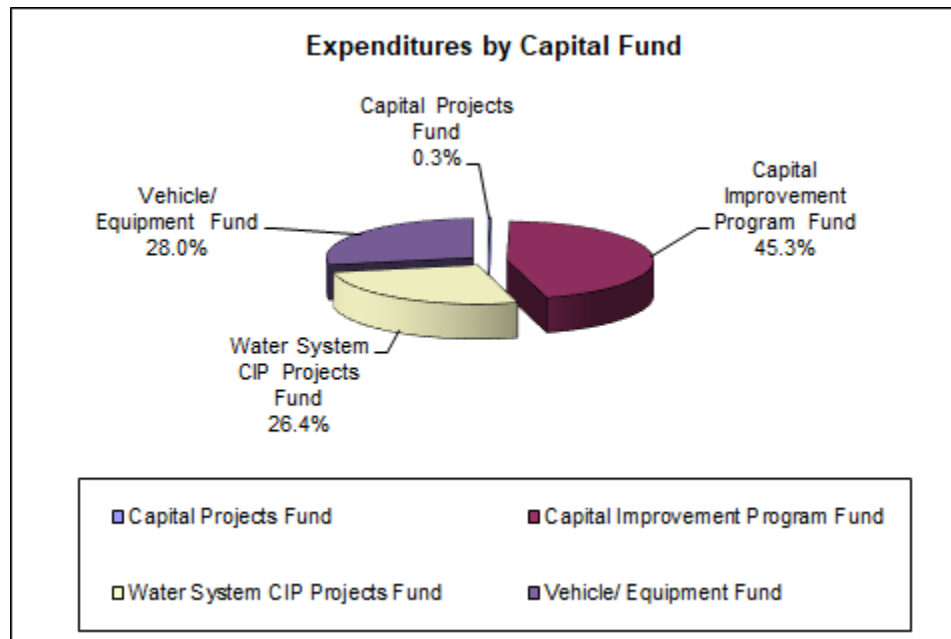
Funding Source	Approved FY 2019	Approved FY 2020	Approved FY 2021
General Fund	\$ 2,646,062	\$ 3,129,798	\$ 3,133,018
State Court - DUI Court Fund	\$ 15,000	\$ -	\$ -
Fire Services Fund	562,700	432,178	644,827
Emergency Medical Services Fund	-	28,000	53,200
Water System Fund	2,470,000	1,830,000	2,213,250
Vehicle/Equipment Fund	2,877,045	1,474,220	2,349,613
Total Capital Budget	\$ 8,570,807	\$ 6,894,196	\$ 8,393,908

--Expenditures by Function--

Function	Approved FY 2019	Approved FY 2020	Approved FY 2021
General Government	\$ 1,041,330	\$ 526,879	\$ 753,757
Judicial	15,000	50,700	40,845
Public Safety	3,101,372	2,724,409	3,986,681
Public Works	1,363,055	790,949	1,209,875
Culture and Recreation	521,000	810,000	141,500
Planning & Development	59,050	161,259	48,000
Water System	2,470,000	1,830,000	2,213,250
Total Capital Budget	\$ 8,570,807	\$ 6,894,196	\$ 8,393,908

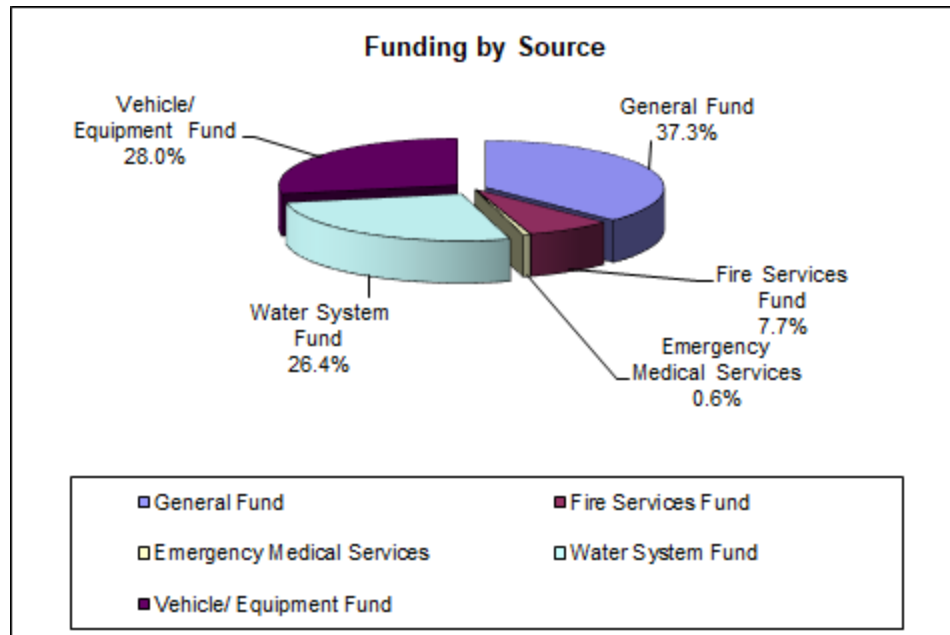
**Capital Budget
Fiscal Year 2021
Expenditures by Capital Fund**

Expenditures by Capital Fund	Amount	%
Capital Projects Fund	25,046	0.3
Capital Improvement Program Fund	3,805,999	45.3
Water System CIP Projects Fund	2,213,250	26.4
Vehicle/ Equipment Fund	2,349,613	28.0
Total Capital Budget	\$ 8,393,908	



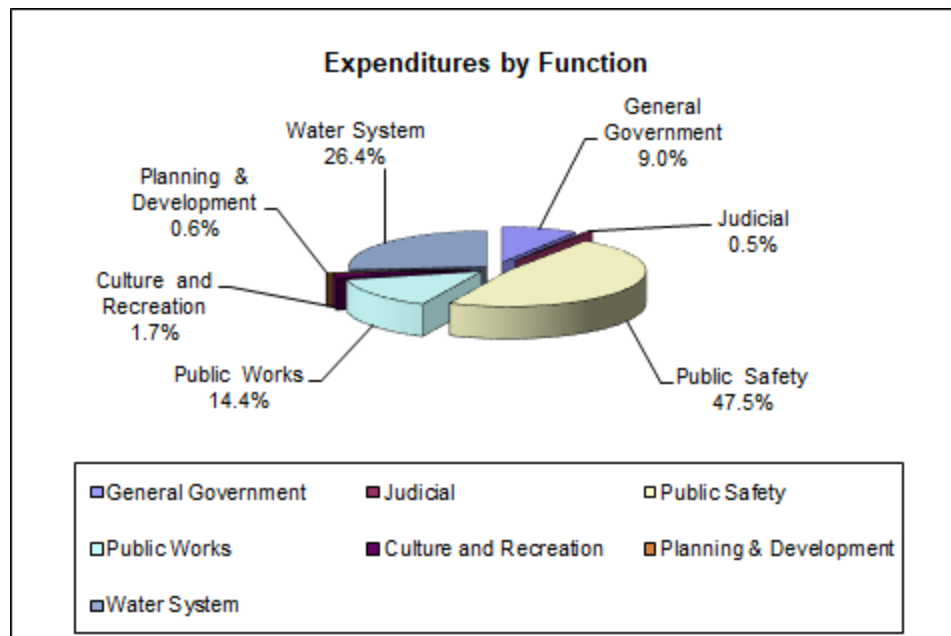
Capital Budget Fiscal Year 2021 Funding by Source

Funding by Source	Amount	%
General Fund	\$ 3,133,018	37.3
Fire Services Fund	644,827	7.7
Emergency Medical Services	53,200	0.6
Water System Fund	2,213,250	26.4
Vehicle/ Equipment Fund	2,349,613	28.0
Total Capital Budget	\$ 8,393,908	



Capital Budget Fiscal Year 2021 Expenditures by Function

Expenditures by Function	Amount	%
General Government	\$ 753,757	9.0
Judicial	40,845	0.5
Public Safety	3,986,681	47.5
Public Works	1,209,875	14.4
Culture and Recreation	141,500	1.7
Planning & Development	48,000	0.6
Water System	2,213,250	26.4
Total Capital Budget	\$ 8,393,908	



**Capital Budget
Fiscal Year 2021
Projects by Function
Total - \$8,393,908**

Function: General Government

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Buildings & Grounds	211AA	Pole Barn	\$ 26,285
	211AB	Reupholster benches @ Justice Center	30,000
	211AC	Storage Building	42,870
	211AH	2020 Ford Explorer	28,395
	211AH	2020 Ford Explorer	28,395
	211AI	Scag TURF TIGER II 61" Cut Mower	10,806
	211AI	Scag TURF TIGER II 61" Cut Mower	10,806
	Total		177,557
Commissioners	211AD	Broadcasting Upgrade	22,500
Elections	201AE	Renovation of Vacated Station #4	150,000
Finance	211AE	Finance Office Renovation	8,700
Human Resources	211AF	ExecuTime Time & Attendance	220,000
Information Systems	211AG	FY2021 Systemwide Consolidate/Redesign	175,000
Total General Government			\$ 753,757

Function: Judicial

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Clerk of Courts	212AA	Computer Hardware Upgrade	\$ 40,845
Total Judicial			\$ 40,845

Function: Public Safety

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
911 Communications	213AH	2020 Ford Expedition	\$ 38,425
Animal Control	213AI	2020 Ford F-250	31,282
Emergency Medical Services	213AG	Power LOAD Systems	53,200
	213AJ	Ambulance	215,960
	213AJ	Ambulance	215,960
		Total	485,120
Fire Services		Links Training Facility	
	193AH	Site/Clearing/Grading/Utilities/Cistern	600,000
	213AE	Station 1 Parking Lot Resurfacing	18,827
	213AF	Station 10 Cabinet/Countertop replacement	26,000
	213AK	Rescue Boat (with Trailer)	15,000
	213AL	Fire Pumper	529,825
	213AM	Fire Tanker	324,325
		Total	1,513,977
Sheriff's Office		Links Master Plan/Phase 1 (Sheriff's Training Center -	
	5565H	Driving Course)	750,000
	213AA	FY2021 HVAC Equipment Replacement Program	392,306
	213AB	FY2021 Taser Replacement Program	64,325
	213AC	Crime Scene 360 Documentation	16,346
	213AD	Crossmatch Electronic Fingerprinting	27,907
	213AN	2021 Chevrolet Tahoe (4)	242,543
	213AO	2021 Chevrolet Tahoe Pursuit (7)	424,450
		Total	1,917,877
		Total Public Safety	\$ 3,986,681

Function: Public Works

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Public Works Administration	214AA	Exterior Painting of Public Works Building	\$ 42,000
Road Department	194AA	County Wide Non-2017 SPLOST Pipe Replacements	125,000
	204AC	Country Lake Estates Subdivision Rehab	874,434
	214AB	John Deere 6110M Open Operator Tractor	75,842
	214AC	John Deere R10 Flex Wing Rotary Cutter	18,099
	214AD	Etnyre R35TL-PS Paver Special Trailer	74,500
Total			1,167,875
Total Public Works			<u>\$ 1,209,875</u>

Function: Culture and Recreation

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Recreation	216AC	McCurry Park Softball Walkway Repair	\$ 76,500
	216AA	2020 Coach Shuttle Bus	65,000
Total			141,500
Total Culture & Recreation			<u>\$ 141,500</u>

Function: Planning and Development

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Building Safety	217AA	SAGES - Permit Technician Dashboards	\$ 48,000
Total Planning & Development			<u>\$ 48,000</u>

Function: Water System

<u>Department</u>	<u>Project #</u>	<u>Project Title</u>	<u>Amount</u>
Water System	8SHDC	Solids Handling - Crosstown (Trac Vac)	\$ 905,500
	9WSPR	Pump Refurbishment Program	81,250
	21WSB	Private Water System Improvements	250,000
	21WSA	Solids Handling (Sludge Collector) - South Fayette	451,500
	20WSF	Sodium Hypochlorite Crosstown	525,000
Total Water System			<u>\$ 2,213,250</u>

FY 2021 Total Capital Budget

Total FY 2021 Capital Budget	<u>\$ 8,393,908</u>
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**Capital Improvement Program (CIP) Plan
Fiscal Year 2021 – Fiscal Year 2025
Projects Funding Summary**

The Capital Improvement Program (CIP) plan includes a five-year schedule of capital projects and major equipment purchases. It also identifies funding sources for these capital projects and major equipment purchases. An additional column labeled Future, includes any projects identified beyond the five-year period. The first year of the CIP plan is part of the adopted capital budget. The CIP plan is updated every year during the annual budget process.

Funding Sources

Funding Sources:	FY 2021	FY 2022	FY2023	FY2024	FY2025	2021-2025 Total	Future
General Fund	3,133,018	1,503,920	875,000	425,000	425,000	6,361,938	6,450,000
911 Communications Fund	-	750,000	500,000	-	-	1,250,000	-
Fire Services Fund	644,827	101,665	1,635,500	10,000	315,000	2,706,992	1,841,900
Emergency Medical Services Fund	53,200	-	-	234,000	-	287,200	92,000
Water System Fund	2,213,250	2,250,000	2,205,000	2,250,000	1,690,000	10,608,250	10,120,620
Total	6,044,295	4,605,585	5,215,500	2,919,000	2,430,000	21,214,380	18,504,520

**Capital Improvement Program (CIP) Plan
Fiscal Year 2021 – Fiscal Year 2025
Projects Cost Summaries by Department**

<u>Project #</u>	<u>Project Description</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>2021-2025 Total</u>	<u>Future</u>
211AA	Pole Barn	26,285					26,285	-
211AB	Reupholster benches @ Justice Center	30,000					30,000	-
211AC	Storage Building	42,870					42,870	-
	Total - Bldg. & Grounds	99,155	-	-	-	-	99,155	-
217AA	SAGES - Permit Technician Dashboards	48,000					48,000	-
	Total - Building Safety	48,000	-	-	-	-	48,000	-
212AA	Computer Hardware Upgrade	40,845					40,845	-
	Total - Clerk of Courts	40,845	-	-	-	-	40,845	-
211AD	Broadcasting Upgrade	22,500					22,500	-
	Total - Commissioners	22,500	-	-	-	-	22,500	-
201AE	Renovation of Vacated Station #4	150,000	-	-	-		150,000	-
	Total - Elections	150,000	-	-	-	-	150,000	-
211AE	Finance Office Renovation	8,700	-	-	-	-	8,700	-
	Total - Finance	8,700	-	-	-	-	8,700	-
211AF	ExecuTime Time & Attendance	220,000	-	-	-	-	220,000	-
	Total - Human Resources	220,000	-	-	-	-	220,000	-
211AG	FY2020 Systemwide Consolidate/Redesign	175,000	175,000	175,000	175,000	175,000	875,000	-
	Total - Info Systems	175,000	175,000	175,000	175,000	175,000	875,000	-
214AA	Exterior Painting of Public Works Building	42,000	-	-	-	-	42,000	-
	Total - Public Works	42,000	-	-	-	-	42,000	-

**Capital Improvement Program (CIP) Plan
Fiscal Year 2021 – Fiscal Year 2025
Projects Cost Summaries by Department**

<u>Project #</u>	<u>Project Description</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>2021-2025 Total</u>	<u>Future</u>
5110I	Kenwood Pk - Park Improvements	-	-	-	-	-	-	500,000
FUTURE	Kiwanis Park Restroom Facility	-	120,000	-	-	-	120,000	-
206AD	McCurry Pk Soccer Field Lighting Refurbishment-South Field #24.	-	150,000	-	-	-	150,000	150,000
206AF	McCurry Pk - Multi-purpose fields light installation	-	150,000	150,000	-	-	300,000	-
196AA	Multi-purpose trails	-	-	-	-	-	-	300,000
216AC	McCurry Park Softball Walkway Repair	76,500	-	-	-	-	76,500	-
FUTURE	Land - Future Parks/Recreation Facilities	-	-	-	-	-	-	500,000
FUTURE	Multi-purpose Building	-	-	-	-	-	-	5,000,000
	Total - Recreation	76,500	420,000	150,000	-	-	646,500	6,450,000
194AA	County Wide Non-2017 SPLOST Pipe Replacements	125,000	250,000	250,000	250,000	250,000	1,125,000	-
204AC	Country Lake Estates Subdivision Rehab	874,434	-	-	-	-	874,434	-
	Clearing of ROW on Padgett Road	-	114,364	-	-	-	114,364	-
	Road Department Warehouse, Sign Shop and Crew Offices	-	300,000	300,000	-	-	600,000	-
	Total - Road Department	999,434	664,364	550,000	250,000	250,000	2,713,798	-
5565H	Links Master Plan/Phase 1 (<i>Sheriff's Training Center - Driving Course</i>)	750,000	-	-	-	-	750,000	-
213AA	FY2020 HVAC Equipment Replacement Program	392,306	-	-	-	-	392,306	-
213AB	FY2020 Taser Replacement Program	64,325	64,325	-	-	-	128,650	-
213AC	Crime Scene 360 Documentation	16,346	-	-	-	-	16,346	-
213AD	Crossmatch Electronic Fingerprinting	27,907	-	-	-	-	27,907	-
	Firearms Training Simulator	-	180,231	-	-	-	180,231	-
	Total - Sheriff's Office	1,250,884	244,556	-	-	-	1,495,440	-

**Capital Improvement Program (CIP) Plan
Fiscal Year 2021 – Fiscal Year 2025
Projects Cost Summaries by Department**

<u>Project #</u>	<u>Project Description</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>2021-2025 Total</u>	<u>Future</u>
FUTURE	911 Phone System	-	250,000	-	-	-	250,000	-
FUTURE	Upgrade Spillman	-	500,000	500,000	-	-	1,000,000	-
	Total - 911 Communications	-	750,000	500,000	-	-	1,250,000	-
193AH	Links Training Facility Site/Clearing/Grading/Utilities/Cistern	600,000					600,000	
193AH	Links Training Facility LP Tank Simulator/Vehicle Fire Simulator		60,480				60,480	
193AH	Links Training Facility Auto Extrication Area		31,185				31,185	
193AH	Links Training Facility Fire Training Tower/Burn Building			1,635,500			1,635,500	
193AH	Links Training Facility Driver Training Area (Cone Course)					315,000	315,000	350,000
193AH	Links Training Facility Training Building (13,300 SF)						-	1,491,900
213AE	Station 1 Parking Lot Resurfacing	18,827	-	-	-	-	18,827	-
213AF	Station 10 Cabinet/Countertop replacement	26,000	-	-	-	-	26,000	-
FUTURE	Fire Hose - Replacement of 4" to 5"		10,000	-	10,000	-	20,000	-
	Total - Fire Services	644,827	101,665	1,635,500	10,000	315,000	2,706,992	1,841,900
FUTURE	Power Cots	-	-	-	-		-	92,000
FUTURE	Cardiac Monitors	-	-	-	234,000		234,000	-
213AG	Power LOAD Systems	53,200	-	-	-	-	53,200	-
	Total - EMS	53,200	-	-	234,000	-	287,200	92,000

**Capital Improvement Program (CIP) Plan
Fiscal Year 2021 – Fiscal Year 2025
Projects Cost Summaries by Department**

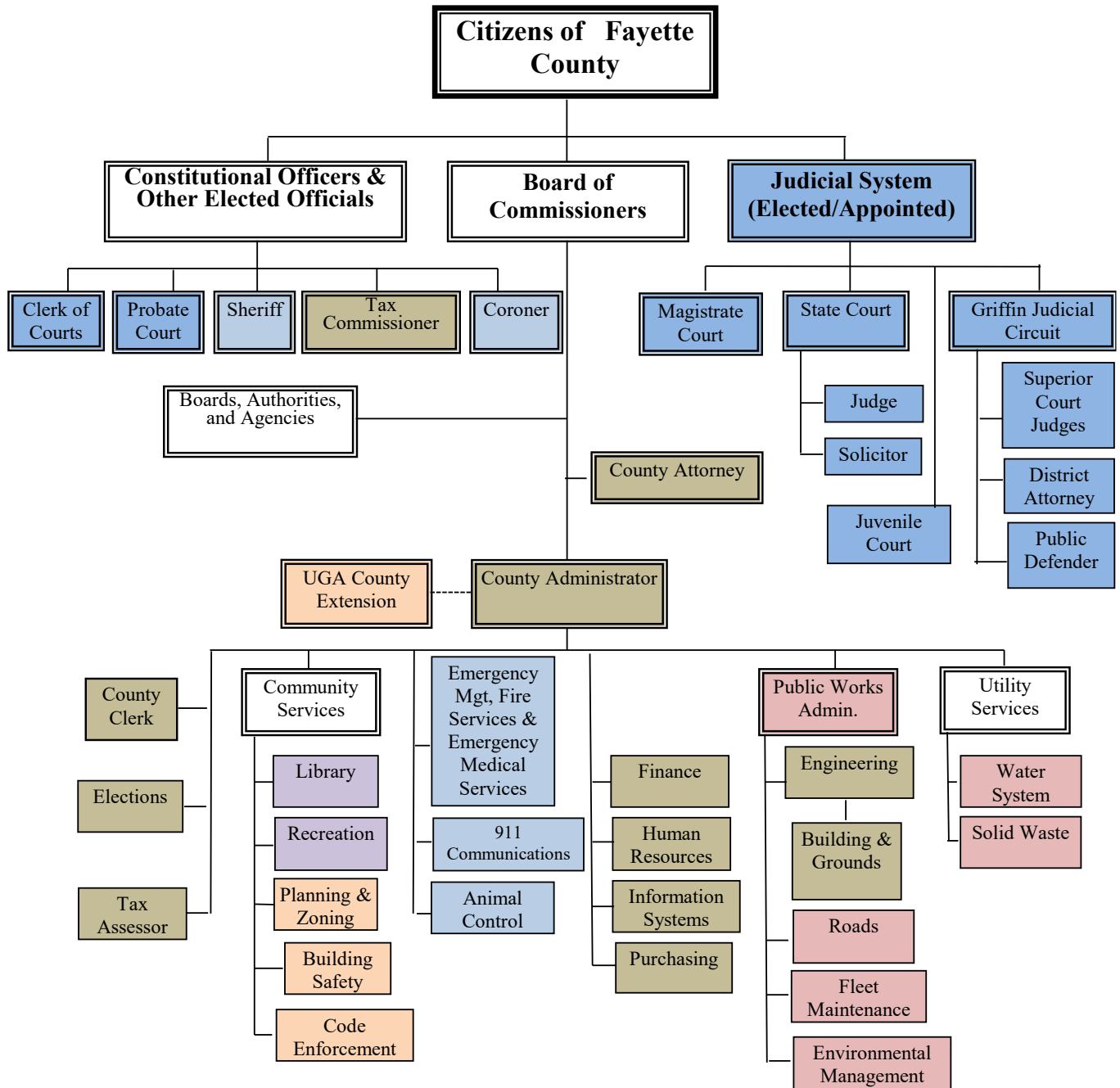
<u>Project #</u>	<u>Project Description</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>2021-2025 Total</u>	<u>Future</u>
6SCAD	SCADA	-	200,000	200,000	200,000	200,000	800,000	-
8NWEP	North Waterline Enhancement Project	-	100,000	100,000	100,000	100,000	400,000	1,000,000
8SHDC	Solids Handling - Crosstown (Sludge Thickener)	-	305,000	1,355,000	1,290,000	-	2,950,000	-
8SHSF	Sodium Hypochlorite South Fayette	-	-	-	110,000	840,000	950,000	-
8WTEX	Waterline Extensions	-	300,000	300,000	300,000	300,000	1,200,000	-
8SHDC	Solids Handling - Crosstown (Trac Vac)	905,500	-	-	-	-	905,500	-
9WSPR	Pump Refurbishment Program	81,250	-	-	-	-	81,250	-
21WSA	Solids Handling (Sludge Collector) - South Fayette	451,500	-	-	-	-	451,500	-
21WSB	Private Water System Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000	-
FUTURE	Horseman's Water Tank	-	-	-	-	-	-	2,000,000
FUTURE	Porter Road Line Extension	-	-	-	-	-	-	2,000,000
FUTURE	Porter Road Water Tank	-	-	-	-	-	-	2,000,000
FUTURE	Highway 74 Pressure Improvement	-	-	-	-	-	-	1,000,000
FUTURE	Lake Peachtree Spillway	-	-	-	-	-	-	2,000,000
FUTURE	Bottle Water Equipment \$80,000	-	-	-	-	-	-	80,000
FUTURE	Lake McIntosh Dock Launch	-	-	-	-	-	-	40,620
20WSF	Sodium Hypochlorite Crosstown	525,000	1,095,000	-	-	-	1,620,000	-
	Total - Water System	2,213,250	2,250,000	2,205,000	2,250,000	1,690,000	10,608,250	10,120,620

Impact of FY 2021-2025 Capital Improvement Program (CIP) projects on Operating Budgets

Function	Fiscal Year				
	2021	2022	2023	2024	2025
General Government	Estimated projects cost	675,355	175,000	175,000	175,000
	Impact on Operating Budget	10,000	15,000	27,000	32,000
	Expense category	maintenance/ utilities/ depreciation	maintenance/ utilities/ depreciation	maintenance/ utilities/ depreciation	maintenance/ utilities/ depreciation
Judicial	Estimated projects cost	40,845	-	-	-
	Impact on Operating Budget	500	1,200	1,200	1,500
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Public Safety	Estimated projects cost	1,948,911	1,096,221	2,135,500	244,000
	Impact on Operating Budget	50,000	100,000	150,000	185,000
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Public Works	Estimated projects cost	1,041,434	664,364	550,000	250,000
	Impact on Operating Budget	20,000	32,000	32,000	32,000
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Culture & Recreation	Estimated projects cost	76,500	420,000	150,000	-
	Impact on Operating Budget	5,000	15,000	20,000	20,000
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Planning & Development	Estimated projects cost	48,000	-	-	-
	Impact on Operating Budget	-	2,400	2,400	3,000
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Water System	Estimated projects cost	2,213,250	2,250,000	2,205,000	2,250,000
	Impact on Operating Budget	30,000	50,000	60,000	70,000
	Expense category	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation	maintenance/ utilities/ gasoline/ depreciation
Total Estimated Projects Costs		\$ 6,044,295	\$ 4,605,585	\$ 5,215,500	\$ 2,919,000
Total Impact on Operating Budget		\$ 115,500	\$ 215,600	\$ 292,600	\$ 343,500

FAYETTE COUNTY, GEORGIA

ORGANIZATIONAL CHART



Fayette County functions:

General Government
Judicial
Public Safety

Public Works
Culture & Recreation
Planning & Development

Health & Welfare are carried out by Outside Agencies to which the county provides funding.

FAYETTE COUNTY, GEORGIA

Elected Officials

Board of Commissioners – 770.305.5200

Randy Ognio, Chairman
Charles Oddo, Vice Chairman
Edward Gibbons
Eric K. Maxwell
Charles Rousseau

Clerk of Courts – Sheila Studdard, 770.716.4290

Coroner – W. Bee Huddleston, 770.305.5359

District Attorney – Marie G. Broder, 770.716.4250

Magistrate Court Judges – 770.716.4230

Robert A. Ruppenthal, Chief
Christy Dunkelberger
James A. White
Kathy Brown-Valencia

Probate Court Judge - Ann S. Jackson, 770.716.4220

Sheriff – Barry H. Babb, 770.461.6353

State Court Judge – Jason B. Thompson, 770.716.4270

State Court Solicitor - Jamie Inagawa, 770.716.4260

Superior Court Judges – 770.716.4280

Chris Edwards, Chief Judge
Scott Ballard
Ben Coker
Ben Miller, Jr.
W. Fletcher Sams

Tax Commissioner – Kristie King, 770.461.3652

Judicially Appointed Officials

Juvenile Court Judges – 770.716.4210

Stephen D. Ott, Presiding Judge
Vacant, Associate Judge

Public Defender – W. Allen Adams, 770.716.4340

Fayette County Administration

County Administrator – Steve Rapson, 770.305.5100

County Attorney – Dennis Davenport, 770.305.5200

County Clerk – Tameca White, 770.305.5103

Main County Number: 770.305.5400

Division Directors/Department Heads

Elections – Floyd Jones, 770.305.5408
Finance – Sheryl Weinmann, 770.305.5413
Human Resources – Lewis Patterson, 770.305.5418
Information Systems – Phil Frieder, 770.305.5406
Purchasing – Ted Burgess, 770.305.5420
Tax Assessor – Joel Benton, 770.305.5402
Water System – Vanessa Tigert, 770.461.1146

Community Services Division – Pete Frisina, Director, 770.305.5421

Code Enforcement – Harold Myers, 770-305-5417
Library – Chris Snell, 770.305.5426
Building Safety – Steve Tafoya, 770.305.5403
Planning & Zoning – Pete Frisina, 770.305.5421
Recreation – Anita Godbee, 770.716.4320

Fire & Emergency Services – David Scarbrough, Fire Chief, 770.305.5414

911 Communications – Katie Vogt, 770.320.6051
Animal Control – Jerry Collins, 770.631.7210

Public Works Division – Phil Mallon, Director, 770.320.6010

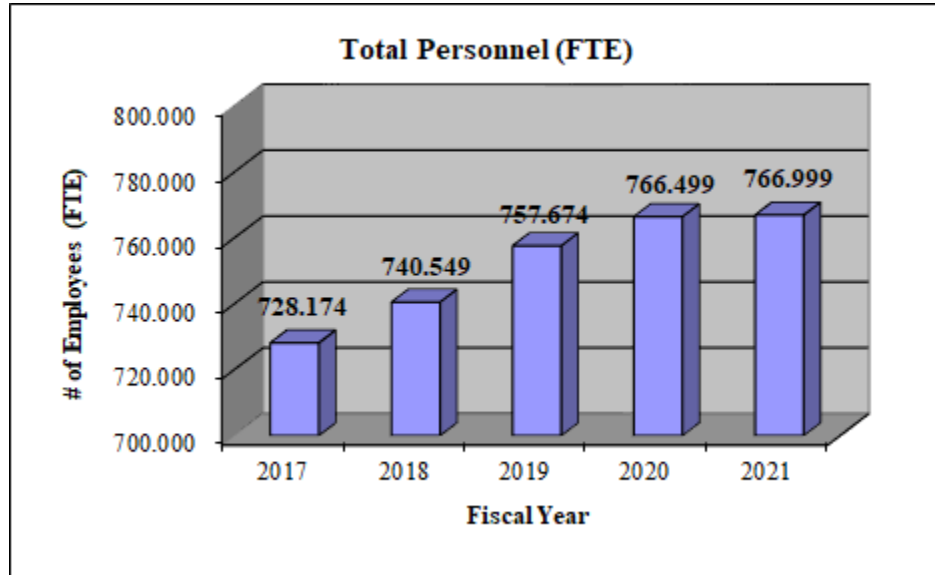
Building & Grounds – Vacant, 770.320.6004
Engineering – Vacant, 770.320.6010
Environmental Management & Solid Waste – Bryan Keller, 770.305.5410
Fleet Maintenance – Bill Lackey, 770.461.3142
Road Department – Steve Hoffman, 770. 461.3142

Outside Agencies

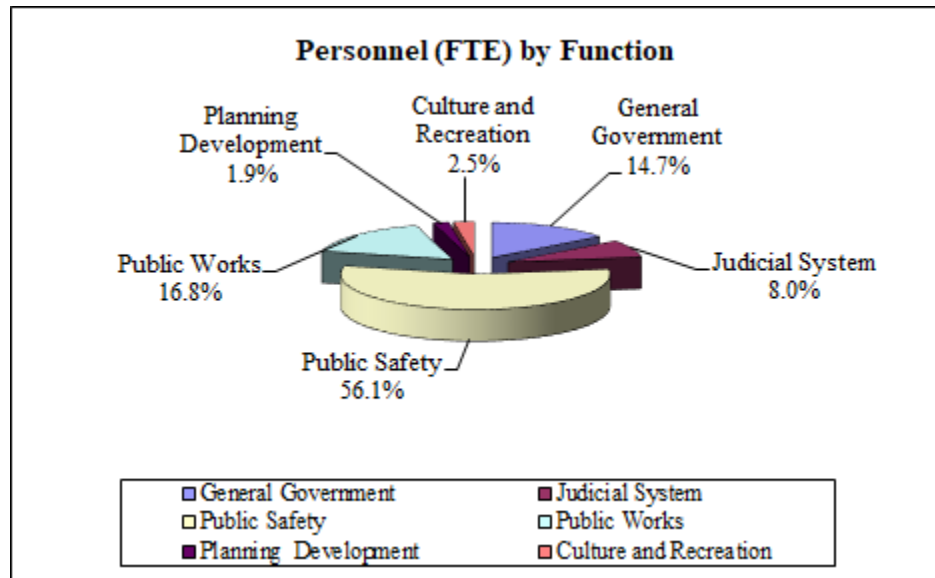
County Extension – 770.305.5412
Fayette County Development Authority – Joan Young, 770.461.5253
Family & Children's Services – Susan R. Boggs, 770.460.2555
Georgia Forestry Commission – 478.751.3500
Fayette Community Options (McIntosh Trail) – Stefanie Jackson, 770.358.5252
Fayette Counseling Center (McIntosh Trail) – Stefanie Jackson, 770.358.5252
Health Department: Physical Health – 770.305.5416
Environmental Health – 770.305.5415
Senior Citizens Center – Nancy Meaders, 770.461.0813

SUMMARY OF PERSONNEL - FULL-TIME EQUIVALENTS (FTE)									
Function	FY 2017	Change	FY 2018	Change	FY 2019	Change	FY 2020	Change	FY 2021
<u>General Government</u>									
Administration	2.000	-	2.000	-	2.000	-	2.000	-	2.000
Buildings and Grounds Maint	26.600	-	26.600	-	26.600	1.000	27.600	-	27.600
Commissioners	6.000	-	6.000	0.625	6.625	0.375	7.000	-	7.000
Elections	4.500	-	4.500	0.625	5.125	-	5.125	0.375	5.500
Engineering	3.000	-	3.000	-	3.000	-	3.000	-	3.000
Finance	13.850	0.800	14.650	0.625	15.275	1.000	16.275	(0.625)	15.650
Human Resources	5.000	-	5.000	1.000	6.000	-	6.000	-	6.000
Information Systems	10.000	-	10.000	1.000	11.000	-	11.000	(1.000)	10.000
Purchasing	3.000	-	3.000	1.000	4.000	-	4.000	-	4.000
Tax Assessor	13.450	1.275	14.725	1.000	15.725	-	15.725	-	15.725
Tax Commissioner	17.000	(1.000)	16.000	-	16.000	-	16.000	-	16.000
Total General Government	104.400	1.075	105.475	5.875	111.350	2.375	113.725	(1.250)	112.475
<u>Judicial System</u>									
Clerk of State Court	5.000	-	5.000	-	5.000	-	5.000	-	5.000
Clerk of Superior Court	20.434	-	20.434	3.000	23.434	2.000	25.434	-	25.434
Juvenile Court	4.000	0.625	4.625	-	4.625	-	4.625	-	4.625
Magistrate Court	9.625	-	9.625	(3.000)	6.625	0.375	7.000	-	7.000
Probate Court	6.000	0.625	6.625	-	6.625	-	6.625	0.375	7.000
State Court Judge	3.000	0.625	3.625	-	3.625	-	3.625	-	3.625
State Court Solicitor	8.400	0.300	8.700	-	8.700	-	8.700	-	8.700
Total Judicial System	56.459	2.175	58.634	-	58.634	2.375	61.009	0.375	61.384
<u>Public Safety</u>									
Animal Control	6.500	0.500	7.000	0.625	7.625	-	7.625	-	7.625
County Coroner	3.625	-	3.625	-	3.625	-	3.625	-	3.625
911 Communications	35.735	-	35.735	-	35.735	1.000	36.735	-	36.735
EMS	37.000	-	37.000	2.000	39.000	(6.000)	33.000	-	33.000
Fire Services	105.000	-	105.000	4.000	109.000	6.000	115.000	-	115.000
Emergency Management	3.000	-	3.000	-	3.000	-	3.000	-	3.000
Sheriff's Office - Administration	25.600	-	25.600	-	25.600	0.400	26.000	1.000	27.000
Sheriff's Office - CID	33.000	12.000	45.000	(1.000)	44.000	-	44.000	(1.000)	43.000
Sheriff's Office - Field Operations	76.000	(12.000)	64.000	-	64.000	1.000	65.000	-	65.000
Sheriff's Office - Jail Operations	93.000	-	93.000	3.000	96.000	-	96.000	-	96.000
Sheriff's Office - Total	227.600	-	227.600	2.000	229.600	1.400	231.000	-	231.000
Total Public Safety	418.460	0.500	418.960	8.625	427.585	2.400	429.985	-	429.985
<u>Public Works</u>									
Environmental Management	7.000	1.000	8.000	-	8.000	0.625	8.625	0.375	9.000
Fleet Maintenance	9.000	-	9.000	-	9.000	-	9.000	-	9.000
Public Works Administration	1.000	-	1.000	1.000	2.000	-	2.000	-	2.000
Road Department	34.000	2.000	36.000	-	36.000	-	36.000	-	36.000
Solid Waste Management	1.000	-	1.000	-	1.000	-	1.000	-	1.000
Water System	66.000	3.000	69.000	1.000	70.000	1.000	71.000	1.000	72.000
Total Public Works	118.000	6.000	124.000	2.000	126.000	1.625	127.625	1.375	129.000
<u>Planning Development</u>									
County Extension	0.950	-	0.950	-	0.950	(0.950)	-	-	-
Building Safety	7.000	1.000	8.000	-	8.000	1.000	9.000	-	9.000
Planning & Zoning	3.000	0.625	3.625	-	3.625	-	3.625	-	3.625
Code Enforcement Section	2.000	-	2.000	-	2.000	-	2.000	-	2.000
Total Planning Development	12.950	1.625	14.575	-	14.575	0.050	14.625	-	14.625
<u>Culture and Recreation</u>									
Recreation	6.000	1.000	7.000	-	7.000	-	7.000	-	7.000
Library	11.905	-	11.905	0.625	12.530	-	12.530	-	12.530
Total Culture and Recreation	17.905	1.000	18.905	0.625	19.530	-	19.530	-	19.530
Total Personnel	728.174	12.375	740.549	17.125	757.674	8.825	766.499	0.500	766.999

**FAYETTE COUNTY, GEORGIA
TOTAL PERSONNEL (FTE) - APPROVED**



**FY 2021 BUDGET - PERSONNEL (FTE)
BY FUNCTION**



FTE (Full-Time Equivalent) – Uniform basis used to measure approved positions. The number of positions is determined based on the total average weekly hours worked in relation to the total work hours in a full work week. Example: a position that works 20 hours per week is equivalent to 0.50 FTE (20 hours worked divided by 40 hours for a full work week).

**FAYETTE COUNTY, GEORGIA
PERSONNEL**

FY 2021 BUDGET - POSITIONS (FTE)				
FUNCTION	ADDED	ELIMINATED	TRANSFER	NET CHANGE
GENERAL GOVERNMENT	1.375	(2.625)	-	(1.250)
JUDICIAL	0.375	-	-	0.375
PUBLIC SAFETY	4.000	(4.000)	-	-
PUBLIC WORKS*	1.375	-	-	1.375
HEALTH & WELFARE	-	-	-	-
CULTURE & RECREATION	-	-	-	-
PLANNING & DEVELOPMENT	-	-	-	-
TOTAL	7.125	(6.625)	-	0.500
*Includes the Water System.				

Positions Added

General Government function, 1.375 FTE – a part-time Elections Clerk position converted to full-time in the Elections Office to better assist with the upcoming election cycle. A new full-time Network Administrator position in the Finance Department to take over the management of the financial software programs that currently fall under the Information Technology Department.

Judicial function, 0.375 FTE – a part-time Deputy Clerk position converted to full-time in the Probate Court.

Public Safety function, 4.000 FTE – added three new full-time Captain positions in the Fire Services Department. Created a new full-time Lt. Colonel-Chief Deputy position in the Sheriff's Office.

Public Works function, 1.375 FTE – the part-time GIS Technician position converted to full-time in the Environmental Management Department. A new full-time Engineering Technician position added in the Water System.

Positions Eliminated

General Government function, (2.625) FTE – eliminated a full-time Financial Analyst position and a part-time Sr. Accounting Technician position in the Finance Department. The savings used to fund the new Network Administrator position added in the department. Eliminated a full-time GIS Analyst position in the Information Technology Department. It is more cost effective to outsource the GIS needs of the county.

Public Safety function, (4.000) FTE – eliminated three full-time FF/EMT positions in the Fire Services Department. The savings used to fund partially the three new full-time Captain positions added in the department. Eliminated a full-time Investigator position as a cost savings measure to fund partially the new full-time Lt. Colonel-Chief Deputy position created.

Positions Transferred

No positions transferred in the FY 2021 budget.

Department:	Administration	Cost Center:	10010320
Function:	General Government	Fund:	General

Mission Statement

The County Administrator is appointed by the Board of Commissioners and is responsible for seeing that the decisions of the Board are administered and successfully carried out throughout the organization on a day-to-day basis. The Administrator has direct responsibility over all county government departments other than those headed by one of the County's elected Constitutional Officers.

Major Department Functions

- ◇ Implement policies set by the Board of Commissioners and ensure organizational compliance.
- ◇ Maintain effective communication and working relationships with Constitutional Officers.
- ◇ Responsible for the development of the annual operating budget and capital budget programs.

Major Goals

- ◇ Research the feasibility of the development and implementation of performance measures throughout the organization.
- ◇ Developing long range plans and goals; directing the development of ordinances, resolutions and Commission.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 338,204	\$ 327,551	\$ 334,238	\$ 344,059
Operating	27,626	28,471	22,577	27,962
Capital Outlay				
Total Appropriations	\$ 365,830	\$ 356,022	\$ 356,814	\$ 372,021

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	2.00	2.00	2.00	2.00

Department:	Administration			Cost Center:	10010320
Function:	General Government			Fund:	General
WORKLOAD INDICATORS		FY 2018	FY 2019	FY 2020	FY 2021
County Work Force		740.549	757.674	766.499	766.999
General Fund Operating Budget:					
Expenditures		\$ 49,233,064	\$ 51,416,144	\$ 54,092,809	\$ 55,144,753
		2018	2019	2019	2020
Meetings		29	29	29	29

PERFORMANCE MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate
Citizen complaint response time. Goal: Within 8 hours.	100%	100%	100%	100%
Employee issue response time. Goal: Within 8 hours.	100%	100%	100%	100%
Inquiries resolved within 2 weeks. Goal: 100%.	100%	100%	100%	100%
Meet with department directors weekly to discuss issues of concern, policy changes, and maintain open lines of communication.	100%	100%	100%	100%
24 hour turnaround time on changes to website	100%	100%	100%	100%

Department:	Buildings & Grounds Maintenance	Cost Center:	10010565
Function:	General Government	Fund:	General

Mission Statement

The mission of the Building and Grounds Department is to seek to improve and create a quality environment within all County facilities where County employees, residents and visitors to have a sense of pride, feel safe and be comfortable while conducting business or participating in leisure or recreational activities. We purpose to ensure that all County owned buildings and parks are maintained to the highest possible standards and are in compliance with local and state regulations.

Major Department Functions

- ◇ Maintain a high quality standard towards the upkeep of the County's buildings, structures, landscaping and turf care throughout all County-owned property.
- ◇ Provide effective support to all County Departments for various tasks through our work order system.

Major Goals

- ◇ To operate more efficiently and productively towards the completion of all work orders and assigned Capital projects.
- ◇ To ensure that all facilities and grounds maintenance staff is qualified, knowledgeable and properly trained to perform all departmental functions by providing education & training opportunities for staff to stay informed of ever changing regulations, products, methods, etc.
- ◇ To foster positive change by partnering with each department, association and/or citizen to quickly identify need(s), determine the scope and efficiently complete the intended objective(s) with the least amount of disruption.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 1,402,699	\$ 1,400,093	\$ 1,480,821	\$ 1,565,161
Operating	247,749	201,214	175,937	195,925
Capital Outlay	28,504	24,465	146,177	2,100
Total Appropriations	\$ 1,678,952	\$ 1,625,772	\$ 1,802,935	\$ 1,763,186

Department:	Buildings & Grounds Maintenance	Cost Center:	10010565
Function:	General Government	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	26.600	26.600	26.600	27.600

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
Number of work orders	2,200	2,400	2,400	2,400
Square footage of buildings	700,000	700,000	700,000	700,000
# of Building Maintenance Techs	8	8	8	8
Maintenance of buildings - sq. feet per Tech	87,500	87,500	87,500	87,500
Total acreage (including ball fields)	590	590	590	590
# of Grounds Maintenance Techs	12	12	12	12
Maintenance of grounds - acres per Tech	49	49	49	49

Department:	County Commission	Cost Center:	10010110
Function:	General Government	Fund:	General

Mission Statement

Our mission is to provide all who need our services with prompt and accurate information about Fayette County government's services in general and the actions, decisions, and activities of the Board of County Commissioners in particular.

Major Functions

- ◇ Prepare the Board of Commissioners for open, public business meetings, through the use of a formal agenda.
- ◇ Ensure the public's awareness/notification of meetings of the Board of Commissioners, in accordance with Georgia's "Open Meetings Act".
- ◇ Provide the members of the board of Commissioners with information and research to assist them in making sound decisions.
- ◇ Provide the members of the Board of Commissioners with information and assistance with responding to, meeting with, or other interaction with the public and others.
- ◇ Create, disseminate and maintain complete and accurate records from meetings and activities of the Board of Commissioners.
- ◇ Comply with all deadlines and requirements of Georgia's "Open Records Act".
- ◇ Official custodian of all records, including but not limited to correspondence, contracts, agreements and other documents related to the decisions, actions and activities of the Board of Commissioners.
- ◇ Assist all Departments and Elected Officials with information in a timely manner, including but not limited to dissemination of information immediately following Board meetings.
- ◇ Assist members of the Board of Commissioners with issues and relationships with other governments and officials at every level.
- ◇ Assist members of the Board of Commissioners with training and educational opportunities and requirements and ensure appropriate training for the Department's staff.

Major Goals

- ◇ Maintain a balanced operating budget by keeping current expenses in line with current revenues.
- ◇ Enhance the services provided to the citizens of Fayette County.
- ◇ Develop a systematic process for record maintenance and retention.

Department:	County Commission	Cost Center:	10010110
Function:	General Government	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 293,590	\$ 329,533	\$ 329,100	\$ 344,329
Operating	204,691	272,862	177,168	336,572
Capital Outlay	729		-	-
Total Appropriations	\$ 499,010	\$ 602,395	\$ 506,267	\$ 680,901

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	6.000	6.625	7.000	7.000

WORKLOAD INDICATORS	2017	2018	2019	2020
Fayette County Population - ARC annual estimates	114,000	116,200	116,200	119,400
Commission Meetings	29	29	29	29

Department:	Contingency	Cost Center:	10010599
Function:	General Government	Fund:	General

Major Department Functions

◇ Cost center that includes moneys approved by the Board for unforeseen occurrences.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Contingency		\$ 1,419,901		\$ 524,286
Total Appropriations	\$ -	\$ 1,419,901	\$ -	\$ 524,286

Department:	Elections	Cost Center:	10010400
Function:	General Government	Fund:	General

Mission Statement

The Fayette County Board of Elections and Voter Registration commits to conducting fair and impartial federal, state and local elections and to register citizens to vote. We ensure the electoral process will be conducted professionally and consistently, by demonstrating neutrality and non-partisan decision-making based upon a thorough knowledge of and compliance with all election laws. We are dedicated to providing excellent customer service to candidates, media and voters by following and helping the public to follow current federal, state and local election laws.

Major Department Functions

- ◇ Register qualified Fayette County residents and maintain current voter registration records.
- ◇ Conduct general and run-off (local, state and national), primary, special and municipal elections.
- ◇ Provide information to the Georgia Secretary of State.
- ◇ Enforce voter registration and election laws.
- ◇ Conduct Early/Advance Voting in the Elections Office for one-week prior to each election and up to two additional satellite locations beginning 21 days prior to each election.
- ◇ Conduct Absentee Voting out of the Elections Office for 45 days prior to each election for civilians, military personnel, the elderly and disabled, and other county citizens. Applications for ballots can be received up to 180 days prior to each election.
- ◇ Process voter registration applications received from Department of Public Safety, public libraries, Department of Human Services sites, Armed Forces Recruiting facilities and through the mail.
- ◇ Maintain the accuracy and integrity of the Statewide voter registration database by keeping current with name and address changes, deaths and felony convictions.
- ◇ Prepare DRE Touchscreen, Express Polls, and OptiScan units for use in conducting elections.
- ◇ Recruit and train 250 to 450 poll officers for each election.
- ◇ Conduct Deputy Registrar training.
- ◇ Assess and ensure polling place are in compliance with ADA and other disability laws.
- ◇ Act as Qualifying Officer for Fayette County under the Georgia Government Transparency & Campaign Finance Commission.
- ◇ Participate in State-mandated election official certification program and continuing education programs.

Department:	Elections	Cost Center:	10010400
Function:	General Government	Fund:	General

Major Goals

- ◇ Conduct uncontested elections to be the best of our ability.
- ◇ Maintain public confidence by running the office in an efficient manner.
- ◇ Recruit, train, and maintain quality poll officers to manage polling precincts.
- ◇ Hopefully if funding is approved for the EASY VOTE software/equipment, this will make the ethical filings more efficient and accurate and accessible for the candidates and elected officials and citizens of Fayette County.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 509,324	\$ 652,301	\$ 572,945	\$ 625,880
Operating	72,981	103,709	99,229	114,632
Capital Outlay	-	1,100	-	-
Total Appropriations	\$ 582,305	\$ 757,110	\$ 672,174	\$ 740,512

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	4.500	5.125	5.125	5.500

WORKLOAD INDICATORS	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate
Total Registered Voters (Active & Inactive)	74,246	75,448	76,980	78,000
Number of Precincts	40	40	40	40
Number of Elections Held (Including Municipal Elections)	4	4	4	4
Number of Votes	44,403	122,562	33,122	66,000
Applications Processed - TOTAL	12,644	12,575	6,781	9,425
New Registered Voters	4,631	3,567	2,656	3,200
Duplicate Applications	3,478	3,792	1,281	3,150
Transfers	2,264	2,575	1,437	1,550
Name/Address/Both Changes	2,271	2,641	1,407	1,525
Number of Absentee/Early/Advance Voting	8,266	80,877	7,165	12,000

Department:	Engineering	Cost Center:	10010575
Function:	General Government	Fund:	General

Mission Statement

The mission of the Engineering Department is to provide a safe and efficient transportation system within Fayette County through planning, design, review and construction oversight of transportation related projects. This includes implementation of the County's transportation SPLOST. The Department also provides technical assistance to other County Departments and programs.

Major Department Functions

- ◇ Interprets and enforces Articles within the County's Development Regulations
- ◇ Provides in-house design, permitting and construction, oversight services
- ◇ Acquires and maintains documentation of right-of-way
- ◇ Implements the County's Transportation Special Purpose Local Option Sales Tax (SPLOST) program

Major Goals and Objectives

- ◇ Convert intersection of Veterans Parkway and SR 92 to a traffic signal.
- ◇ Complete design and start construction of roundabout at Countyline Rd, Inman Rd, Northbridge Rd and South Jeff Davis
- ◇ Complete design of East Fayetteville Bypass (100%) and acquire at least 25% of row parcels.
- ◇ Develop concept for Hampton Rd realignment with SR 92.

Performance Measures and Workload Indicators

- ◇ Implement SPLOST projects per the implementation schedule.
- ◇ Track SPLOST expenditures on monthly basis against projections.
- ◇ Review site plans and plats for new developments within 2-weeks of receipt.

Department:	Engineering	Cost Center:	10010575
Function:	General Government	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 290,402	\$ 280,890	\$ 95,260	\$ 256,319
Operating	3,380	17,024	6,685	12,308
Capital Outlay	-		-	
`	\$ 293,781	\$ 297,914	\$ 101,945	\$ 268,627

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.000	3.000	3.000	3.000

Department:	Finance	Cost Center:	10010510
Function:	General Government	Fund:	General

Mission Statement

The mission of Finance is to provide timely, accurate, relevant, and accessible financial data, services, analysis, and guidance to our customers and to promote confidence in these products as sound foundations for effective management of County resources.

Major Department Functions

- ◇ Accounting: record activity to general ledger for revenues collected, receivables billed, payables processed, and occupational tax certificates issued.
- ◇ Annual Audit: perform fiscal year end close of the accounting records conforming to Generally Accepted Accounting Principles (GAAP) and create work papers with supporting documentation for the auditors.
- ◇ Budget: prepare balanced annual Operating and Capital budgets in accordance with management parameters and administer adopted budgets in accordance with the budgetary laws of the State of Georgia.
- ◇ Financial Reporting: prepare and submit monthly reports of financial results and the Comprehensive Annual Financial Report (CAFR), which clearly and accurately articulates the county's financial position.
- ◇ Investments: maintain bank reconciliations and meet disbursement obligations while maximizing interest earning
- ◇ Payroll: transmit direct deposits, report liabilities to appropriate agency, and file W-2's, 1099's, and IRS returns
- ◇ Purchasing Card: oversee the county's program and monitor activity for compliance with adopted policy.
- ◇ Special Projects: complete research and analysis to address questions raised by the Board of Commissioners and the general public.

Major Goals

- ◇ Monitor staff responsibilities and continue to update all procedures, including procedures for audit schedules and reports produced in Finance.
- ◇ Review and update policies related to the Finance processes including Budget, CIP, and Asset Management.
- ◇ Continue the process of automating and integrating the county's financial software with the county's purchasing card vendor.
- ◇ Work with the county's financial software to ensure a smooth transition to upgraded system hardware and software.
- ◇ Continue to monitor and streamline the tracking, reconciliation, and reporting process for all CIP projects, including SPLOST.

Department:	Finance	Cost Center:	10010510
Function:	General Government	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 1,000,153	\$ 1,126,397	\$ 1,024,878	\$ 1,116,097
Operating	151,777	130,475	86,110	136,355
Capital Outlay	4,254	3,000	2,925	-
Total Appropriations	\$ 1,156,184	\$ 1,259,872	\$ 1,113,913	\$ 1,252,452

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	14.650	15.275	16.275	15.650

WORKLOAD INDICATORS	FY 2017	FY 2018	FY 2019	FY 2020
County Work Force (full-time equivalent)	728.174	740.549	757.674	766.499
Accounts payable checks processed	8,803	9,063	9,126	5,465
Accounts payable invoices	16,692	17,523	17,940	10,149
ACH - Utility payments	3,928	3,659	4,085	4,100
Budget Amendments/Transfers	55	101	93	93
New Occupational Tax Certificates	1,778	1,812	1,757	1,712
G/L Journals	3,477	3,767	2,320	4,975
Travel requests processed	195	283	293	2005
P-Card Transactions	3,780	4,361	4,330	4,472
Receipts	8,662	10,308	10,207	8,829

RESULTS MEASURES	FY 2017	FY 2018	FY 2019	FY 2020
Bond Credit rating:				
Standard & Poors (highest quality)	AAA	n/a	n/a	n/a
Moody's Highest quality)	Aaa	Aaa	Aaa	Aaa
M&O Millage Rate	4.917	4.509	4.392	4.277
Distinguished Budget Presentation Award received	Yes	Yes	Yes	Yes
Financial Reporting Achievement Award (CAFR) received	Yes	Yes	Yes	Yes

Department:	Human Resources	Cost Center:	10010540
Function:	General Government	Fund:	General

Mission Statement

The mission of Human Resources is to provide timely, accurate, relevant, and easily accessible human resource data, services, analysis, and guidance to our customers and to promote confidence in these products as sound foundations for effective management of County Human Resources.

Major Departmental Functions

- ◇ Provide administrative and technical assistance to employees in the areas of policy development and compliance; recruitment and selection; classification and compensation; employee development; employee relations, employee recognition and employee performance appraisal.
- ◇ Administer a comprehensive employee benefits program including health, dental and vision reimbursement plans, wellness, retirement, life insurance, workers' compensation, deferred compensation, deferred compensation and disability.
- ◇ Payroll administration.
- ◇ Maintain employee master files.

Major Goals

- ◇ Continually maintain and update Employee Self Service with pertinent employee and applicant information in order to promote employee comfort level with system utilization
- ◇ Continue to utilize Munis Workflow for personnel requisitions
- ◇ Utilize TCM with Munis Workflow to convert file storage from paper to electronic
- ◇ Implement Kronos timekeeping software in all departments

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 416,511	\$ 433,564	\$ 439,467	\$ 453,300
Operating	91,916	94,488	58,376	85,390
Capital Outlay	1,690	-	-	-
Total Appropriations	\$ 510,117	\$ 528,052	\$ 497,844	\$ 538,690

Department:	Human Resources	Cost Center:	10010540
Function:	General Government	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	5.000	6.000	6.000	6.000

WORKLOAD INDICATORS	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Est.
County Work Force	784	794	765	760
Personnel Requisitions	77	88	96	93
Job Applications	1814	2187	1851	2001
Classification Changes	300	302	136	201
Exit Interviews	89	96	75	68
Vision Reimbursement Claims	431	362	370	390
Workers Comp Claims	89	91	96	98

Department:	Information Systems	Cost Center:	10010535
Function:	General Government	Fund:	General

Mission Statement

Ensure the efficient use of technology enabling County Departments to deliver better services to the citizens.

Major Department Functions

◇ Fayette County IT is committed to effectively providing IT service, infrastructure management, Geographic Information Systems (GIS) and telecommunications to County departments, cities and residents, which includes:

◇ Network Operations - Network infrastructure, Data communications connectivity and voice/telephone services.

◇ IT Service delivery and Management - Supplies reliable, high quality IT services emphasizing effectiveness and customer focus.

◇ IT Systems - Provides system design, build, development and senior support services for critical infrastructure platforms including on premise and cloud based.

◇ Data Management and Protection - Manage backup processes and have effective methodologies in place to maintain data integrity.

◇ Business Continuity and Disaster Recovery Planning - Establish procedures ensuring vital County operations continue in the event of a disaster.

◇ Data Center Planning - Design, Build and maintain state-of-the-art data centers supporting the County's current and future needs.

◇ Mission Critical Support - Maintain advanced server infrastructure on a 24x7 basis running mission critical applications for Jail, 911-dispatch and connected public safety agencies operating in the county.

◇ Wireless Technologies - Preserves and enhances the County's mission critical communications through access to reliable, resilient and secure wireless voice and broadband data technologies.

◇ IT Security and Governance - Assures the IT decision-making process considers the County's mission and ensures overall security of the County's information technology assets.

◇ Enterprise Application Services - Creates technical solutions by designing, developing and supporting applications meeting the business needs of all County departments.

◇ Web and New Media Operations - Develops new and innovative methods for deploying Web and New Media tools for outreach and citizen engagement.

◇ Strategic Technology Development - Work closely with executive management to ensure IT investments support business objectives.

◇ Project Management - Manage diverse portfolio of technology projects.

Department:	Information Systems	Cost Center:	10010535
Function:	General Government	Fund:	General

Major Department Functions (cont)

- ◇ Vendor Management - Confirms the County is receiving the level of quality and value expected from the vendor community.
- ◇ Strategic Partnerships and Business Development - Use technology to enhance collaboration and communication between the public and private sector.
- ◇ Geographic Information Systems (GIS) - Visualize, question, analyze and interpret geographic data to understand relationships, patterns and trends.
- ◇ Community Cyber Security and Preparedness - Develop a whole community approach increasing resilience against cyber-attacks and better managing cyber incidents as directed in Presidential Policy Directive 8.

Major Goals

- ◇ Update Spillman's Public Safety Enterprise Application System and related infrastructure.
- ◇ Develop the County's cyber landscape to better support electronic "citizen engagement".
- ◇ Continue improving the County's cyber security posture by taking an agile approach to implementing administrative and technical countermeasures.
- ◇ Build a robust Geographic Information Systems (GIS) framework capable of providing executive management with critical input for policy and decision-making processes.
- ◇ Keep improving the County's hybrid cloud architecture to capitalize on cloud based solutions where feasible.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 785,449	\$ 874,005	\$ 800,623	\$ 811,142
Operating	203,060	238,970	196,713	361,318
Capital Outlay	1,203	6,750	13,876	15,450
Total Appropriations	\$ 989,712	\$ 1,119,725	\$ 1,011,211	\$ 1,187,910

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	10.000	11.000	11.000	10.000

Department:	Information Systems	Cost Center:	10010535
Function:	General Government	Fund:	General

WORKLOAD INDICATORS	FY 2016	FY 2017	FY 2018	FY 2019
Total Work Orders	4,545	4,168	4,406	4,823

PERFORMANCE MEASURES	FY 2016	FY 2017	FY 2018	FY 2019
Hardware:				
Work Days (260 days less vacation and holidays)	250	250	250	250
Closed Work Orders	896	951	1,110	1,158
Average Closed Per Day	3.6	3.8	4.4	4.6
Percent of Total Work Orders	19.71%	22.82%	25.19%	24.01%
Software:				
Work Days	250	250	250	250
Closed Work Orders	1,702	1,254	1,348	1,443
Average Closed Per Day	6.8	5.0	5.4	5.8
Percent of Total Work Orders	37.45%	30.09%	30.59%	29.90%
Phones				
Work Days	250	250	250	250
Closed Work Orders	326	380	413	504
Average Closed Per Day	1.3	1.5	1.7	2.0
Percent of Total Work Orders	7.17%	9.12%	9.37%	10.40%
Network/Internet				
Work Days	250	250	250	250
Closed Work Orders	1,089	769	792	728
Average Closed Per Day	4.4	3.1	3.2	2.9
Percent of Total Work Orders	23.96%	18.45%	17.98%	15.10%
Internet:				
Work Days	250	250	250	250
Closed Work Orders	471	814	743	990
Average Closed Per Day	1.9	3.3	3.0	4.0
Percent of Total Work Orders	10.36%	19.53%	16.86%	20.50%
Total Closed per Day	17.9	16.7	17.6	19.3

Department:	Law Department	Cost Center:	10010530
Function:	General Government	Fund:	General

Mission Statement

The Law Department is a cost center that accounts for legal services provided by the County Attorney and for expenditures arising from litigation.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services				
Operating	203,027	268,100	166,518	225,600
Capital Outlay				
Total Appropriations	\$ 203,027	\$ 268,100	\$ 166,518	\$ 225,600

Department:	General Government Non Departmental	Cost Center:	10010090
Function:	General Government	Fund:	General

Major Department Functions

This is a cost center used to account for expenditures not allocated to individual General Government departments

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services				
Operating	\$ 314,420	\$ 411,490	\$ 449,503	\$ 448,976
Capital Outlay				
Total Appropriations	\$ 314,420	\$ 411,490	\$ 449,503	\$ 448,976

Department:	Purchasing	Cost Center:	10010517
Function:	General Government	Fund:	General

Mission Statement

To partner with county departments, vendors, and stakeholders in order to acquire the most appropriate goods and services at the best value for taxpayers and other citizens.

Major Department Functions

- ◇ Procure goods and services that meet the needs of county departments through appropriate solicitation and competitive selection processing.
- ◇ Allow vendors equal access to county business through maintenance of a bidders' list, adequate advertising of business opportunities, and transparent processes.
- ◇ Dispose of surplus county property through public auction, internet sales, or other approved methods.

Major Goals

- ◇ Enhance the purchasing function locally and statewide by working with vendors, procurement associations, and other organizations on local and statewide issues.
- ◇ Enhance service to departments and the county through use of feedback from the annual customer service survey.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 230,911	\$ 246,301	\$ 210,718	\$ 267,121
Operating	27,281	14,637	9,538	19,027
Capital Outlay		1,700		-
Total Appropriations	\$ 258,192	\$ 262,638	\$ 220,256	\$ 286,148

Department:	Purchasing	Cost Center:	10010517
Function:	General Government	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.00	4.00	4.00	4.00

WORKLOAD MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
Purchase Orders Issued	683	564	550	4,583
`	11	17	27	21
Request for proposals released	12	14	8	6
Request for quotes released	82	98	84	86
Items/lots of surplus sold	45	20	4	4

RESULTS MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
Avg. # of days to process sealed bids	70	80	85	80
Avg. # of days to process request for proposals	85	73	87	73
Avg. # of days to process request for quotes	-	-	64	61

Department:	Tax Assessor	Cost Center:	10010550
Function:	General Government	Fund:	General

Mission Statement

Secure a just valuation for ad valorem tax purposes of all real and personal property, provide for uniform assessment of these properties and administer exemptions pursuant to Georgia law.

Major Department Functions

- ◇ Ensure that all taxable property within the County is returned and assessed for taxes at its fair market value and that each taxpayer shall pay only his proportionate share of taxes.
- ◇ Maintain all tax records and maps for the County including, but not limited to, the mapping, platting, cataloging, and indexing of all real and personal property in the County.

Major Goals & Objectives

- ◇ Discover, research, and assess all real property in Fayette County.
- ◇ Discover, research, and assess all tangible personal property in Fayette County including business, furniture, fixtures, machinery, equipment and inventory, golf carts, boats, airplanes, heavy duty equipment and mobile homes.
- ◇ Physically inspect, for accuracy, all real property in the county on a 3-year cycle as required by the Department of Revenue.
- ◇ Administer Homestead Exemption, verifying qualifications and approving or disapproving exemptions based on Georgia statute.
- ◇ Administer Current Use Covenant assessments, verifying qualifications and approving or disapproving exemptions based on Georgia statute.
- ◇ Administer Freeport Exemption and Pollution Control Equipment Exemption, verifying qualifications and approving or disapproving exemptions based on Georgia statute.
- ◇ Send notices to all property owners and implement review/appeal process.
- ◇ Conduct individual assessment review for Value, Taxability, Uniformity and Denial of exemption, presenting a preponderance of evidence to the Board of Equalization and Superior Court.
- ◇ Continue working on the GIS base layers.

Department:	Tax Assessor	Cost Center:	10010550
Function:	General Government	Fund:	General

	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 951,231	\$ 1,005,017	\$ 1,000,845	\$ 1,044,751
Operating	190,271	\$ 235,693	163,894	\$ 284,579
Capital Outlay	557	200	1,579	200
Total Appropriations	\$ 1,142,059	\$ 1,240,910	\$ 1,166,318	\$ 1,329,530

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
PERSONNEL - (FTE)				
Total Personnel	14.725	15.725	15.725	15.725

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
WORKLOAD INDICATORS				
Real Estate Parcels assessed	43,250	43,450	43,780	4,200
Personal Property Accounts assessed	5,929	6,000	6,250	6,800
Mobile Homes assessed	1,114	1,120	1,125	1,142
Real Estate Parcels mapped	480	600	550	560
Deeds & PT-61 (Real Estate Transfer Declaration) forms researched and entered in database	12,200	13000	13500	13250
Homestead Exemptions reviewed & placed on digest	29,278	29,500	28,440	27,300
Current Use Assessments reviewed & placed on digest	607	620	629	622
Freeport Exemptions reviewed & assessed	83	100	100	110
Pollution Control Exemptions reviewed & assessed	1	1	1	1
Assessment Notices generated & mailed for Real Estate Parcels	43,035	43,450	43,780	44,200
Assessment Notices generated & mailed for personal property accounts	1,234	1,300	1,275	1,325

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
PERFORMANCE MEASURES				
# of Real Estate parcels inspected	3,500	3,500	3,500	3,500
# of appeals as a % of taxable real estate parcels	5.35%	5.00%	5.00%	5.00%
# of appeals as a % of taxable personal property accounts	5.00%	5.00%	5.00%	2.00%
Net reduction in tax base due to appeals as a % of Total Market Value appealed	1.53%	2.00%	2.00%	9.00%

Department:	Tax Commissioner	Cost Center:	10010545
Function:	General Government	Fund:	General

Major Department Functions

- ◇ Administer the ad valorem tax collection function for the County.
- ◇ Disburse tax collections to governing authorities of the state, county, school system and municipalities.

Major Goals

- ◇ Collect at a minimum 98 percent of the property taxes levied in the upcoming year.
- ◇ Continue the efforts to reduce the amount of delinquent property taxes outstanding.
- ◇ Implement on line payment system for auto registration and property tax.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 849,215	\$ 868,383	\$ 857,561	\$ 864,570
Operating	193,176	199,205	188,481	197,627
Capital Outlay	3,048	3,500	-	2,500
Total Appropriations	\$ 1,045,439	\$ 1,071,088	\$ 1,046,042	\$ 1,064,697

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	17.000	16.000	16.000	16.000

WORKLOAD INDICATORS	2015	2016	2017	2018
Number of tax bills	43,074	42,638	43,067	n/a
Number of tags sold	109,054	124,355	112,257	n/a
Percentage of tax bills collected	99.3%	99.0%	92.0%	n/a

Department:	Board of Equalization	Cost Center:	10020185
Function:	Judicial	Fund:	General

Mission Statement

The Board of Equalization is a three member panel comprised of Fayette County tax payers. They are appointed by the Fayette County Grand Jury and are not in any way affiliated with the Board of Assessors.

Major Department Functions

- ◇ Schedule appointments with Fayette County taxpayers in order to review appeals on Fayette County property tax assessments.
- ◇ A decision by this board will override the Fayette County Board of Assessors

- ◇ No significant changes

Capital Outlay	-	-	-	-
Total Appropriations	\$ -	\$ -	\$ -	\$ -

WORKLOAD INDICATORS	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Number of Cases Filed	521	418	654	675
Number of Cases Processed	493	418	654	675
Number of Cases Withdrawn	-	-	-	133
Number of No Show Cases	123	64	83	75
Scanned Proceedings	3,480	3,423	3,925	4,000
Scanned Pages	5,466	6,294	6,227	6,300
Number of Calendars	23	16	25	30
Number of Hearings	292	470	636	650

Department:	Clerk of State Court	Cost Center:	10020310
Function:	Judicial	Fund:	General

Mission Statement

The mission of the Clerk of State Court is to be responsive, innovative and efficient when providing citizens a true and correct comprehensive permanent court record and other official court documents. In an expedient approach through the automation and computerization of indices and digitized legal documents and web application, the mission of the State Court Clerk's Office is to offer a more modern technological interaction with the community. The Clerk's Office is committed to strengthen and uphold our participation in the Judicial Process by ensuring compliance with statutes and to facilitate interaction between the Jurors, Judges, Attorneys and other governmental agencies.

Major Department Functions

- ◇ Attend sessions of court ensuring compliance of all jury management and court records.
- ◇ Record and maintain a complete and accurate record of all court cases and proceedings.
- ◇ Civil Division: Ensure compliance of civil documents; assess and collect costs; issue summons and subpoenas; administer the Jury selection process.
- ◇ Criminal Division: To maintain criminal files; collect fines and forfeitures; prepare final disposition; electronically transmit to Georgia Crime Information Center and Department of Drivers Services.
- ◇ Traffic Division: Ensure timely filing of all traffic citations once approved by the Solicitor for filing. Ensure court forms are filed within mandates; collect fines and forfeitures on citations; electronically transmit to Department of Drivers Services; and ensure the filing of all ordinance cases.
- ◇ Administrative Division: To accurately and timely balance reports; make deposits and disperse monies. Ensure confidentiality of personnel records and payroll. Prepare budget and reconcile expenditures. Ensure the cooperation with other agencies.

Major Goals

- ◇ To effectively manage the Clerk's Office on a reduced budget for the benefit of all County Departments.
- ◇ Implement Criminal Judicial Data Exchange beyond the arrest warrant phase, to include filing an accusation or indictment and traffic data with the Sheriff's Office.
- ◇ Include District Attorney, Public Defender's Offices & GCIC to the current arrest warrant exchange
- ◇ Continue the implementation of E-filing to include all document types for State Court to include Garnishment cases and electronic payments of court ordered funds.
- ◇ Implement a web based jury portal for citizen access
- ◇ Cross train employees to improve efficiency.

Department:	Clerk of State Court	Cost Center:	10020310
Function:	Judicial	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 289,139	\$ 294,173	\$ 302,164	\$ 307,098
Operating	36,115	38,169	35,109	39,995
Capital Outlay	-	-	-	-
Total Appropriations	\$ 325,254	\$ 332,342	\$ 337,273	\$ 347,093

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	5.000	5.000	5.000	5.000

WORKLOAD INDICATORS	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Civil Cases processed	773	848	927	930
Criminal Cases processed	4,294	3,739	3,146	3,200
Traffic Cases processed	3,855	3,203	6,988	7,000
Ordinances Cases processed	302	331	309	310
Revocation Cases processed	1,016	1,170	1,118	1,120
DPS Case Notices processed	423	462	359	360
DUI Court Cases	-	-	-	-
Total Cases Filed	10,663	9,753	12,847	12,920
Total GCIC Transmissions	4,148	3,635	3,640	3,640
Total DPS Transmissions	3,963	2,925	2,950	3,000
Number of Civil Proceedings	11,317	13,270	22,880	22,900
Number of Criminal Proceedings	47,577	41,118	47,221	47,225
Number of Traffic Proceedings	12,746	10,561	13,528	13,530
Number of Ordinance Proceedings	1,199	1,385	1,339	1,340
Total Number of Proceedings	73,172	66,334	84,968	84,995
Number of Civil Scanned Pages	55,676	60,847	104,834	105,000
Number of Criminal Scanned Pages	82,248	69,608	58,942	59,000
Number of Traffic Scanned Pages	20,955	14,999	14,512	14,525
Number of Ordinance Scanned Pages	1,380	1,600	1,186	1,190
Number of Peach court Image Transfers	4,537	6,487	12,080	12,090
Total Number of Scanned Pages	154,041	147,054	191,554	191,560
Total Minute Book Pages Recorded	3,335	1,723	2,736	2,750
Total Final Minutes Pages	163,594	148,777	19,290	194,300
Book Numbers	361-386	387-391	361-395	
Court days scheduled	288	294	224	225
Calendars generated	487	476	429	430
Civil Hearings and Trials Scheduled	405	732	927	930
Criminal Hearings and Trials Scheduled	13,912	16,033	11,384	11,390
Traffic Hearings and Trials Scheduled	7,279	6,880	6,988	7,000

Department:	Clerk of State Court	Cost Center:	10020310
Function:	Judicial	Fund:	General

WORKLOAD INDICATORS (can't)	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Special Set and Revocation Hearings	1,976	1,170	1,118	1,120
Ordinance Hearings and Trials Scheduled	523	409	309	310
Drug Screening Hearings	640	649	249	250
Alternative Language Hearings (started 07-01-08)	191	40	54	55
Drug Court Hearings	13	22	26	30
DUI Court Hearings	19	24	24	24
Total Scheduling	24,958	25,959	21,079	21,109

Cases with Self represented litigants	96	168	39	50
Cases with Interpreters	239	40	31	50

Department:	Clerk of Superior Court	Cost Center:	10020180
Function:	Judicial	Fund:	General

Mission Statement

The mission of the Clerk of Superior Court is to effectively provide citizens a true and correct comprehensive permanent record of real property and other official court records in an expedient approach through the automation and computerization of indexes and digitized legal documents. The Clerk's office is committed to strengthen and uphold our participation in the Judicial process by ensuring compliance with statutes and to facilitate interaction between the Jurors, Judges, Attorneys and other government agencies.

Major Department Functions

- ◇ Attend all sessions of court ensuring compliance of all jury management and court records statutes and rules.
- ◇ Record and maintain a complete and accurate record of all court cases and proceedings.
- ◇ Civil Division: Calendar cases as pursuant to USCR and standing order. Ensure compliance of civil documents; assess, collect and disburse all fees; approve applications and issue notary public certificates; process adoptions; issue summons and subpoenas; administer the Jury selection process and to file and transmit financing statements.
- ◇ Criminal Division: Calendar cases as pursuant to USCR and standing order. To maintain criminal files; collect fines and forfeitures; report felony convictions to the Secretary of State; prepare final disposition; Electronically transmit to Georgia Crime Information Center and Department of Drivers Services and disburse monies according to Georgia Statute.
- ◇ Real Estate Division: Preserve and index all deeds, mortgages, plats, liens and other real estate documents mandated by law that relates to real property ownership and to transmit timely to the State Index.
- ◇ Administrative Division: To accurately and timely balance reports; make deposits and disburse monies. Ensure confidentiality of personnel records and payroll. Prepare budget and reconcile expenditures. Ensure the cooperation with other agencies.

Major Goals

- ◇ To effectively manage the Clerk's Office on a reduced budget for the benefit of all County Departments.
- ◇ To complete full implementation of E-filing in Real Estate with Statewide portal.
- ◇ Implement Criminal Judicial Data Exchange beyond the arrest warrant phase, to include filing an accusation or indictment
- ◇ Include District Attorney, Public Defender's Offices and GCIC to the current arrest warrant exchange.
- ◇ Continue the implementation of civil E-filing to include all document types for Superior Court to include Garnishment cases and electronic payments of court ordered funds.
- ◇ Implement a web-based jury portal for citizen access
- ◇ Cross train employees to improve efficiency.

Department:	Clerk of Superior Court			Cost Center:	10020180
Function:	Judicial			Fund:	General
BUDGET SUMMARY		FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS					
Personal Services		\$ 1,237,029	\$ 1,398,979	\$ 1,329,454	\$ 1,496,311
Operating		293,900	284,621	278,842	301,672
Capital Outlay		12,444		23,253	-
Other Cost					
Total Appropriations		\$ 1,543,373	\$ 1,683,600	\$ 1,631,549	\$ 1,797,983

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	20.434	23.434	25.434	25.434

WORKLOAD INDICATORS	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Total Civil and Domestic Files Closed	1,098	1,181	1,242	1,245
Total Civil Cases Opened	1,482	1,618	1,842	1,850
Total Number of Proceeding Entries	27,376	26,284	17,581	17,590
Total Number of Pages Scanned	119,403	114,655	60,778	60,800
Total Civil Minute Book Pages Recorded	2,861	3,823	1,516	1,520
Total Adoption Minute Pages Recorded	8,213	5,849	3,617	3,620

Self Represented Litigants	313	1,017	643	645
Paupers Cases Filed	26	18	23	25
New Attorney	9	6	15	18
Total Number of Adoptions Filed	37	32	53	55

Applications for Trade Names Processed	140	125	131	135
Notary Public Applications Processed	454	554	543	545
Military Discharges Processed	2	1	2	2
Total Applications Processed	596	680	676	680
Total Application Pages Recorded	1,504	1,788	1,762	1,770

E-filed Cases	330	341	531	535
E-filed Subsequent Documents	6,877	6,471	6,647	6,650
E-filed Child Support Cases	192	143	768	770
E-filed Child Support Documents	1,091	790	264	265

Total Financing Statements	2,927	3,320	6,224	6,225
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Department:	Clerk of Superior Court	Cost Center:	10020180
Function:	Judicial	Fund:	General

WORKLOAD INDICATORS (con't)	2017 Actuals	2018 Actuals	2019 Actual	2020 Estimate
Total Real Estate Instruments	18,166	17,394	25,381	25,385
Total Hospital Liens	1,467	1,508	1,517	1,520
Total General Execution Instruments	4,008	6,367	5,229	5,230
Total Real Estate Plats	93	110	136	138
Total Real Estate Pages Scanned	106,288	108,634	120,593	120,600
Total Number of Grantors Indexed	31,566	41,779	42,507	42,510
Total Number of Grantees Indexed	31,046	42,252	41,370	41,375
Total Intangible Tax Forms Processed	3,844	3,672	4,147	4,150
Total Transfer Tax Forms	4,661	4,884	4,932	935
Total Number of Criminal Cases Filed	599	541	500	505
Total Number of Criminal Cases Closed	1,489	1,338	1,069	4,070
Total Number of Proceeding Entries	27,281	23,388	25,669	25,670
Total Number of Pages Scanned	63,214	62,386	53,092	53,100
Total Criminal Minute Pages Recorded	1,953	1,803	1,726	1,730
Total Number of Drug Court Hearings	20	24	24	25
Total Number of Drug Court Cases	13	-	46	50
Probation Revocations	310	334	371	375
Georgia Crime Information Transmittals	4,842	4,034	1,726	1,730
Georgia Dept. of Motor Vehicle Service Forms	205	181	150	152
Notices of Appeals Filed	19	11	10	12
Total Number of Calendars Generated	339	246	204	210
Total Court Days Scheduled (Four Judges)	181	228	293	300
Total Civil Cases for Hearings and Trials	1,773	1,771	1,271	1,275
Total Criminal Cases for Hearings and Trials	3,234	2,575	2,300	2,325
Total Special Set Cases	61	122	17	20
Total Number of Jurors Summoned	6,238	6,761	7,060	7,100

Department:	District Attorney	Cost Center:	10020200
Function:	Judicial	Fund:	General

Mission Statement

The duties of the District Attorney are established by legislative action and are outlined in the Official Code of Georgia (O.C.G.A) section 15-18-6. The District Attorney is required to attend all sessions of the Superior courts within the Griffin Judicial Circuit. The circuit is comprised of Fayette, Pike, Spalding, and Upson County.

Major Department Functions

The District Attorney's office represents the State of Georgia and victims of crime in prosecutions in Superior Court and in Probate Court in those counties which do not have State Court.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 298,455	\$ 345,902	\$ 322,939	\$ 346,810
Operating	8,705	15,871	13,429	17,926
District Attorney Contract Services			2,683	-
Total Appropriations	\$ 307,160	\$ 361,773	\$ 339,052	\$ 364,736

WORKLOAD INDICATORS	2013	2014	2015	2016
SUPERIOR COURT:				

Department:	Drug Abuse and Treatment	Cost Center:	21920160
Function:	Health and Welfare	Fund:	Special Rev

Major functions

Outside agency partially funded by Fayette County.

Collection of fines that are imposed as an additional penalty of 50 percent of the original fine for offenses that are related to certain activities regarding marijuana, controlled substances , and non-controlled substances. Moneys collected in the County Drug Abuse and Treatment and Education fund shall be expended solely and exclusively for drug abuse treatment and education programs relating to controlled substances and marijuana; and to fund the expenses for salaries, equipment, services, and supplies incurred in the implementation of the Drug Court division.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 211,034	\$ 460,866	\$ 221,291	\$ 217,623
Operating Expenses	\$ 359,131	\$ 205,988	\$ 369,536	\$ 495,850
Capital Outlays				
Other Costs				\$ 3,293
Total Appropriations	\$ 570,165	\$ 666,854	\$ 590,828	\$ 716,766

Department:	Juvenile Court	Cost Center:	10020600
Function:	Judicial	Fund:	General

Mission Statement

- ◇ To interpret and enforce existing statutes in a way that provides due process, fair treatment and justice to all persons appearing before this court.
- ◇ To provide or arrange for appropriate services for those persons appearing before the court.
- ◇ To create and maintain a feeling of respect in the court system on the part of the citizens that it serves so they support and assist the court in its efforts.
- ◇ To maximize, to the extent possible, the development and job satisfaction of court employees so that the court is able to attract, secure and retain the commitment of the kinds and numbers of people necessary to accomplish the court's mission and goals.
- ◇ To create and maintain a feeling of confidence in and support for the court on the part of the other organizations with which it comes in contact, particularly those organizations that are a part of the total criminal justice system.
- ◇ To ensure that the taxpayers of Fayette County receive the greatest benefits for the dollars expended for court services.

Major Department Functions

- ◇ To docket and set calendars for cases concerning allegations of deprivation, delinquency, unruly conduct and traffic offenses involving children within our jurisdiction. Parameters of mandated time frames will be the standard. Guidelines and operating procedures set by judges will be utilized on each individual case incorporating applicable Official Codes of Georgia Annotated.
- ◇ To liaison with the State of Georgia's Department of Human Resources, i.e.: Department of Family and Children Services and Department of Juvenile Justice to ensure that the mandates under which the court must operate are compatible with the policies of these two departments.
- ◇ To ensure the rights of victims and offenders are protected under the law as well as court preparation, including scheduling of cases, investigation, conducting trials, preparation of court orders, collection of fees and fines, filing of documents and record retention.
- ◇ To seek treatment and rehabilitation of delinquent children.
- ◇ To seek reunification with parents and children who are separated by judicial intervention.
- ◇ To cooperate and work closely with the law enforcement agencies to ensure citizens rights are protected as

Department:	Juvenile Court	Cost Center:	10020600
Function:	Judicial	Fund:	General

Major Goals

- ◇ Maintain proactive initiative on office space and future needs of the Juvenile Court.
- ◇ To assign, train, and delineate duties for the staff to maximize efficiency.
- ◇ No significant changes

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 244,918	\$ 255,051	\$ 261,816	\$ 268,570
Operating	77,821	120,195	92,518	116,495
Capital Outlay	1,530	-	-	-
Total Appropriations	\$ 324,269	\$ 375,246	\$ 354,333	\$ 385,065

PERSONNEL - (FTE)	Budget	Budget	Budget	Adopted
Total Personnel	4.625	4.625	4.625	4.625

WORKLOAD INDICATORS	2017 Actual	2018 Actual	2019 Actual	2020 Estimate
New juvenile cases docketed/filed	1,032	856	797	1,000
day)	115	113	96	115
Juveniles placed on probation/informal/adjustment/abeyances/short term	144	75	126	100

PERFORMANCE MEASURES	2017 Actual	2018 Actual	2019 Actual	2020 Estimate
Juvenile Cases closed	1035	811	642	750

Department:	Juvenile Court			Cost Center:	10020600
Function:	Judicial			Fund:	General
Days calendared	115	113	95	115	
Fines/Fees/Restitution disbursed to agencies/individuals	\$ 10,292	\$ 7,866	\$ 11,611	\$ 8,000	
Summons/subpoenas served	2603	2164	n/a	n/a	
hours performed at government and non-profit sites such as	n/a	n/a	n/a	n/a	

Department:	Juvenile Supervision	Cost Center:	21720610
Function:	Judicial	Fund:	Special Rev

Mission Statement

- ◇ To promote a safe and secure community, the Juvenile Court of Fayette County will utilize prevention and treatment services in collaboration with families and other organizations to encourage the physical emotional, psychological, educational, and moral well-being of children throughout the County to prevent and treat delinquency and unruly behavior.
- ◇ The prevention programs offered will be funded under the guidelines of the official Code of Georgia 15-11-71, the Juvenile Proceedings Codes and the parameters described therein.
- ◇ Further this court will diligently seek and implement grants offered for delinquency prevention and treatment through Federal funding as well as corporate partners.

Major Department Functions

- ◇ To allocate funding collected to provide supervision and rehabilitation services for those juveniles in the court system.
- ◇ To enhance the training of all court personnel, law enforcement, educators, and helping agencies to focus on the rehabilitation of juveniles through awareness of the problems of delinquent children and related issues.
- ◇ To present seminars to various agencies focusing on rehabilitation utilizing funding available through court imposed fees.
- ◇ Expand programs on delinquency utilizing court fees which are collected under 15-11-71 and are funded without tax dollars or expenditures from the operating budget of the Court.

Major Goals

- ◇ To seek new innovative programs focusing on rehabilitation through government grants and funding through collection of supervision fees under OCGA 15-11-71.
- ◇ To identify and enhance programs such as the MRT, Breaking the Chains, Vista and Tomorrow's Man court ordered to rehabilitate Fayette County delinquents and incorporate scholarship awards to children who meet financial hardship criteria for these programs.
- ◇ Allocate funds for teaching seminars to be given to appropriate local agencies with appropriate themes.
- ◇ Assist and support the DART program for drug and alcohol rehabilitation of children
- ◇ Allocate funds for psychological evaluations under collected supervision fees with indigent guidelines to be used for qualification.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 13,427	\$ 16,801	\$ 2,845	\$ -

Department:	Juvenile Supervision			Cost Center:	21720610
Function:	Judicial			Fund:	Special Rev
Operating	2,241	8,118	867	10,539	
Capital Outlay					
Other Costs					
Total Appropriations	\$ 15,668	\$ 24,919	\$ 3,712	\$ 10,539	

WORKLOAD INDICATORS	2014 Actual	2015 Actual	2016 Actual	2017 Estimated
Juveniles placed on probation/informal adjustment/abeyances/short term program	186	214	140	150

PERFORMANCE MEASURES	2014 Actual	2015 Actual	2016 Actual	2017 Estimated
New Juvenile Cases docketed/filed	1100	1162	1006	1100
Supervision Fees collected (unless waived by Judge)	\$ 16,137	\$ 15,573	\$ 17,239	\$ 16,000
Work performed at government and non-profit sites such as Kiwanis Field, Board of Education, Recreation fields, Churches by delinquents in community service. Number of offenders	1,014	585	644	800
Sessions in Court	129	118	134	128

Department:	Law Library	Cost Center:	20520750
Function:	Judicial	Fund:	Special Rev

Mission Statement

Effectively provide citizens with access to the most current legislation through hardback legal texts and internet access services

Major Department Functions

- ◇ Acquire and maintain materials for the County law library by utilizing monies collected from a surcharge on all cases.
- ◇ To provide Fayette County citizens an atmosphere that is conducive to legal research

Major Goals

- ◇ Provide the Fayette County general public with the most current legislation. Access will be provided in hardback legal texts and up-to-the-minute on-line services.
- ◇ To improve efficiency with additional computers and printers to maximize access to on-line services for citizens.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
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Department:	Magistrate Court	Cost Center:	10020400
Function:	Judicial	Fund:	General

Mission Statement

To provide an impartial forum to deliver timely, neutral and just resolutions of cases through uniform and coherent application of the US Constitution and laws of the State of Georgia. The Clerk's office is committed to strengthen and uphold our participation in the Judicial Process by ensuring compliance with statutes and to facilitate interaction between the Public, Judges, Attorneys and other governmental agencies.

Major Department Functions

Judge Functions:

- ◇ Preside over all sessions of court ensuring compliance Georgia Law and Court Rules.
- ◇ To Listen to testimony and determine the presence of Probable Cause.
- ◇ To issue and sign arrest warrants.
- ◇ To issue and sign Temporary Protective Orders.

Administrative Functions by Clerk:

- ◇ Attend all sessions of court ensuring compliance of all jury management and court records statues and rules.
- ✓ Record and maintain a complete and accurate record of all court cases and proceedings.
- ◇ Civil Division: Ensure compliance of civil documents; assess and collect costs; issue summons and subpoenas
- ◇ Criminal Division: To maintain criminal files; collect fines and forfeitures; prepare final disposition; electronically transmit to Georgia Crime Information Center
- ◇ Administrative Division: To accurately and timely balance reports; make deposits and disburse monies. Ensure confidentiality of personnel records and payroll. Prepare budget and reconcile expenditures. Ensure cooperation with all other agencies.

Major Goals

Department:	Magistrate Court	Cost Center:	10020400
Function:	Judicial	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 314,712	\$ 352,194	\$ 352,472	\$ 360,280
Operating	22,666	23,500	16,681	25,855
Capital Outlay	1,037	-	-	-
Total Appropriations	\$ 338,415	\$ 375,694	\$ 369,153	\$ 386,135

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	9.625	6.625	7.000	7.000

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Civil Cases processed	6,321			
Civil Cases Filed	3,281	3,250	3,328	3,450
Civil Cases Disposed	2,806			
Number of civil proceedings	21,209			
Number of civil scanned pages	56,707			
Civil Hearings Scheduled	1,014			
Civil Bench Trials Scheduled	120			
Number of Calendars Generated	79			
Total Civil Hearings and Trials Scheduled	1,134	-	-	-
Criminal Cases Filed	2,806			
Number of criminal proceedings	5,260			
Number of criminal scanned pages	15,593			
Felony Warrants Issued	1,552			
Misdemeanor Warrants Issued	1,158			
Bond Hearings	839			
Preliminary Hearings	433			
Pre-issuance Hearings	96			
Bad Check Hearings	5			
Total Criminal Hearings	1,373	2,273	2,500	2,700

Department:	Judicial Non - Departmental	Cost Center:	10020090
Function:	Judicial	Fund:	General

Major Department Functions

This is a cost center used to account for expenditures not allocated to individual Judicial System departments

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Operating	\$ 194,385	\$ 243,054	\$ 256,851	\$ 264,732
Capital Outlay				
Total Appropriations	\$ 194,385	\$ 243,054	\$ 256,851	\$ 264,732

Department:	Probate Court	Cost Center:	10020450
Function:	Judicial	Fund:	General

Mission Statement

To provide Probate Court services to the public as mandated by Georgia Law

Major Department Functions

◇ Descendant's estates, guardianships and conservatorships of minors and adults, issuance of marriage licenses, issuance of orders for involuntary evaluation due to mental illness, drug use or alcohol use, issuance of weapons carry licenses, issuance of fireworks display permits, issuance of certificates of residence, issuance of birth and death certificates for GA Dept. of Vital Records, acceptance of passport application for US Dept. of State and other miscellaneous duties as required by Georgia Law.

Major Goals

◇ To provide thorough, competent, efficient service to the citizens of Fayette County.

Significant Expenditure and Staffing Changes

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 398,088	\$ 416,033	\$ 408,699	\$ 448,539
Total Personnel	6.625	6.625	6.625	7.000

Department:	Probate Court	Cost Center:	10020450
Function:	Judicial	Fund:	General

WORKLOAD INDICATORS	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Letter of Administration	51	66	80	83
Will Probate	271	280	288	320
No Administration Necessary	8	10	11	5
Year's support petitions	42	46	50	38
Minor/Adult Guardianships	145	150	155	195
Citations	2	2	2	1
Miscellaneous	261	375	488	493
Inventories	83	213	343	587
Mental Health	25	25	24	14
Marriage licenses	611	610	609	624
Firearms licenses	3,037	2,808	2,579	3,046
Total Dockets	869	987	1,104	894
Passports	261	463	665	492
Incapacitated adults	22	20	18	18
Annual returns filed	111	155	198	204
Vital records:				
Births*	749	849	949	949
Death certificates	4,756	4,856	4,956	4,956

* Increase starting in 2007 due to the opening of Maternity Ward at Piedmont Fayette Hospital.

Petitions	4	7	10	6
Certificate of Residency	30	36	41	43
Safewills	24	25	25	28
Extradition	18	18	18	22
Order to Apprehend	11	11	11	19

Department:	Public Defender	Cost Center:	10020800
Function:	Judicial	Fund:	General

Major Department Function

◇ The State of Georgia passed the Georgia Indigent Defense Act of 2003. The provision of this act were implemented beginning July 1, 2004 with the hiring of a Public Defender for each Judicial Circuit of Georgia. The office became fully operational on January 1, 2005. It serves the following counties: Fayette, Spalding, Pike and Upson.

◇ The contract with the Public Defenders Office and Fayette County is for handling Superior Court and Juvenile Delinquency cases.

◇ The County additionally has contracted with this office to handle State Court, Juvenile Deprivations and Magistrate Court.

Major FY 2007 Goals

Total Appropriations	#REF!	#REF!	#REF!	#REF!
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WORKLOAD INDICATORS	2016	2017	2018	2019
budget				
Superior Court's allocation	26.4%	27.3%	27.1%	27.1%
Lower Courts allocation	58.9%	55.3%	56.7%	54.9%

Department:	State Court Judge	Cost Center:	10020330
Function:	Judicial	Fund:	General

Mission Statement

- ◇ Uphold and defend the Constitution and laws of the State of Georgia and these United States, as well as the ordinances duly passed by the Fayette County Commission;
- ◇ Treat with fairness and dignity all persons coming before the Court, no matter their station or circumstances in life;
- ◇ Administer justice uniformly and impartially, without prejudice or favor to any party;
- ◇ Provide an open forum for the redress of grievances, both public and private;
- ◇ Maintain the highest standards of judicial ethics and conduct;
- ◇ Efficiently and effectively dispose of all cases on the State Court's civil and criminal dockets in a timely manner and in accordance with the law.
- ◇ Through the DUI Court, to identify and educate those with addictions through accountability and treatment to strengthen our community in a collaborative court setting.

Major Department Functions

- ◇ The State Court has jurisdiction, within the territorial limits of the county, over all criminal matters below the grade of felony, including misdemeanors, traffic violations, and county ordinance violations.
- ◇ The State Court has jurisdiction over all civil matters, without regard to the amount in controversy, concurrent with the Superior Courts, unless the Superior Courts have exclusive jurisdiction (i.e. disputes concerning title to land, divorce, child custody, etc.).
- ◇ The State Court also has jurisdiction over the review of decisions of other courts as provided by law.

Major Goals

- ◇ Significantly expedite the handling of civil cases in Fayette County by providing an alternative to Superior Court for filing these actions.
- ◇ Effectively administrate traffic violation cases, which is anticipated to increase due to the adoption of an electronic citation program by the Sheriff's Department.
- ◇ Improve the efficiency of the State Court through the use of technology, (i.e. calendaring and docketing,

Department:	State Court Judge	Cost Center:	10020330
Function:	Judicial	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 344,894	\$ 351,521	\$ 331,594	\$ 364,283
Operating	81,642	103,769	60,230	100,950
Capital Outlay	-	-	-	-
Total Appropriations	\$ 426,536	\$ 455,290	\$ 391,824	\$ 465,233

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.625	3.625	3.625	3.625

WORKLOAD INDICATORS	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Civil Cases filed	484	775	520	723
Criminal Cases filed	2,155	1,978	1,522	1,862
Traffic Cases filed	3,385	4,056	3,176	2,953
Ordinances Cases filed	573	unavailable	unavailable	unavailable
Total Cases Filed	6,597	6,809	5,218	5,538

Department:	State Court Solicitor	Cost Center:	10020320
Function:	Judicial	Fund:	General

Mission Statement

The mission of the Office of the Solicitor General of the State Court of Fayette County is to investigate, charge, and prosecute misdemeanor violations of Georgia Statutes and County Ordinances that occur in Fayette County. The Solicitor General is charged with ensuring that all misdemeanor cases occurring in Fayette County are handled in a manner that guarantees an efficient and equitable administration of justice. The Solicitor General ensures that all persons involved in the criminal process are treated in a courteous and professional manner.

Major Department Functions

- ◇ The State Court Solicitor-General serves as the prosecutor in: misdemeanor, traffic and ordinance cases in Fayette County State Court.
- ◇ The State Court Solicitor-General aids in ALS Hearings and attends motion hearings.
- ◇ The State Court Solicitor-General serves as the prosecutor in Magistrate Court.
- ◇ The State Court Solicitor-General aids Juvenile Court when requested.

Major Goals

- ◇ Ensure that all misdemeanor cases occurring in Fayette County are handled in a manner that administers justice efficiently and equitably.
 - ✓ Efficiently handle traffic and ordinance cases.
- ◇ To make sure that all persons involved in the criminal process are treated in a courteous and professional manner.
- ◇ To continue our assistance in Magistrate Court and with ALS hearings.
- ◇ To inform County and municipal law enforcement agencies on changes in the law and to aid them with interpretation.
- ◇ To provide the citizens of Fayette County with information on crime prevention.
- ◇ Aid in Juvenile Court when requested.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 707,879	\$ 729,111	\$ 725,538	\$ 755,095
Operating	30,119	32,931	21,716	45,797
Capital Outlay	340	375	45	375
Total Appropriations	\$ 738,338	\$ 762,417	\$ 747,299	\$ 801,267

Department:	State Court Solicitor	Cost Center:	10020320
Function:	Judicial	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	8.700	8.700	8.700	8.700

PERFORMANCE MEASURES	2016 Actual	2017 Actual	2018 Actual	2019 Actual
State Court Criminal	2,155	1,610	1,210	1,210
State Court Traffic	3,385	3,583	2,887	3,034
State Court Ordinance	573	415	289	299
State Court - Pre-Accusation Pre-Trial Intervention	117	132	77	85
State Court Revocations, Special Set Pleas, PTI's & Drug Ct. (calendar)	1,933	2,314	1,981	1,946
State Court Bench Trials (calendar)	610	612	418	335
State Court Jury Trials (Calendar Count)	1,703	1,431	1,912	1,496
State Court Ordinance (1st Appearance, Arraignment, Bench Trials)	664	520	448	380
Arraignment (Calendar Count)	2,124	2,084	1,263	1,268
Arraignment (Traffic Calendar Count)	3,515	4,266	3,469	3,283
Alternative Language	153	189	51	53
Miscellaneous Hearings and Bench Warrants (Calendar Count)	436	524	507	483
ALS Hearings (Calendar Count)	225	216	152	180
Juvenile Court (Calendar Count)	-	-	-	-
Special Appointments	3	5	3	5
Phone Calls, Appointments, Walk-Ins (estimate for the year)	19,500	19,500	19,500	19,500
Magistrate Court Pre-Accusation PTI's	5	2	8	1
Magistrate Court First Appearance / calendar count	250	6	4	-
Magistrate Court Arraignment / calendar count	3	4	3	-
Magistrate Court Pre-Issuance / calendar count	3	-	-	1
Magistrate Court Preliminary / calendar count	-	-	-	-
Magistrate Court Revocations / calendar count	1	1	1	-
Magistrate Court Trials / calendar count	-	-	-	-
Magistrate Court Misc. Hearings / calendar count	6	3	3	5
Victim Assisted - Criminal Case with victims	378	384	260	455
Victim Assisted - Ordinance estimates	25	21	20	22
Victim Assisted - Traffic estimates	20	20	22	30

Department:	State Court Solicitor	Cost Center:	10020320
Function:	Judicial	Fund:	General

PERFORMANCE MEASURES (con't)	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Victim Assisted - Magistrate estimates Hearings (Bond, Warrants, Pre-Issuance)	25	260	220	220
Speaking Engagements and Victim Impact Panel, Protocol, PD Training, DVTF	24	20	20	20
Victim Non-case walk-ins and phone consultations, emails	12,000	12,000	10,560	10,560

Department:	State DUI Court	Cost Center:	21420160
Function:	Judicial	Fund:	Special Rev

Mission Statement

Identify and educate those with addictions through accountability and treatment to strengthen our community in a collaborative court setting.

Major Department Functions

The DUI Court is a team concept involving Judge(s), the Solicitor-General, Law Enforcement, the Public Defender's Office, private attorney, Probation Officers, licensed substance abuse treatment professionals, testing professionals, community liaisons, pharmacist and court coordinator. All Team members work together to support each participant in addressing and combating the substance abuse issues that brought them into the criminal justice system. The Team meets twice a month to review the progress of every participant. Also, twice a month participants attend DUI court to meet with the Team and receive an update on their progress.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 59,202	85,527	\$ 86,828	89,502
Operating	161,434	364,262	219,771	308,542
Capital Outlay		400	912	-
Other Cost		-		-
Total Appropriations	\$ 220,636	\$ 450,189	\$ 307,512	\$ 398,044

WORKLOAD INDICATORS	2011	2012	2013	2014

Department:	Superior Court Judges	Cost Center:	10020151
Function:	Judicial	Fund:	General

Major Department Function

The Judges, Court Reporter cost center accounts for the following:

- ◇ Fayette County's allocation of the Griffin Judicial Circuit (Fayette, Pike, Spalding, and Upson County) Superior and Juvenile Courts expenditures.
- ◇ Expenditures of Fayette County's local superior court.

Major Goals

- ◇ Maintain a low crime rate level by administering justice to criminals in a timely manner.
- ◇ Keep the cost of the court system to a minimum.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services				
Griffin Judicial Circuit Superior Court - Contract Services	340,937	425,343	425,343	446,577
Griffin Judicial Circuit Juvenile Court - Contract Services	72,036	59,073	59,073	71,876
Operating	99,900	103,886	60,640	103,550

WORKLOAD INDICATORS	2013	2014	2015	2016
Fayette County - Criminal and civil filings	3,256	2,381	2,381	2,310
Fayette County - % of total Circuit filings	28.5	33.8	33.8	35.5

Department:	Victims Assistance	Cost Center:	21820200
Function:	Health and Welfare	Fund:	Special Rev

Mission Statement

To prevent domestic violence through awareness programs, educational training, and providing safe environments for the victims and their families, utilizing legal advocacy, emergency shelters and transitional housing.

Major Functions

- ◇ Aid victims of misdemeanor crimes.
- ◇ Provides crisis intervention and court accompaniment.
- ◇ Provides criminal justice information and notification of hearings and outcomes of hearings.
- ◇ Assists victims in obtaining services from other agencies.

Major Goals

- ◇ To reduce the amount of time between the date of the offense and the date of the disposition.
- ✓ To better serve Fayette County victims through education, intervention, case status updates, and general
- ◇ Actively support law enforcement personnel in their response to domestic violence calls through awareness programs and purchase of needed investigatory equipment.
- ◇ No significant expenditure change.

District Attorney/Victims Assistance Program	117,798	134,174	134,175	134,821
Domestic Violence Services (Promise Place)	20,000	20,000	20,000	20,000
Total Appropriations	\$ 137,798	\$ 154,174	\$ 154,175	\$ 154,821

Department:	Victims Assistance	Cost Center:	21820200
Function:	Health and Welfare	Fund:	Special Rev

WORKLOAD INDICATORS	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Promise Place				
Number of individuals assisted	364	335	341	312
Number of Emergency Protective Orders	79	81	82	73
Number of Children Represented	38	38	36	39
Number of support groups	63	66	53	55
Number of Participants in Support Groups	239	190	198	197
Number of crisis hotline calls	1665	1580	1404	1302
Number of Students Dating Violence Classes	2233	2162	1636	1790
Number of Women housed in Emergency shelter	97	102	57	91
Number of children housed in Emergency shelter	87	86	73	115
Number of Community Awareness Presentations	45	48	13	16
Number of Persons in Attendance	982	348	947	875
Total Number of Units of Service - Intervention Services	2213	2293	2073	2017
Total Number of Units of Service - Prevention Services	3215	2510	2583	2665

Department:	911 Communications	Cost Center:	21530800
Function:	Public Safety	Fund:	Special Rev

Mission Statement

The Fayette County 911 Communications Center is the relay point for the dissemination of information to public safety field units from the general public and between public safety field units and agencies. The relay of this information is of vital importance in the protection of life and property. The Fayette County 911 Communications Center is committed to providing efficient, effective public safety communications to the agencies it serves as well as continuing to educate the community about Next Generation 911.

Major Department Functions

- ◇ The Fayette County 911 Communications Center is committed to promoting the public health, safety and welfare by discrimination of emergency and non-emergency information between Public Safety agencies and the communities they serve.
- ◇ The center will provide continuous radio, telephone and teletype communication of both an emergency and routine nature for all the Public Safety agencies in Fayette County, 24 hours a day, seven days a week.
- ◇ Protect and maintain the confidential nature of the work conducted in the Communications center.
- ◇ Maintain Center equipment:
 - Back up Power Resources
 - Administrative and Emergency Telephone System
 - 911 Telephone Lines
 - Administrative Telephone Lines
 - Multi-channel Portable and Mobile Radio System
 - Radio and Telephone Voice recording System
 - Computer Aided Dispatch (CAD)
 - Criminal Justice Information System
- ◇ Achieve compliance with mandated certifications and standards.

Major Goals

- ◇ Complete Phase II and initiate Phase III of the Public Safety Radio System
- ◇ Complete AC system equipment room project
- ◇ Create a comprehensive 3-5 year plan for the Center (equipment and services)
- ◇ Update the COOP and the 911 Center's Emergency Evacuation Plan
- ◇ Implementation of Carbyne 911 Technology
- ◇ Implementation of FSC and LE APCO Guide Cards
- ◇ Continue education and advanced training of personnel

Department:	911 Communications	Cost Center:	21530800
Function:	Public Safety	Fund:	Special Rev

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 1,867,468	\$ 2,124,026	\$ 1,948,639	\$ 2,306,194
Operating	889,815	1,243,362	948,792	1,220,137
Capital Outlay	13,396	37,835	13,141	34,730
Interfund Charges	112,882	162,402	162,402	150,246
Other Cost		128,595		33,618
Other Financing Use				
Total Appropriations	\$ 2,883,561	\$ 3,696,220	\$ 3,072,974	\$ 3,744,925

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	35.735	35.735	36.735	36.735

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Law Enforcement dispatches	48,504	48,732	48,075	46,115
Law Enforcement pullovers	46,025	49,012	44,589	40,021
Officer Initiated Calls	62,945	65,083	62,962	64,905
911 calls answered	54,999	56,566	55,687	55,111
Administrative calls answered	83,923	85,669	101,975	104,825
Fire calls answered/dispatched	3,399	2,905	3,026	not available
EMS calls answered/dispatched	11,598	12,177	12,399	not available
Total Fire/EMS calls answered/dispatched	14,997	15,082	15,425	16,441

PERFORMANCE MEASURES	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Avg operator response time (minutes) - Law Enforcement				
Fayette County - Marshal's Office	:56	1:10	:16	:14
Fayette County - Sheriff's Office	1:28	:58	:52	:55
Fayetteville Police Dept	1:13	1:08	:57	:41
Peachtree City Police Dept	1:14	:57	:19	:32
Tyrone Police Dept	1:33	1:37	:40	:36
Benchmark	2:00	2:00	2:00	2:00
Avg operator response time (minutes) - Fire/EMS				
Fayette County - Fire/EMS	:56	1:02	1:09	1:05
Fayetteville - Fire	:59	1:04	1:13	1:07
Peachtree City - Fire/EMS	1:06	1:02	1:07	1:06
Benchmark	1:00	1:00	1:00	1:00

Department:	Animal Control	Cost Center:	10030910
Function:	Public Safety	Fund:	General

Mission Statement

Stands as a functional department of the Fayette County Public Safety Division. The department is charged to uphold and enforce laws pertaining to animal care, control and cruelty in accordance with the laws of the Federal Government, State of Georgia and local ordinances adopted by the Fayette County Board of Commissioners and the cities within the county. Such services are dedicated to promote healthy relationships between the citizens of Fayette County and companion animals and wildlife.

Major Department Functions

- ◇ Enforce Federal, State and Local Law pertaining to animal control and cruelty
- ◇ Educate the citizens of the County and cities within the county with respect to responsible pet ownership
- ◇ Provide short term sheltering and care to stray and abandoned animals
- ◇ Creates opportunities for pet adoption through shelter care and management, as well as a working relationship with the Fayette County Humane Society and other animal rescues
- ◇ Provides for the humane destruction of animals when necessary
- ◇ Monitor the community for disease outbreak, providing appropriate quarantine and testing of possible effective animals

Major Goals

- ◇ Maintain a 90% or above Live Release rate. 2018 was at 93% total.
- ◇ To maintain a good working relationship with other law enforcement agencies
- ◇ Continue cooperation with the local animal rescue groups to reduce time spent in the shelter for animals
- ◇ Establish guidelines to keep the shelter more disease free and clean.
- ◇ Create an educational program to educate the public on proper care and treatment of animals in accordance with local and county ordinances
- ◇ Put into effect a one day fostering program
- ◇ Put into place a TNVR policy that will no violate the current ordinance.

Department:	Animal Control	Cost Center:	10030910
Function:	Public Safety	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 380,043	\$ 404,103	\$ 425,798	\$ 442,150
Operating	70,743	79,738	64,670	77,978
Capital Outlay		2,000		-
Total Appropriations	\$ 450,786	\$ 485,841	\$ 490,468	\$ 520,128

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	7.000	7.625	7.625	7.625

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Animals impounded	857	953	860	850
Visitors	7,900	8,245	8,250	8,250
Court Cases	175	160	150	150
Enforcements	180	180	175	175
Complaint calls received	1,750	1,815	1,800	1,800
Vicious or biting animals calls received	54	54	65	60
Animals adopted	279	324	280	265

PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Complaint calls resolved	1,657	1,521	1,550	1,645
Animals brought to shelter	857	953	850	906
Rabies tests	32	38	40	52
Animals sent to rescue	234	339	265	280
Animals handled	857	953	850	96
Animals adopted	279	324	280	280
Revenue collected for adoptions and reclaim fees	\$ 36,124	\$ 27,633	\$ 36,124	\$ 38,508

Department:	Confiscated Property- Federal	Cost Center:	21230390
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

◇ Funds received from federal forfeitures that by law are to be used for the enhancement of law enforcement. Due to the uncertainty of the collection of funds no original budget is prepared. At year-end budget adjustments are prepared and approved by the BOC to comply with Georgia law and present a balanced budget for this fund.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services		\$ -		\$ -
Operating	71,038	-	247,911	-
Capital Outlay	59,229	-	219,219	-
Total Appropriations	\$ 130,267	\$ -	\$ 467,129	\$ -

Department:	Confiscated Property- State	Cost Center:	21030390
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

◇ Funds received from state forfeitures that by law are to be used for the enhancement of law enforcement. The budget for this cost center is prepared by the Sheriff's Office.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services		\$ -		\$ -
Operating	3,464	-	11,604	-
Capital Outlay		-	33,920	-
Total Appropriations	\$ 3,464	\$ -	\$ 45,524	\$ -

Department:	Confiscated Property- U.S. Customs	Cost Center:	21130390
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

◇ Funds received from US Customs forfeitures that by law are to be used for the enhancement of law enforcement. Due to the uncertainty of the collection of funds no original budget is prepared. At year-end budget adjustments are prepared and approved by the BOC to comply with Georgia law and present a balanced budget for this fund.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services		\$ -		\$ -
Operating	260,230	-	29,173	-
Capital Outlay	207,543	-	65,144	-
Total Appropriations	\$ 467,773	\$ -	\$ 94,317	\$ -

Department:	Coroner	Cost Center:	10030700
Function:	Public Safety	Fund:	General

Major Department Functions

- ◇ The County Coroner investigates and establishes the cause of death for situations involving external violence, unattended death, contagious disease, sudden death or industrial accident.
- ◇ The County Coroner is responsible for issuing death certificates.
- ◇ The Coroner is compensated according to Option II of the Georgia Law section 45-16-27. Compensation is on a fee basis at a rate of \$175 per case for non jury death investigations and \$250 per case for jury death investigations.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 105,495	\$ 123,380	\$ 117,718	\$ 123,992
Operating	25,414	26,310	25,227	30,685
Capital Outlay				
Total Appropriations	\$ 130,909	\$ 149,690	\$ 142,945	\$ 154,677

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.625	3.625	3.625	3.625

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases	206	239	227	232

Department:	Sheriff's Office- Criminal Investigations	Cost Center:	10030321
Function:	Public Safety	Fund:	General

Mission Statement

To serve all people within our jurisdiction with respect, fairness and compassion. We are committed to the protection of life and property. We will enforce county, state, and federal laws in a fair and impartial manner. We will strive to improve the quality of life in our county by seeking the truth, while protecting the individual rights of each of our citizens, and maintaining respect for human dignity. We will combat crime by conducting prompt and diligent investigations. We strive to use all technological resources combined with traditional investigative methods to solve crimes, arrest suspects and their accomplices, locate fugitives and missing persons as well as recovering stolen property.

Major Department Functions

- ◇ Provide intensive follow-up investigations to criminal cases, which are not resolved during the initial response to the call for service.
- ◇ Provide extra support to the Field Operations Division when necessary for perimeter containment.
- ◇ To conduct detailed investigations into the flow of illegal drugs into Fayette County and to successfully prosecute the distributors, manufacturers and users of these drugs.
- ◇ To conduct the following investigations: Crimes Against the Person (Violent), Drug or Drug related Crimes, Property Crimes, White Collar Crimes, Internal Affairs, and the Identification and Recovery of Evidence.
- ◇ To serve Warrants for Arrest as well as execute Search and Seizure Warrants.
- ◇ To maintain the Sex Offender registry of Fayette County which entails updating the Offender Watch Website, posting the list in the Sheriff's Office, other main government buildings as well as providing the complete list to every school (both public and private) in Fayette County.
- ◇ To support the activities of all other Divisions of the Sheriff's Office to provide the citizens of the county with instructions as to crime prevention and assisting in Neighborhood Watch programs.
- ◇ To maintain complete thorough records of evidence both physical and photographic to be used in the prosecution of cases.
- ◇ To provide the citizens of Fayette County and other Law Enforcement Agencies or Divisions with specialized support units such as the Crime Scene Unit, the Tactical Narcotics Team (TNT), Special Weapons and Tactics Unit (SWAT), Crisis Negotiations Unit, Internal Affairs Unit, Aviation Unit, Customs/Homeland Security investigations, fugitive investigations conducted by the Southeast Regional Fugitive Task Force, and in participation with the David Wilhelm Organized Crime Drug Enforcement Task Force (OCDETF) program and the newly formed Atlanta Tactical Diversion Task Force (ATDTF).

Department:	Sheriff's Office- Criminal Investigations	Cost Center:	10030321
Function:	Public Safety	Fund:	General

Major Goals

- ◇ To maintain the current low crime rate enjoyed by the Citizens of Fayette County.
- ◇ Through training and by working closely with other local, state and federal agencies to continue the proactive fight against illegal narcotics flowing into, being distributed to, being manufactured by and used by citizens of Fayette County.
- ◇ To thoroughly work investigations of crimes committed against Juveniles and crimes committed by Juveniles. Juvenile investigations will continue to be conducted with compassion and fairness for all parties involved.
- ◇ The Juvenile Investigators will continue to maintain the Sex Offender Registry and ensure that all Sex Offenders are compliant with the law.
- ◇ Update the Automated Fingerprinting Information System (AFIS) to conduct criminal history checks through both, the Georgia Bureau of Investigations (GBI) and the FBI databases.
- ◇ The Crime Scene Unit will also continue with its goal to arm every parent of Fayette County with the tools and information needed to identify their child in case of an emergency.
- ◇ To receive the most up to date specialized training for investigations within the rapidly changing crimes committed through the Internet, of identity theft and financial fraud.
- ◇ To continue the acquisition of the best and most up to date data bases that provide investigators with the most accurate information available.

- ◇ To provide the citizens of Fayette County with the highest level of community oriented law enforcement.
- ◇ To continue the use of computer based programs such as Nixle and Offender Watch.

BUDGET SUMMARY	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
APPROPRIATIONS				
Personal Services	\$ 3,205,925	\$ 3,416,525	\$ 3,522,346	\$ 3,563,653
Operating	275,033	283,581	238,440	398,733
Capital Outlay	6,456	6,350	6,316	6,350
Total Appropriations	\$ 3,487,414	\$ 3,706,456	\$ 3,767,102	\$ 3,968,736

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	45.000	44.000	44.000	43.000

Department:	Sheriff's Office- Criminal Investigations	Cost Center:	10030321
Function:	Public Safety	Fund:	General

WORKLOAD INDICATORS	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Criminal Investigations				
General Investigations/Murder, Burglary, Theft & Fraud	856	667	882	788
Juvenile Investigations	47	23	48	49
Department of Family & Children Services - Referrals	600	209	238	778
Arrests	115	110	153	108
Consent Searches	97	141	130	96
Search Warrants Executed	219	156	176	176
Internal Affair Investigations	51	47	68	77
Raffle permits	25	19	20	31
Crime Scene Unit				
Persons Fingerprinted	3,239	2,557	942	392
Crime Scenes Processed -				
Accidents	30	32	32	42
Crimes against persons	62	97	63	115
Crimes against property	136	161	219	181
Miscellaneous scenes	-	4	10	n/a
AFIS runs	30	31	43	15
GCIC validations	487	515	208	n/a
Evidence Handling and Testing				
Items processed in-house	60	121	115	63
Marijuana tested	832	411	413	309
Items processed into evidence	2,494	2,497	2,952	3,766
Items transferred to GBI Crime Laboratory	300	302	224	312
Items of evidence destroyed	4,500	5,789	7,293	4,743
Assisting other Agencies	8	14	21	13
Special Operations *				
Crime Suppression				
Incident Reports	90	132	141	61
Arrests	17	81	79	184
Search Warrants	4	8	21	2
Consent Searches	1	12	56	40
Various Pills (du)	60	89	217	n/a
Marijuana, Cocaine, Methamphetamine, Heroin (lbs)	8	57	23	n/a
Public Drug Complaints Received	-	17	17	n/a
Warrant Section				
Agency Criminal Arrest Warrants issued	4,330	4,076	3,915	4,126
Arrests on Warrants	869	522	156	252
Service Attempts	615	613	590	662
Medical Transports	61	38	29	49
Court Ordered Apprehensions	3	11	26	Included above
Juvenile Transports	11	22	14	3
Mental Subject Transports	56	27	16	40
Interstate Extraditions	257	311	726	592
Interstate Extraditions (over 50 miles)	169	151	236	404
SERFTF (South East Regional Fugitive Task Force)				
Arrests for Agent assigned	204	183	221	207

Department:	Sheriff's Office- Criminal Investigations	Cost Center:	10030321
Function:	Public Safety	Fund:	General

WORKLOAD INDICATORS (con't)	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Customs/Homeland Security Investigations (ICE)				
Investigations - which includes cases of National Security/terrorism, money laundering, and smuggling	72	63	61	60
SWAT Team				
Call Outs	6	8	14	12
Specialized training hours	192	192	398	368
Crisis Negotiations Unit				
Call Outs	1	1	-	3
Specialized training hours	24	24	6	22

Department:	Emergency Management, EMS, Fire Services- Summary	Cost Center:	
Function:	Public Safety	Fund:	

Mission Statement

The Fayette County Department of Fire and Emergency Services is dedicated to the protection of Life, Property and the Environment through the delivery of Quality, Cost Effective and Professional Services to the citizens of Fayette County. The department is composed of Emergency Management, Emergency Medical Services and Fire Services.

Major Department Functions

- ◇ Fire Prevention and Life Safety: responsible for fire engineering, inspections, education, and investigations.
- ◇ Fire and EMS Administration: responsible for all aspects of department human resources, budget administration, Fire & EMS training, and oversight of the emergency medical program.
- ◇ Emergency Management Agency: serves as the point of contact with the state EMA officials (GEMA) to coordinate response and recovery for the county and municipalities.
- ◇ Fire and EMS Logistics: responsible for coordinating all vehicle service, repairs, and maintenance.

WORKLOAD INDICATORS	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Fires	157	202	178	127
Service calls	617	765	778	715
Good intent calls	557	551	577	564
Inspections	1,340	1,174	1,387	1,387
Pre-plans completed	1,164	1,094	1,180	1,180
Hydrants serviced	4,180	4,185	4,205	4,205
Investigations	32	28	37	37
Safety programs	111	111	93	93
Rescue/medical incidents	6,667	6,915	6,883	7,072
Fire loss	\$3,218,465	\$2,531,500	\$1,591,250	\$1,591,250

Department:	Emergency Management, EMS, Fire Services- Summary	Cost Center:	
Function:	Public Safety	Fund:	

PERFORMANCE MEASURES	2015 Actual	2016 Actual	2017 Actual	2018 Estimate
Avg response time - Fire units	5:18	5:44	5:19	5:19
NFPA standard	6:00	6:00	6:00	6:00
Avg response time - Ambulance	6:13	6:05	6:13	6:13
NFPA standard	9:20	9:20	9:20	9:20
Cardiac survival rate - Fayette County	25%	24%	17%	17%
Cardiac survival rate - National	11%	12%	12%	12%

Department:	Emergency Management	Cost Center:	10030930
Function:	Public Safety	Fund:	General

Major Department Functions

Under the umbrella of Fire and Emergency Services and funded in the General Fund.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 262,981	\$ 265,965	\$ 286,565	\$ 288,014
Operating	52,795	45,353	51,620	46,826
Capital Outlay	8,781	2,500	-	2,500
Total Appropriations	\$ 324,557	\$ 313,818	\$ 338,185	\$ 337,340

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.000	3.000	3.000	3.000

Department:	Emergency Medical Services (EMS)	Cost Center:	27230600
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

Under the umbrella of Fire and Emergency Services and funded in the Emergency Medical Services Special Revenue Fund.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 2,536,751	\$ 2,431,101	\$ 2,580,968	\$ 2,595,082
Operating	514,996	514,879	510,209	539,678
Capital Outlay	22,063	-	6,849	25,460
Interfund Charges	123,058	141,054	141,054	151,446
Operating Transfers Out				
Other Cost		171,838		36,525
Total Appropriations	\$ 3,196,868	\$ 3,258,872	\$ 3,239,081	\$ 3,348,191

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	37.00	39.00	33.00	33.00

Department:	Sheriff's Office- Field Operations	Cost Center:	10030323
Function:	Public Safety	Fund:	General

Mission Statement

The mission of the Fayette County Sheriff's Office, Field Operations Division, is to provide the highest level of safety, service, and security for the people of Fayette County. We ensure that sense of safety, service, and security by embracing the tradition of law enforcement community involvement. Our commitment to the community is evidenced by our personnel being active in not only enforcement measures, but proactive on non-enforcement measures as well.

Major Goals and Objectives

- ◇ **Prevent Loss of Life, Injuries, and Property Damage** - to minimize the loss of life, personal injury, and property damage resulting from criminal activity and traffic crashes through proactive enforcement, education, and a comprehensive system of problem solving.
- ◇ **Fair and Impartial Enforcement of the Law** - to enforce the provisions of the Official Code of Georgia and other laws and ordinances to prevent and deter crime.
- ◇ **Maximize Service to the Public and Assistance to Allied Agencies** - to maximize service to the public in need of aid or information, and to assist other public agencies when appropriate.
- ◇ **Manage Traffic and Emergency Incidents** - to promote the safe and efficient movement of people and goods throughout Fayette County, and to minimize exposure of the public to unsafe conditions resulting from emergency incidents and highway impediments.
- ◇ **Protect Public and County Property** - to protect the public, their property, Fayette County employees, and Fayette County's infrastructure. To collaborate with municipal, county, state, and federal public safety agencies to protect Fayette County.
- ◇ **Improve Fiscal Efficiency** - continue to work toward improving monitoring and assessment of fiscal expenditures with additional emphasis on conservative spending.
- ◇ **Improve Divisional Efficiency** - to continuously look for ways to increase the efficiency and/or effectiveness of the Field Operations Division.
- ◇ **Improve Individual Efficiency** - to evaluate personnel and personnel schedules to obtain maximum utilization of our human resources to meet identified needs.
- ◇ **Maintain proactive posture and flexibility** - to evaluate operational strategies concerning our areas of responsibility to ensure that we maintain a proactive response posture and can confront the changing needs of our community.
- ◇ **Maintain and Expand Partnerships and Collaborative Efforts** - to evaluate and maintain partnerships and collaborative efforts that assist us in accomplishing our mission and addressing issues and concerns.
- ◇ **Conduct Judicial Security Review** - conduct a comprehensive review of the Fayette County Justice Center Security Plan and develop an implementation plan to address any deficiencies.

Department:	Sheriff's Office- Field Operations	Cost Center:	10030323
Function:	Public Safety	Fund:	General

Significant Expenditure and Staffing Changes

◇ New FT Deputy Sherrif position, effective 1/2 5th Judgeship

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 4,274,416	\$ 4,775,045	\$ 4,473,255	\$ 4,934,981
	692,486	\$ 594,128	650,945	\$ 599,522
Capital Outlay	21,279	\$ 11,869	32,559	\$ 11,430
Total Appropriations	\$ 4,988,181	\$ 5,381,042	\$ 5,156,758	\$ 5,545,933

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	64.000	64.000	65.000	65.000

WORKLOAD INDICATORS	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Dispatched calls for service	19,352	18,747	18,985	18,753
Traffic stops initiated	13,564	14,036	11,034	11,516
Deputy initiated incidents	11,419	8,411	7,634	6,412
Traffic accidents worked	1,741	1,653	1,638	1,648
Citations issued	5,835	6,166	5,320	4,203
Warnings issued	2,325	2,511	2,136	2,671
Incident reports written	3,637	3,571	3,271	2,940
Impounds (not MVA's)	1,693	799	596	474
Civil papers served/returned	2,425	2,690	2,369	2,445
Mailed Subpoenas	4,081	4,127	4,829	4,725
Hand Served Subpoenas	6,546	7,575	7,856	6,397
Visitors screened through the courthouse entrance	135,685	136,883	125,703	125,203
Parcels Scanned	106,555	106,524	98,434	100,037
Court Sessions Held-All Courts	1,437	1,379	1,524	1,348
Firearms Fingerprinting	2,583	1,869	520	504
Juvenile transports	116	90	95	34

Department:	Fire Services	Cost Center:	27030550
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

Under the umbrella of Fire and Emergency Services and funded in the Fire Services Special Revenue Fund.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 8,044,473	\$ 8,597,878	\$ 8,936,170	\$ 9,440,442
Operating	714,131	703,335	642,534	696,409
Capital Outlay	144,417	78,280	170,624	93,495
Inter-fund Charges	421,970	518,657	518,657	509,498
Other Cost	-	519,178	-	131,903
Total Appropriations	\$ 9,324,991	\$ 10,417,328	\$ 10,267,984	\$ 10,871,747

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	105.00	109.00	115.00	115.00

Department:	Jail Surcharge	Cost Center:	21630355
Function:	Public Safety	Fund:	Special Rev

Major Department Functions

◇ Accumulate sufficient funds from a surcharge on fines and forfeitures collected by the cities and the County courts to provide funding to offset the cost of prisoners meals.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Prisoners Medical Expenses	\$ -	\$ -	\$ -	\$ -
Prisoners Meals	375,965	384,000	340,786	384,000
Total Appropriations	\$ 375,965	\$ 384,000	\$ 340,786	\$ 384,000

WORKLOAD INDICATORS	2012 Actual	2013 Actual	2014 Actual	2015 Actual
Inmates - Average daily population	272	259	285	268
Inmates - Average length of stay in days	27.49	19.08	16.44	15.84

Department:	Sheriff's Office All Divisions	Cost Center:	10030xxx
Function:	Public Safety	Fund:	General

Mission Statement

The Fayette County Sheriff's Office is a professional, full-service Law Enforcement agency dedicated to serving the needs of the citizens of Fayette County. The Sheriff's Office is composed of the following divisions: Support Services, Criminal Investigations, Field Operations, and Jail Operations.

BUDGET SUMMARY - ALL DIVISIONS	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 14,925,477	\$ 16,170,645	\$ 16,255,676	\$ 17,032,493
Operating	3,156,395	2,941,954	3,078,637	3,121,264
Capital Outlay	103,936	28,013	70,147	38,755
Total Appropriations	\$ 18,185,808	\$ 19,140,612	\$ 19,404,461	\$ 20,192,512

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Support Services	25.600	25.600	26.000	27.000
Criminal Investigations	45.000	44.000	44.000	43.000
Field Operations	64.000	64.000	65.000	65.000
Jail Operations	93.000	96.000	96.000	96.000
Total Personnel	227.600	229.600	231.000	231.000

Department:	Sheriff's Office- Jail Operations	Cost Center:	10030326
Function:	Public Safety	Fund:	General

Mission Statement

The mission of the Fayette County Jail is to safely and securely confine, in a manner which recognizes individual dignity and rights, persons lawfully charged with a criminal offense, pending formal release from custody.

The Jail is operated under the direction of the Sheriff of Fayette County, in accordance with the collective best interest of the County's taxpayers. The Jail is a full-service detention facility that houses inmates arrested by any law enforcement agency in Fayette County. In addition to housing local inmates, the Jail accepts individuals wanted by other county and state law enforcement agencies.

The primary function of the Jail is to confine inmates for the communities of Fayette County, including both male and female, pretrial and sentenced inmates. The philosophy of the Jail is to ensure that inmates leave the facility no worse physically, emotionally, or psychologically than when they entered. Inmates will be housed in a humane, dignified and constitutional manner until promptly adjudicated or released. Inmates will not be subject to the infliction of punishment other than loss of freedom.

Supervision consistent with the applicable Georgia Sheriff's Association and the American Correctional Association standards will be provided. The Jail will maintain a high degree of staff professionalism through training and education.

Major Goals and Objectives

It is the intention of the Jail Division to provide a safe and secure jail facility/environment for both inmates, pre-trial and sentenced, and Jail staff. We currently have ninety-six (96) approved staff positions, which include administrative staff, supervisors, line officers (Detention Officers and Deputy Sheriff's).

To that end, our goal is to maintain this facility to the highest degree with adequate staff requesting additional staff only when absolutely necessary, so as to lessen the impact on Fayette County taxpayers for each fiscal year.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Adopted
APPROPRIATIONS				
Personal Services	\$ 5,429,688	\$ 5,877,068	\$ 6,087,176	\$ 6,233,700
Operating	1,751,171	\$ 1,618,617	1,710,975	\$ 1,629,692
Capital Outlay	73,322	\$ 8,524	28,874	\$ 17,800
Total Appropriations	\$ 7,254,181	\$ 7,504,209	\$ 7,827,024	\$ 7,881,192

Department:	Sheriff's Office- Jail Operations	Cost Center:	10030326
Function:	Public Safety	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	93.000	96.000	96.000	96.000

WORKLOAD INDICATORS	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Inmates Admitted	6,393	5,633	5,306	4,848
Average Daily Inmate Population	293	290	238	223
Inmates - Average length of stay in days	16.95	18.85	20.35	19.32
Releases	6,192	5,594	5,528	4,828

Department:	Public Safety- Non Departmental	Cost Center:	10030090
Function:	Public Safety	Fund:	General

Major Department Functions

This is a cost center used to account for expenditures that are not allocated to individual Public Safety

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating	903,892	977,428	1,070,748	1,002,467
Capital Outlay	-	-	-	-
Total Appropriations	\$ 903,892	\$ 977,428	\$ 1,070,748	\$ 1,002,467

Department:	Sheriff's Office- Support Services	Cost Center:	10030310
Function:	Public Safety	Fund:	General

Mission Statement

To provide the highest level of service to the Sheriff, the staff of the Office of the Sheriff, and the citizens of Fayette County. This Division will always conduct business in a professional and timely manner in order to meet the needs of the citizens of Fayette County and the legal obligations imposed by the State of Georgia and the United States Government.

Major Goals

- ◇ Assist the citizens of Fayette County by providing them with the highest level of service.
- ◇ Ascertain through research and training, how to best improve the assistance provided to the Sheriff and the other Divisions of the Sheriff's Office.
- ◇ Fully utilize updated software to accurately and efficiently provide Sheriff's Office staff, as well as other agencies, with reports, statistics and other pertinent information.
- ◇ Continue to provide to the citizens of Fayette County quality assistance with background checks for individuals, employers and various non-profit organizations within the County.
- ◇ Decisively meet the challenges of maintaining a balanced budget and assuring the citizens that their tax monies are being well spent.
- ◇ Professionally meet all legal obligations required of the Sheriff's Office as legislated by the State of Georgia and the United States Government.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 2,015,448	\$ 2,102,007	\$ 2,172,900	\$ 2,300,159
Operating	437,705	445,628	478,278	493,317
Capital Outlay	2,879	1,270	2,399	3,175
Total Appropriations	\$ 2,456,032	\$ 2,548,905	\$ 2,653,577	\$ 2,796,651

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	25.600	25.600	26.000	27.000

Department:	Sheriff's Office- Support Services	Cost Center:	10030310
Function:	Public Safety	Fund:	General

WORKLOAD INDICATORS - SUPPORT SERVICES	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Accident Reports Processed	1,741	1,655	1,654	1,648
Traffic Citations Processed	6,395	6,395	5,127	4,203
Traffic Warnings Processed	2,325	2,511	2,210	2,671
Incident Reports	3,635	3,570	3,271	2,940
Civil Papers>Returns processed	2,414	2,604	2,393	2,445
Criminal Histories Processed	8,882	9,031	9,424	9,526
GCIC Entries	104,722	105,912	123,451	124,972
Employee Status Changes Processed	890	894	1,022	549
Employees Tested (P-I for Detention Officers)	19	17	17	12
Employees Tested (Corporal/Sergeant Promotions)	36	35	13	30
Workers Compensation Cases Processed	47	25	41	55
FMLA Benefits Processed	5	3	7	4
Applicants Processed	382	295	186	242
Applicants Tested	70	127	82	152
Applicants Interviewed	123	119	74	93
Applicant Voice Stress Exams	107	100	66	75
Applicant Psychological Exams	46	52	33	44
Applicant Sports Physical Exams	46	48	31	42
Training Applications Processed	4,461	3,464	3,685	3,577
Federal Training Requests Processed	43	86	103	78
Total Training Hours (FCSO Employees)	13,948	13,644	17,230	12,320
Open Records Requests Processed	392	561	523	549
Restricted Records Processed	766	827	726	847

Department:	Environmental Management	Cost Center:	10040320
Function:	Public Works	Fund:	General

Mission Statement

The Fayette County Environmental Management Department is charged to protect public health and safety and the environment by providing fair and consistent implementation of the applicable County, State and Federal regulations. Environmental Management strives to improve Fayette County through careful supervision of these concerns and analyzing the future impacts of current decisions.

Major Goals and Objectives

- ◇ Implement SPLOST 2017-Renovate office to accommodate additional staff. Enable SPLOST Staff to effectively and efficiently utilize SPLOST dollars to execute repair on voter approved projects.
- ◇ Implement Bluebeam Pan Review to expedite Development Opportunities.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 435,561.00	\$ 76,067.00	\$ 335,365	\$ 441,805
Operating	\$ 57,014.00	\$ 452,493.00	56,295	93,917
Capital Outlay			9,999	3,700
Deprec & Amort	\$ -		-	
Total Appropriations	\$ 492,575	\$ 528,560	\$ 401,658	\$ 539,422

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	8.00	8.00	8.63	9.00

Department:	Environmental Management	Cost Center:	10040320
Function:	Public Works	Fund:	General

WORKLOAD INDICATORS*	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YTD
Plan Review				
<u>Initial Review / Resubmittal</u>				
Preliminary Plats	3/5	6/9	3/6	2/4
Final Plats	28/26	26/21	41/19	31/17
Non-Residential Site Plans	9/10	10/13	7/11	7/3
Subdivision Construction Plans	2/4	3/3	3/7	1/1
Erosion Control Plans	35	53	78	57
Hydrology Studies	5	n/a	n/a	n/a
Rezoning Requests / Zoning Appeals	26	32	18-Oct	20-Feb
Annexation Requests	4	9	2	0
Land Disturbance Permits	215	194	136	49
Stormwater Inspections	20	36	34	29
Field Inspectors				
Customer Service Requests	247	278	387	314
E&SC Inspections	1282	1007	2132	559
Notice of Violations	21	36	44	28
Stop Work Orders	36	9	46	10
Preconstruction meetings	8	7	7	1
Final Inspections		12	3	n/a
Effectiveness Measures*				
Disturbed Area Approved	166.20	67.10	219.30	36.10
Linear Feet of New Road	12,375	-	4,641	6,698

*Include indicators and measures for both Environmental Management in the General Fund and Stormwater in the 508 Stormwater utility fund.

Department:	Fleet Maintenance	Cost Center:	10040900
Function:	Public Works	Fund:	General

Mission Statement

The mission of the Fleet Maintenance Department is to ensure that the County's fleet of equipment, vehicles, and small engines are maintained in a safe and dependable working condition using a preventive maintenance program, environmentally-sustainable practices and cost-efficient operations.

Major Department Functions

- ◇ Provide preventive maintenance and repair services for County vehicles and equipment.
- ◇ Maintain inventory for fueling facilities at Public Works and the Sheriff's Office.
- ◇ Ensure that the County is in compliance with applicable regulations as related to Fleet operations.

Major Goals and Objectives

- ◇ Manage the County's Fleet of vehicles and equipment in an efficient and cost-effective manner by providing an aggressive preventive maintenance program.
- ◇ Strive to develop new methods and strategies that lower overall operating cost of the Fleet.
- ◇ Reduce vehicle/equipment downtime through annual bid contracts for the procurement of certain items, parts and inventory that would otherwise require competitive bidding.
- ◇ Continue call back procedures to notify departments/customers when maintenance/repairs are complete on vehicles/equipment.
- ◇ In conjunction with processing invoices and monthly reports in a timely manner, continue monitoring inventory control measures to ensure parts are properly accounted for on each vehicle and/or equipment repair.
- ◇ Reorganize and relocate parts room when Road Department completes installation of classroom trailers being acquired from Board of Education.
- ◇ Continue to provide training opportunities for Fleet maintenance personnel including job specific safety training.
- ◇ Continue utilization of the GovDeals web site for disposal of unserviceable assets.
- ◇ As County Wide Safety Director, continue to ensure safe and proficient utilization of County Vehicles and Equipment.
- ◇ Implement MUNIS Risk Management software module and build on record keeping improvements, including Defensive Driving Course records and processing MVR's (Motor Vehicle Reports).
- ◇ Implement customer service survey program for work performed on vehicles and equipment.
- ◇ Implement recycling program to help offset expenses related to the purchase of tools and equipment for shop. (David Camp)
- ◇ Install security cameras at Public Works Facility.

Department:	Fleet Maintenance	Cost Center:	10040900
Function:	Public Works	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 550,204	\$ 573,721	\$ 523,112	\$ 592,211
Operating	68,791	\$ 78,623	63,709	\$ 84,681
Capital Outlay	6,951	10,305	13,984	1,900
Total Appropriations	\$ 625,946	\$ 662,649	\$ 600,805	\$ 678,792

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	9.00	9.00	9.00	9.00

WORKLOAD MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total vehicles serviced	406	562	576	589

RESULTS MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Maintenance & Repair Cost per Mile	\$ 0.150	\$ 0.150	\$ 0.150	\$ 0.120
Fuel Operating Cost per Mile	\$ 0.120	\$ 0.140	\$ 0.170	\$ 0.150

PRODUCTIVITY MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Work Orders Processed	2,332	2,141	2,204	2,608

Department:	Public Works Administration	Cost Center:	10040100
Function:	Public Works	Fund:	General

Mission Statement

The mission of Public Works is to assist in the management, coordination and long-term planning and budgeting of the Road, Fleet Maintenance, Environmental Management, Solid Waste, Building and Grounds, and Engineering departments. These Departments shall operate efficiently and in a manner than serves the existing and future needs of our citizens and other County Departments.

Major Department Functions

- ◇ Serve as liaison between County Administration and the other departments within Public Works.
- ◇ Provide local and regional transportation planning.
- ◇ Represent Fayette County at the Atlanta Regional Commission and Georgia Department of Transportation.
- ◇ Solicit federal funding for select transportation projects.
- ◇ Coordinate operations of various Pubic Work Departments with other organizations and County departments.

Major Goals and Objectives

- ◇ Complete the 2017 SPLOST Federal-aid corridor studies for Sandy Creek Road, Tyrone/Palmetto Road, SR 279 and Banks Road.
- ◇ Complete the Comprehensive Transportation Plan, Master Path Plan and SR74 Corridor Studies.
- ◇ Improve and standardize project reporting to the BOC and citizens.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 144,258	\$ 196,408	\$ 201,142	\$ 205,379
Operating	9,344	\$ 13,998	7,664	\$ 20,147
Capital Outlay	47	\$ 340	24,165	\$ -
Total Appropriations	\$ 153,649	\$ 210,746	\$ 232,972	\$ 225,526

Department:	Public Works Administration	Cost Center:	10040100
Function:	Public Works	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	1.000	2.000	2.000	2.000

WORKLOAD INDICATORS	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Adopted
# of Public Works Division employees being supervised*	46.000	46.000	48.000	48.000

*Administrative function of Road, Engineering, and Fleet Maintenance departments.

Department:	Road Department	Cost Center:	10040220
Function:	Public Works	Fund:	General

Mission Statement

Fayette County Road Department is dedicated to providing the best service at the lowest cost to the taxpayers making every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the County's road infrastructure, while recognizing that our employees are our most valuable asset.

Major Department Functions

Maintenance: asphalt resurfacing, patching, potholes and pavement preservation; grass cutting roadside right-of way (State Routes and County Roads), dirt road scraping and dust control, traffic road signage; trees and limbs in the roadside right-of-way; trash debris and dead large animals on the roadside right-of-way; bridge maintenance and repairs; sidewalk, curb and gutter and concrete repairs; approved drainage maintenance repairs; roadside ditch maintenance and shoulder drop-offs; roadway striping and raised pavement markers; landfill maintenance; Stormwater pipe replacements.

Construction: intersection improvements, safety improvements to existing roads; grading (dirt moving) projects

Inspections: residential development road inspections

Major Goals and Objectives

- ◇ Ensure Fayette County citizens perceive Road Department employees as hard working staff that they are proud to support.
- ◇ Reach a goal of resurfacing 25 miles of County roads and be able to resurface another five miles of City/Town Roads.
- ◇ Continue to expand pavement preservation to reduce the overall cost of resurfacing maintenance.
- ◇ Improve the right-of-way maintenance of State Routes so the citizens are aware of the County/City lines by appearance of the right-of-way.
- ◇ Continuation of replacing failing Category III drainage pipe through the 2017 SPLOST program.
- ◇ Increase the amount of pro-active maintenance work being performed throughout the County.
- ◇ Increase staff knowledge and retention through expanded training opportunities.

Department:	Road Department	Cost Center:	10040220
Function:	Public Works	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 1,999,156	\$ 2,190,683	\$ 1,817,872	\$ 2,236,658
Operating	2,744,540	\$ 3,763,120	2,634,838	\$ 3,782,387
Capital Outlay	4,698	\$ 25,187	16,542	\$ 13,126
Total Appropriations	\$ 4,748,394	\$ 5,978,990	\$ 4,469,252	\$ 6,032,171

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	36.000	36.000	36.000	36.000

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate
Resurfacing roads (miles)	530	520	522	559

Department:	Solid Waste Management	Cost Center:	54040500
Function:	Public Works	Fund:	Solid Waste

Mission Statement

The Solid Waste Department provides County citizens with a reliable, cost-competitive, and environmentally compliant option for disposing and/or recycling residential solid waste and yard waste. This service is provided through an enterprise fund and thus operating costs are paid by fees collected at the County's Transfer Station.

Major Goals

- ◇ Dead animal buzzard proofing
- ◇ Storage area security upgrade to house gator and other equipment
- ◇ Replace rotary cutter on New Holland Bush Hog

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 56,703	\$ 55,503	\$ 79,044	\$ 59,260
Operating	229,080	\$ 183,438	168,378	\$ 149,974
Capital Outlay	316	1,500	804	14,100
Depreciation & Amortization	16,186		16,326	-
Inter-fund Charges	7,984	7,055	7,380	6,652
Other Cost	8,910	1,522	-	850
Operating Transfers Out				
Total Appropriations	\$ 319,179	\$ 249,018	\$ 271,933	\$ 230,836

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	1.00	1.00	1.00	1.00

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 YTD
Solid Waste Tons received	34,720	26,447	29,570	21,208
Residential Yard Waste	8,089	8,868	6,953	4,466
Waste Management Payments	\$ 73,979	\$ 71,877	\$ 76,498	\$ 44,377

Department:	Street Lights	Cost Center:	27140200
Function:	Public Works	Fund:	General

Mission Statement

The mission of the Fayette County Street Light program is to illuminate the streets of participating subdivisions in accordance with standards of the American National Standard for Roadway Lighting.

Major Goals

Review existing program and revise as needed to prevent any funding requirements from the General Fund. Conduct a cost benefit analysis moving toward a 20% administration fee, prepayment of first year's fee, and a \$100 application/change fee.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating	319,090	\$ 331,077	331,361	\$ 339,632
Capital Outlay	1,715	-	-	-
Inter-fund Charges	251,286	5,139	5,139	7,069
Other Financing Use	-	-	-	-
Total	\$ 572,091	\$ 336,216	\$ 336,500	\$ 346,701

Department:	Water System	Cost Center:	505
Function:	Public Works	Fund:	Water

Mission Statement

Our mission is to reliably provide cost-effective customer-focused services in a manner that protects public health and safety. We will provide high quality drinking water services that exceed all regulatory requirements in a way that protects the quality of life as our water resources flow through Fayette County.

Major Goals

- ◇ Focus on finalizing the current improvements to the Crosstown filters and controls
- ◇ Complete the installation and start-up of the Purate Chlorine Dioxide
- ◇ Installation of buoys around all Water Treatment structures and dams in reservoirs
- ◇ Install Auto Flushers to enhance overall system water quality
- ◇ Install cameras and LED lighting at all plants, admin offices, and pump stations
- ◇ Remodel Crosstown Water plant to expand laboratory and create training room
- ◇ Update SCADA system.
- ◇ Install raw water flow meters
- ◇ Implement new Water Conservation program

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Adopted
APPROPRIATIONS				
Personal Services	4,181,685	4,685,449	5,534,271	4,853,244
Operating Expenses	3,739,425	5,431,100	4,442,468	4,925,844
Capital Outlays	36,318	329,086	42,583	252,983
Depreciation/Amortization	5,816,373		5,649,240	-
Other Costs	21,949	127,462	21,496	68,833
Debt Service	1,305,781	5,372,452	1,113,796	5,171,441
Inter-fund Charges	627,269	850,221	850,221	939,305
Other Financing Uses		2,207,930	-	2,213,250
Total Appropriations	15,728,800	19,003,700	17,654,075	18,424,900

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	69.000	70.000	71.000	72.000

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Water production (Avg. in MGD)	8.3	8.8	9.3	10.3
Meter sales	121	296	310	330
Active services	27,881	28,002	28,102	28,152
Non-revenue water - water loss (%)	9.0%	4.5%	3.0%	11.0%
Misread Meters (Calendar year)	4	4	3	2

Department:	Department of Family and Children	Cost Center:	10050512
Function:	Health and Welfare	Fund:	General

Major Functions

Outside agency partially funded by Fayette County.

- ◇ The Department of Family and Children Services (DFCS) offers financial assistance and social services to protect children and strengthen families in the County.
- ◇ Their mission is to help individuals become as independent and productive as possible while enabling them to retain a sense of dignity and a decent quality of life by helping themselves.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Technical Services	\$ -	\$ -	\$ -	\$ -
DFCS Services	\$ 39,325	\$ 39,325	\$ 39,325	\$ 39,325
Total Appropriations	\$ 39,325	\$ 39,325	\$ 39,325	\$ 39,325

WORKLOAD INDICATORS	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Food Stamp Recipients - per month	6,933	n/a	n/a	n/a
Temporary Assistance for Needy Families (TANF) - benefits issued	\$ 127,694	n/a	n/a	n/a
Medicaid Recipients - annual	3,532	n/a	n/a	n/a
Children in Child Care - per month	350	n/a	n/a	n/a
Abuse/Neglect Investigations	572	n/a	593	609
Foster Care Placements	21	n/a	n/a	n/a

Department:	Fayette Community Options	Cost Center:	10050514
Function:	Health and Welfare	Fund:	General

Mission Statement

Outside agency partially funded by Fayette County.

The mission of McIntosh Trail CSB (Fayette Community Options) is to offer individuals experiencing symptoms associated with mental illness, addictive disease and/or developmental disability the hope for optimal functioning by providing quality behavioral health services and support.

Major Functions

McIntosh Trail CBS (Fayette Community Options) offers services for individuals with developmental disabilities and their families in Fayette County. Services are authorized through the regional board and are based on the service descriptions identified through the NOW and COMP waivers. Individualized budgets and service plans are developed with the service coordinator, the individual and family and may include an array of services. Services provided through McIntosh Trail CSB (Fayette Community Options) include:

- ◇ **Community Access** - designed to assist individuals in acquiring, retaining or improving self-help, socialization and adaptive skills required for active participation and independent functioning outside of the home setting.
- ◇ **Supported Employment** - provides support and services to individuals engaged in competitive employment.

Major Goals

- ◇ To continue to increase the number of individuals served from 26 to 40 individuals under the Community Access and Supported Employment Service.
- ◇ To provide services which support individuals to: express their choices; direct their services; expand upon the wants and needs of individuals we serve.
- ◇ To encourage and build on existing social networks and sources of support and result in increased interdependence, contribution and inclusion in community life.
- ◇ To continue to interact with and be involved in the Individual Education Planning, Transitional Meetings, Transitional Fairs in providing information to families and students aging out of high school in Fayette County.

Department:	Fayette Community Options	Cost Center:	10050514
Function:	Health and Welfare	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Mental Health Services	\$ 67,270	\$ 67,270	\$ 67,270	\$ 67,270
Total Appropriations	\$ 67,270	\$ 67,270	\$ 67,270	\$ 67,270

WORKLOAD INDICATORS	FY 2014 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Average Census - Service Center	26	29	29	26
Number of hours consumers received services	20,440	28,188	30,102	25,584
Number of hours consumers worked in the community.	1,692	816	735	1,856
Amount of wages earned by consumers	\$ 1,588	\$ 9,271	\$ 8,218	\$ 52,503
Number of hours spent in non-work community settings - volunteering/utilizing community resources	4,680	3,888	1,126	2,574
Number of community work hours by a day support consumer	56	310	692	644

Department:	Fayette Counseling Center	Cost Center:	10050511
Function:	Health and Welfare	Fund:	General

Mission Statement

Outside agency partially funded by Fayette County.

The Fayette Counseling Center is one of many sites operated by the McIntosh Trail Community Services Board in a seven-county area. Community Service Boards are legal entities whose mission is to provide public mental health, developmental disabilities, and addictive diseases (MH/DD/AD) services.

Major Functions

◇ Fayette Counseling Center provides biopsychosocial assessments, psychiatric evaluations and medication monitoring, nursing assessments, individual therapy, family therapy/training or group therapy/training, crisis intervention, and community support services.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Mental Health Services	\$ 135,732	\$ 135,732	\$ 135,732	\$ 135,732
Total Appropriations	\$ 135,732	\$ 135,732	\$ 135,732	\$ 135,732

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate
Average Census - Counseling Center	898	898	646	1,065

Department:	Public Health	Cost Center:	1050110
Function:	Health and Welfare	Fund:	General

Major Functions

Outside agency partially funded by Fayette County.

District 4 Public Health promotes wellness and protects the health and wellbeing of all people who live, work, and play in Butts, Carroll, Coweta, Fayette, Heard, Henry, Lamar, Meriwether, Pike, Spalding, Troup and Upson Counties of Georgia. Promotes and encourages healthy behaviors by providing education and counseling.

Public Health is divided into two branches:

1. Physical Health provides preventative health care and educational services to the general public. These services include, but are not limited to, monitoring and treating communicable diseases, immunizations, family planning, cancer screening, physical assessments, administering the WIC program, chronic diseases such as diabetes and hypertension, child health, and refugee services.
2. Environmental Health monitors and ensures the health and safety of the general public. These services include, but are not limited to, monitoring water supplies, food services, on-site sewage disposal, tourist accommodations, injury prevention, care homes, and inspections of pools. Environmental Health also administers the program in Fayette County dealing with the West Nile Virus and staff members teach correct child seat installation in vehicles.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Operating	\$ 8,805	\$ 8,538	\$ 9,768	\$ 8,669
Public Health Services	275,360	275,360	275,360	275,360
Total Appropriations	\$ 284,165	\$ 283,898	\$ 285,128	\$ 284,029

Department:	Senior Citizens Services	Cost Center:	10050520
Function:	Health and Welfare	Fund:	General

Major Functions

Outside agency partially funded by Fayette County.

◇ Assist senior citizens to remain independent as long as possible by providing a variety of services such as: Case Management, Information and Referral, Voucher and Community Transportation, Adult Day Services, Congregate and Home Delivered Meals, In-Home Services and Respite Care, and Kinship Caregivers Support.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Senior Citizens Services	\$ 309,807	\$ 343,294	\$ 343,294	\$ 355,794
Operating Expenses	\$ 10,122	\$ 25,000	\$ 7,326	\$ 12,500
Total Appropriations	\$ 319,929	\$ 368,294	\$ 350,620	\$ 368,294

WORKLOAD INDICATORS	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total Number of Meals Provided	42,241	46,430	51,339	54,417
Contracted County Meals	5,511	6,431	5,552	9,930
Percentage of Total Meals for Fayette County	13.0%	13.9%	10.8%	18.2%
Fayette County Contribution	\$ 309,807	\$ 343,294	\$ 343,294	\$ 355,794
Fayette County Participants	261	357	357	247

Department:	Library	Cost Center:	10060500
Function:	Culture & Recreation	Fund:	General

Mission Statement

The Fayette County Public Library provides:

1. Current, high-interest materials and programs
2. Materials and programs for lifelong learning
3. Information-seeking skills training and assistance
4. Awareness of cultural diversity
5. Answers to questions

Major Department Functions

- ◇ Provide access to over 119,000 volumes of books and other resource materials.
- ◇ Provide internet access service, reference, and circulation assistance to patrons.
- ◇ Provide on-site Educational Learning Lab which facilitates computer-assisted instruction for patrons.
- ◇ Provide access to Distance Learning Lab.

Major Goals

- ◇ The number of item in the non-fiction collection will increase by 5% each year
- ◇ Use of public access Internet computers will increase by 5% annually
- ◇ Participation in informational programs will increase by 5% annually

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 705,756	\$ 715,808	\$ 737,245	\$ 740,381
Technical Services - Flint River Regional Library Services	\$ 74,657	\$ 74,612	\$ -	\$ -
Operating	287,390	290,246	344,450	389,620
Capital Outlay	3,634	\$ 1,324	16,801	\$ 6,119
Total Appropriations	\$ 1,071,437	\$ 1,081,990	\$ 1,098,496	\$ 1,136,120

Department:	Library	Cost Center:	10060500
Function:	Culture & Recreation	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	11.905	12.530	12.530	12.530

WORKLOAD INDICATORS	FY 2017 Actual	2018 Actual	FY 2019 Actual	2020 Actual
Registered library card holders	27,265	27,197	n/a	27,372
People visiting	596,654	735,109	n/a	768,060
Programs held per month	80	92	n/a	107

PERFORMANCE MEASURES	FY 2017 Actual	2018 Estimate	FY 2019 Actual	2020 Actual
People using internet	149,373	149,373	n/a	134,000
Items circulated	317,263	317,263	n/a	451,881
Preschool programs attendees	16,178	16,178	n/a	18,630
People completing Life Long Learning courses	70	70	n/a	93

Department:	DEPARTMENTAL CULTURE & REC - NON DEPART	Cost Center:	10060090
Function:	Culture and Recreation	Fund:	General

Major Department Functions

This is a cost center used to account for expenditures that are not allocated to individual Culture and

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating	\$ -	8,070	8,393	9,176
Capital Outlay	-	-	-	-
Total Appropriations	\$ -	\$ 8,070	\$ 8,393	\$ 9,176

Department:	Recreation	Cost Center:	10060110
Function:	Culture & Recreation	Fund:	General

Mission Statement

- ◇ To make visible and maintain quality park facilities and recreation programs that will meet the needs of our citizens regardless of age, sex, race, or national origin including people with disabilities.
- ◇ To make visible the Fayette County Parks and Recreation Department.
- ◇ To identify and utilize Human Resources, Physical Resources, and Professional Development Resources.
- ◇ To provide the department with staff and equipment in four divisions: Administration, Athletics, Programs, Special Events and Therapeutics.

Major Department Functions

- ◇ Improve the quality of life for all the citizens of Fayette County with diverse social, economical, cultural, educational and recreation needs by implementing and maintaining safe year round programs, classes, special events and facility usage.
- ◇ Provide quality, well maintained facilities for the citizens of Fayette County in an attractive, safe, clean and accessible condition.
- ◇ Assist local sport associations in carrying out their missions.
- ◇ Collaborate recreation services through cities, the Board of Education and private organizations.

Major Goals

- ◇ Continue to complete existing park projects while maintaining existing park facilities.
- ◇ Maintain 20% yearly net income on all Recreation sponsored programs.
- ◇ Update the security camera plan and decide priority order for the next phase of implementation.
- ◇ Upgrade park rule signs.

Department:	Recreation	Cost Center:	10060110
Function:	Culture & Recreation	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 445,997	\$ 455,065	\$ 445,073	\$ 475,502
Operating	843,260	959,400	803,196	996,319
Capital Outlay	41,864	18,500	62,223	4,000
Total Appropriations	\$ 1,331,121	\$ 1,432,965	\$ 1,310,493	\$ 1,475,821

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	7.00	7.00	7.00	7.00

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
Number of programs and classes offered	512	517	512	516
Number of adult athletic leagues offered	11	12	n/a	n/a
Reservations - Parks, Fields, and Indoor Facilities	261	253	193	125
Number of Background Checks Processed	573	617	605	625
Number of Association Meetings Attended	51	48	47	45
Number of Volunteer Hours Contributed to Maintaining Parks and Facilities	262	200	n/a	n/a

Department:	Building Safety	Cost Center:	10070210
Function:	Planning and Development	Fund:	General

Mission Statement

To deliver a service to the citizens of Fayette County that will verify structures are constructed in accordance with the construction codes and standards for the purposes of safeguarding the safety, health and general welfare of the public from hazards attributed to the built environment.

Major Department Functions

- ◇ **Permitting** - Includes the collection of fees, processing of requests for permits and inspections, and providing information to the public.
- ◇ **Plans examination** - Includes the review of plans and related construction documents for minimum code compliance prior to permit issuance.
- ◇ **Inspection** - Includes verification that structures are built in accordance with the approved plans, minimum construction codes and within the scope of the permit.
- ◇ **Enforcement** - Insure health, safety and welfare of citizens by enforcement of all adopted codes and ordinances.
- ◇ **Addressing** - Assigning new addresses and maintaining existing property addressing systems with support/coordination with Postal Service, Public Utility, Commercial delivery systems and Public Safety.

Major Goals

- ◇ Advance the department's mission, vision and values by providing excellent, timely and cost effective customer service.
- ◇ Create and maintain a highly qualified, professional, diverse and responsive workforce.
- ◇ Provide tools and process improvements that will support the department's effort to provide a positive and efficient customer experience.
- ◇ Develop key performance indicators and measurements for permitting, plan review and inspections.
- ◇ Provide creative and consistent leadership to the department.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 557,421	\$ 577,712	\$ 561,632	\$ 646,023
Operating	121,107	148,183	107,025	135,553
Capital Outlay	1,421	-	-	2,400
Total Appropriations	\$ 679,949	\$ 725,895	\$ 668,657	\$ 783,976

Department:	Building Safety	Cost Center:	10070210
Function:	Planning and Development	Fund:	General

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	8.00	8.00	9.00	9.00

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate
Permitting				
Building permits issued	1,040	n/a	1,190	n/a
Amount of revenue collected	\$ 1,105,920	n/a	\$ 881,323	n/a
Inspections processed	10,742	n/a	9,264	n/a
Permits closed & C.O. issued	360	n/a	568	n/a
Plan Examination				
Residential & commercial plan cases completed	1,099	n/a	293	n/a
Pre and post site inspections completed	97	n/a	n/a	n/a
Revisions reviewed	250	n/a	314	n/a
Inspections				
# of Inspectors	3	n/a	n/a	n/a
Scheduled inspections performed	10,742	n/a	9,264	n/a
Courtesy inspections performed	-	-	-	-
% on-time inspections performed	90	n/a	90	n/a
Enforcement				
Complaints received	46	n/a	11	n/a
Site verifications	41	n/a	15	n/a
Notices of violations & stop orders issued	21	n/a	10	n/a
Disaster assessments performed	11	n/a	17	n/a
Court appearances	12	n/a	5	n/a

PERFORMANCE MEASURES	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
% of days that "next day" tickets are completed on time	90%	90%	90%	90%
% of days that inspection ticket results are entered same day	100.00%	100.00%	100.00%	100.00%
ISO rating for building & code enforcement:				
Fayette County residential	4	4	4	4
Fayette County commercial	4	4	4	3
% code violations resolved via voluntary compliance	92.0%	95.0%	95.0%	95.0%

Department:	Code Enforcement	Cost Center:	10070483
Function:	Planning and Development	Fund:	General

Mission Statement

Provide enforcement of all county codes to maintain the quality of life for the citizens of Fayette County.

Major Department Functions:

The code enforcement Division of the Fayette County Marshal's Office has the primary responsibility of ensuring compliance with the County's various land use codes and regulations ranging from abandoned vehicles, unkempt premises to illegal signs, noise and unpermitted structures.

- ◇ Enforcement: Code of Ordinances (Fayette County and Town of Tyrone), Zoning Codes, Building Codes, Environmental Health, Environmental Management
- ◇ Serve Citations for County departments
- ◇ Investigate citizen complaints
- ◇ Issue Permits: Alcohol, Personal Care Homes, Noise Permits, Tourist Accommodations, Pawn Shops, Canvassers and Solicitor Permits, Amusement Activities
- ◇ Maintain County Codes for current compliance with state laws
- ◇ Maintain registry and compliance of Vacant Property Registration List
- ◇ Attend seminars and programs to maintain a proficient level of knowledge
- ◇ Other duties as assigned

Major Goals

◇ **Breath-Alcohol Certification** - All of our current BAT qualified Deputies are up for renewal this year. Instead of sending each Deputy to re-certification class, our Training Officer obtained his certification as a BAT instructor. This will allow us to certify all members of our staff at a substantially lower cost and will provide for in-house training in the event we experience any turnover in the future.

◇ **Tourist Accommodation Regulations** - We will continue to work with the Zoning and other applicable departments to make sure the necessary updates and changes to our current Ordinance so the county can maintain some control of the ever growing industry.

◇ **Visibility** - Our Code Enforcement Unit has been encouraged to conduct ride-thru of the county parks and reservoirs whenever they are in the area handling code enforcement complaints. This allows them to be seen by our citizens and adds the presence of an "official" enforcement.

◇ **Marshal's Office Website** - We are in constant update mode in this area. When items change or new trends develop, we add or subtract. We have also developed a Marshal's Office brochure that we make available to the public and hand out at public functions.

◇ **Security/Awareness Training** - Our terminal Agency Coordinator (TAC) will ensure the CE, Marshals and IT employees maintain the necessary level of certification training to perform maintenance on which have access to Criminal Justice Information Systems.

Department:	Code Enforcement	Cost Center:	10070483
Function:	Planning and Development	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 85,383	\$ 84,162	\$ 91,313	\$ 99,616
Operating	5,327	8,760	13,469	15,920
Capital Outlay		3,000	2,343	-
Total Appropriations	\$ 90,710	\$ 95,922	\$ 107,125	\$ 115,536
PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	2.000	2.000	2.000	2.000

WORKLOAD INDICATORS	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Field Operations				
Total Officer involved activities	n/a	8,249	6,762	10,886
Property checks	n/a	4,771	4,137	3,814
Fishing and hunting license checks	n/a	1,852	1,192	3,806
Boating safety checks	n/a	926	443	2,433
Alcohol permits issued	n/a	396	273	245
Noise permits issued	n/a	11	8	7
Solicitor permits issued	n/a	4	1	-
Risk Management / Substance Abuse Testing				
Random test	n/a	349	329	308
Pre-employment test	n/a	149	148	151
Return -to-duty Test	n/a	1	1	1
Post accident tests	n/a	34	45	27
Reasonable suspicion tests	n/a	2	1	1

Department:	County Extension	Cost Center:	10070130
Function:	Planning and Development	Fund:	General

Mission Statement

The mission of the Fayette County Cooperative Extension office is to extend lifelong learning to the people of Fayette County through research-based education in agriculture, the environment, communities, youth, and families. We respond to people's needs and interests through outreach programs including seminars, workshops, demonstrations, and youth development. Fayette County Extension is a collaboration between the University of Georgia, Fayette County, and the United States Department of Agriculture for providing educational programs, information, and assistance to the citizens of Fayette County.

Major Department Functions:

The Fayette County Cooperative Extension, backed by the resources of Fayette County, the University of Georgia, Fort Valley State University and the Department of Agriculture provides educational programs, information, materials, and actual assistance to citizens of the County. Education and information is provided to citizens by telephone consultation, site visits, newsletters, news articles, publications, website, laboratory services, radio and collaboration with other community agencies. The basic goal of Fayette County Extension is to provide information that will contribute to learning for life; which, helps citizens make informed decisions with research-based information. The ability to make these decisions improves quality of life. Youth programming through 4-H helps develop and guide youth to become contributing citizens. We are also Fayette County's gateway to the knowledge and resources offered by the University of Georgia.

Major Goals

- ◇ Continue development and utilize an active and efficient Leadership System, made up of adults and youth that will help give direction and focus to future program efforts and ideas as well as increase our programming scope and outreach.
- ◇ Increase educational programming to landscape professionals for pesticide re-certification credits.
- ◇ Continue the organization and utilization of our Master Gardeners through educational programs and plant clinics allowing them to share their knowledge and passions to the people of the County.
- ◇ Plan, coordinate and offer seasonal and timely programs on landscape management, garden utilization, and horticulture education. These programs will reach over 500 people annually.
- ◇ Increase certified and active volunteers in the youth programs by 10%
- ◇ Increase youth participation in 4-H Youth Development Programs.
- ◇ Increase our presence in schools to assist in promoting science-based learning.
- ◇ Develop a 4-H Advisory Board consisting of youth, community leaders, parents and interested citizens to promote positive youth development in the most effective way.
- ◇ Increase the number of newsletters and articles produced to help educate citizens.

Department:	County Extension	Cost Center:	10070130
Function:	Planning and Development	Fund:	General

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 16,045	\$ -	\$ -	\$ -
Contract for Services/University of Georgia	101,721	130,785	-	-
Operating	10,308	17,098	124,656	141,740
Capital Outlay			3,117	-
Total Appropriations	\$ 128,074	\$ 147,883	\$ 127,774	\$ 141,740

PERSONNEL - (FTE)*	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	0.950	0.950	0.000	0.000

*Other Extension office positions are fully covered by a Contract executed between Fayette County and the University of Georgia Cooperative Extension Service. They are not included in the Fayette County FTE employee counts.

WORKLOAD INDICATORS	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate
Phone calls & emails answered	1,766	2,000	2,300	2,300
Face to Face Contact & Education Program Participants	9,703	10,000	10,500	1,500
Volunteer hours	4,084	4,200	4,500	4,500
4-H enrollment	1,037	900	1,300	1,500
Publications distributed*	24,000	25,000	25,000	25,000
Soil samples performed	406	450	500	500
Water samples	75	70	70	70
Microbiology samples	53	60	62	62
Plant Tissue samples	-	1	1	1
Radon Kits	19	20	20	20
Nematode Assays	44	2	3	3
Elemental Analysis	3	1	1	1
Home site visits	23	15	30	30
P.A.R. Produce generated (lbs.)**	52,000	55,000	55,000	55,000

*We do not currently have a way to accurately monitor these numbers. Numbers provided are estimated based on materials given out at homeowner programs/events, 4H events, and clients coming into the office

**Numbers include produce from Plant A Row in Fayette County as well as produce gleaned from other farms and distributed by the Master Gardener program.

Department:	Development Authority	Cost Center:	10070510
Function:	Planning and Development	Fund:	General

Mission Statement

Outside agency partially funded by Fayette County.

The Fayette County Development Authority (FCDA) was established by resolution of the Fayette County Board of Commissioners on April 10, 1986 to “develop and promote trade, commerce, industry and employment opportunities” for Fayette County.

Major Department Functions

The Fayette County Development Authority (FCDA) is the lead economic development entity for Fayette County, Georgia. FCDA focuses on recruitment, retention and expansion of major industry and corporate office operations as well as workforce issues, primarily in the cities of Fayetteville, Peachtree City and Tyrone.

Major Goals

- ◇ Purchase and implementation of state-of-the-art economic development software, enabling the Authority to generate detailed monthly lead development and project reporting to our investors
- ◇ Identification and marketing of several hundred acres of new sites to state-wide project managers and site consultants
- ◇ Creation of an updated targeted industry list and tax plan
- ◇ Economic development training programs for our local community leadership
- ◇ Initiation of an all new marketing and lead development program designed to showcase Fayette County to statewide project managers, site consultants and global targeted industries.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Contract for Services	\$ 225,696	\$ 225,696	\$ 225,696	\$ 225,696
Utilities	11,394	\$ 12,554	12,786	\$ 12,554
Total Appropriations	\$ 237,090	\$ 238,250	\$ 238,482	\$ 238,250

Department:	GA Forestry Commission	Cost Center:	10070140
Function:	Planning and Development	Fund:	General

Major Department Functions

Outside agency partially funded by Fayette County.

Funding provided to the Georgia Forestry Commission in order to participate in forest wildfire protection program. The payment is based on the amount of four cents (10¢) per acre of privately owned timberland in the county. The acreage shall be determined from the most recent U.S. Forest Service Survey for Georgia.

33,357 acres @ \$0.10/per acre = \$3,336 annually

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Forest Wildfire Protection	\$ 3,530	\$ 3,530	\$ 3,530	\$ 3,530
Total Appropriations	\$ 3,530	\$ 3,530	\$ 3,530	\$ 3,530

WORKLOAD INDICATORS	FY 2015	FY 2016	FY 2017	FY 2018
Number of acres of privately owned forestland - Fayette County	33,357	33,357	33,357	33,357

Department:	Housing and Development - Non Depart	Cost Center:	10070090
Function:	Planning and Development	Fund:	General

Major Department Functions

This is a cost center used to account for expenditures that are not allocated to individual Culture and

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating	\$ -	7,624	7,539	8,637
Capital Outlay	-	-	-	-
Total Appropriations	\$ -	\$ 7,624	\$ 7,539	\$ 8,637

Department:	Planning and Zoning	Cost Center:	10070411
Function:	Planning and Development	Fund:	General

Mission Statement

Planning Functions: To carry out the policies and visions of the Fayette County Comprehensive Plan to integrity, fiscal health and quality. to ensure that we maintain and enhance the County's orderly growth, economic prosperity, environmental

Zoning Functions: To promote the physical and economic development of Fayette County and foster the use and enjoyment of property within the unincorporated areas of the County in a manner consistent with the Comprehensive Plan, regulations and policies, and effective management practices.

Major Department Functions

- ◇ Prepare, review and maintain the Fayette County Comprehensive Plan, including data collection, mapping, analysis, and goal and policy formulation.
- ◇ Prepare, review and maintain plans for special study areas and/or topics. Participate in studies, committees, and surveys involved with County-wide and regional planning activities.
- ◇ Provide public education and information on planning issues, needs and long-range proposals through provisions of demographic information, brochures, annual reports and presentations to local neighborhood and civic groups.
- ◇ Serve as census coordinator and census depository for Fayette County.
- ◇ Serve as Solid Waste Management Plan coordinator for Fayette County.
- ◇ Serve as Impact Fee coordinator for Fayette County.
- ◇ Process applications for public hearing requests for rezoning's, preliminary plats, variances, telecommunication towers, revised final subdivision plats, revised development plans, and new alcoholic beverages coordinate multi-departmental reviews (Technical Review Committee, Annexation Requests), receive comments from departments, and prepare staff reports with analysis and recommendation for public hearing requests.
- ◇ Administer and interpret the Zoning and Sign Ordinances, and sections of the Subdivision regulations, the Development regulations and the County code.
- ◇ Provide technical support to the Planning Commission, the Zoning Board of Appeals, and Board of Commissioners in development related matters.
- ◇ Review/approve nonresidential site plans, landscape plans, final subdivision plats, preliminary plats, and issue Conditional Use Approvals and Certificates of Zoning Compliance.
- ◇ Coordinate and monitor interdepartmental administrative review of nonresidential site plans, preliminary plats, and final subdivision plats.
- ◇ Perform administrative review/approval and issuance of permits for signs, temporary trailers, alcoholic beverage licenses, administrative variances and administrative re-zonings.
- ◇ Perform administrative review and approval of residential building permits for compliance with zoning regulations.
- ◇ Perform batter board and final construction site inspections for compliance with approved site plans for non-residential development.

Department:	Planning and Zoning	Cost Center:	10070411
Function:	Planning and Development	Fund:	General

Major Goals

- ◇ Continue with Zoning Ordinance amendments as needed.
- ◇ Work with various County Departments to recommend amendments to the Development Regulations.
- ◇ Initiate study to define Rural Character and preservation methods
- ◇ Initiate study on septic suitability regulations
- ◇ Continue the replacement of the pages in official zoning maps.
- ◇ Update annually the Short-Term Work Program and Capital Improvement Element of the Fayette County Comprehensive Growth Management Plan for the imposition of Fire Service impact fees. This is a consolidated plan that includes Brooks, Tyrone and Woolsey and requires a coordinated effort.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Personal Services	\$ 282,529	\$ 316,666	\$ 321,272	\$ 332,683
Operating	14,561	23,897	17,586	24,482
Capital Outlay	-	-	-	-
Total Appropriations	\$ 297,090	\$ 340,563	\$ 338,858	\$ 357,165

PERSONNEL - (FTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted
Total Personnel	3.000	3.625	3.625	3.625

WORKLOAD INDICATORS	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Rezoning petitions	14	19	15	15
Site plans	10	16	10	10
Preliminary plats	3	3	4	4
Final Plats	19	11	20	20
Number of variances (ZBA)	25	19	20	20
Businesses (non-home occupations) per occupation tax records	109	113	100	100
Home occupations per occupation tax records	192	197	200	200

PERFORMANCE MEASURES	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate
Available residential building lots (platted)	800	650	600	500
Acres zoned for nonresidential use	2000	200	2010	2020
Acres under conservation easement for permanent protection	600	600	600	600

Department:	Criminal Justice Center	Cost Center:	10080191
Function:	Debt Service	Fund:	General

Major Department Functions

◇ Provide for the annual payment of the debt service on the revenue bonds issued by the Public Facilities Authority for the purpose of constructing the Criminal Justice Center.

BUDGET SUMMARY	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget
APPROPRIATIONS				
Principal Payments	\$ 1,950,000	\$ 2,025,000	\$ -	\$ 2,530,000
Debt Insurance Costs	\$ -	\$ -	\$ 195,000	\$ -
Interest Payments	1,312,006	\$ 1,234,006	322,747	\$ 598,080
Paying Agent Fees	1,300	\$ 1,300	1,250	\$ 1,300
Total Appropriations	\$ 3,263,306	\$ 3,260,306	\$ 518,997	\$ 3,129,380

LEGAL DEBT MARGIN

GENERAL OBLIGATION DEBT FOR THE FISCAL YEAR ENDED JUNE 30, 2021

Article 9, Section 5, Paragraph I of the Georgia Constitution establishes the maximum debt limits for counties and other political subdivisions of the State. Under the Constitution, certain types of debt issued by a political subdivision, including counties, cannot exceed an amount which is equal to 10 percent (10%) of the assessed value of all taxable property located within that particular entity.

As indicated by the calculation in the table below, the legal debt margin of Fayette County at the beginning of the 2021 fiscal year is \$703,657,716. It is based on the latest tax digest (2020 calendar year).

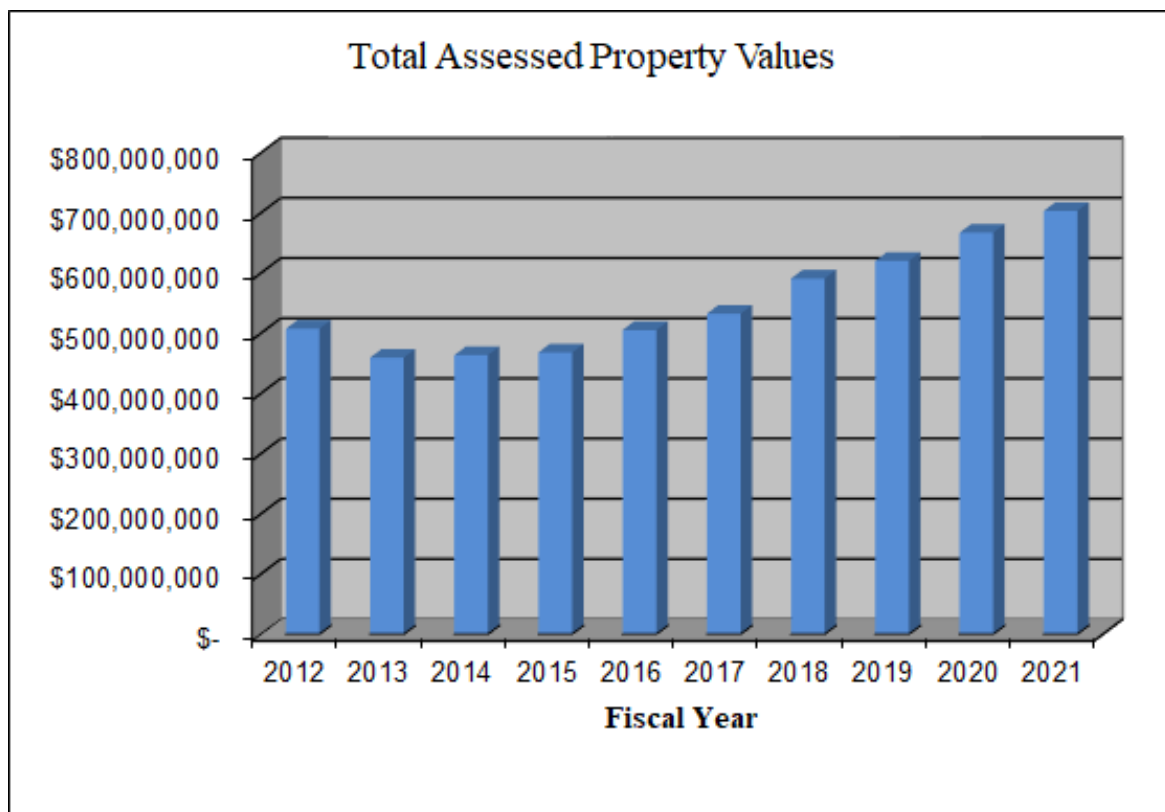
The legal debt margin amount is important in that it represents the net amount of external financing resources that is available to the County through the issuance of general obligation (G.O.) bonds. G.O. bonds are debt instruments issued in the name of the government and whose repayment is guaranteed through a pledge of the full faith and credit of the issuer. In layman's terms, when the majority of voters in a county approve a general obligation bond referendum, they are guaranteeing the purchaser of that bond that they will pay property taxes in an amount that is sufficient to redeem the bond upon maturity and pay the interest earned on the outstanding bonds.

<u>TAX YEAR</u>	<u>ASSESSED VALUE</u>	<u>APPLICABLE PERCENTAGE</u>	<u>DEBT LIMIT</u>	<u>CURRENT G.O. DEBT</u>	<u>LEGAL DEBT MARGIN</u>
2020	\$7,036,571,676	10.00%	\$703,657,716	\$0	\$703,657,716

The legal debt margin is calculated at any point in time by deducting the amount of the current outstanding G.O. debt from the statutory debt limit. The reason for performing this calculation is to determine the maximum amount of new debt that could be legally issued should the need arise. This means that Fayette County has no outstanding general obligation bond indebtedness and has the entire 100% percent of its legal debt capacity available. With the annual budgeted appropriations in the General Fund being estimated at approximately \$59.2 million for FY 2021, there is more than sufficient debt capacity available to the County.

Fayette County and its component units also issue revenue bonds. As provided by law, the issuance of revenue bonds does not count against the legal debt margin.

STATEMENT OF LEGAL DEBT MARGIN LAST TEN FISCAL YEARS					
<u>Fiscal Year</u>	<u>Assessed Property Values</u>	<u>Percentage</u>	<u>Debt Service Monies Debt Limit</u>	<u>Net Bonded Debt</u>	<u>Legal Debt Margin</u>
2012	\$ 5,078,256,754	10.00%	\$ 507,825,675	-	\$ 507,825,675
2013	\$ 4,596,584,583	10.00%	\$ 459,658,458	-	\$ 459,658,458
2014	\$ 4,639,269,353	10.00%	\$ 463,926,935	-	\$ 463,926,935
2015	\$ 4,683,124,421	10.00%	\$ 468,312,442	-	\$ 468,312,442
2016	\$ 5,055,322,002	10.00%	\$ 505,532,200	-	\$ 505,532,200
2017	\$ 5,327,921,519	10.00%	\$ 532,792,152	-	\$ 532,792,152
2018	\$ 5,912,232,301	10.00%	\$ 591,223,230	-	\$ 591,223,230
2019	\$ 6,205,170,028	10.00%	\$ 620,517,003	-	\$ 620,517,003
2020	\$ 6,673,432,922	10.00%	\$ 667,343,292	-	\$ 667,343,292
2021	\$ 7,036,571,676	10.00%	\$ 703,657,168	-	\$ 703,657,168



LONG-TERM DEBT AS OF JUNE 30, 2020

General Obligation Bonds – Fayette County could issue general obligation bonds to provide funds for the acquisition and construction of major general government capital facilities. General obligation (G.O.) bonds are direct obligations and thus represent a pledge of the full faith and credit of the government. Fayette County currently has no general obligation bonds outstanding.

Revenue Bonds - The County and its component units also issue bonds where the issuer pledges income derived from the acquired or constructed assets to pay debt service.

Fayette County Public Facilities Authority (a blended component unit) – In November of 2019, the Public Facilities Authority (PFA) issued \$29.12 million of series 2019 refunding revenue bonds with an interest rate of 2.10%. This is a direct placement issue, with SunTrust Bank as the purchaser of the bonds. The proceeds along with \$565,003 in cash were used to advance refund \$27.8 million of outstanding series 2011 refunding revenue bonds which had interest rates ranging from 2.00% to 5.00%. The net proceeds of \$29,479,278, after payment of \$205,725 in underwriting fees and other issuance costs, was deposited in an irrevocable trust with an escrow agent to provide funds for the future debt service payment on the refunded bonds. As a result, the series 2011 refunding revenue bonds are considered defeased and the liability for these bonds has been removed from the statement of net position. The reacquisition price exceeded the net carrying amount of the old debt by \$2,195,711. This amount is reported as a deferred outflow of resources and amortized over the remaining life of the debt. The advance refunding reduced its debt service payments by \$3,084,936 and to obtain an economic gain, difference between the present values of the debt service payments on the old and new debt, of \$2,948,150. The County's obligation is to make semiannual payments on December 1 and January 1 of principal and interest on the bonds. Also, an annual payment of agent fees on the bonds.

The Fayette County Public Facilities Authority currently outstanding revenue bonds can be described as follows: \$29,120,000 outstanding - Series 2019 Refunding Revenue Bonds; due in semiannual installments of \$1,250,000 to \$1,605,000 through June 1, 2030; and interest of 2.1%.

At June 30, 2020, the Fayette County Public Facilities Authority was obligated to make combined payments of principal and interest on its outstanding revenue debt as follows:

Fiscal Year	Principal	Interest	Debt Service
2021	2,530,000	598,080	3,128,080
2022	2,710,000	544,163	3,254,163
2023	2,770,000	486,938	3,256,938
2024	2,830,000	428,453	3,258,453
2025-2027	8,855,000	921,795	9,776,795
2028-2030	9,425,000	349,178	9,774,178
Totals	\$ 29,120,000	\$ 3,328,605	\$ 32,448,605

Fayette County Water System Enterprise Fund – The Water System issues revenue bonds for the purpose of refunding debt and paying the costs of making additions, extensions, and improvements to the County’s water system.

The Fayette County Water System’s currently outstanding revenue bonds can be described as follows:

\$35,000 outstanding – **Series 1996A**, due in an annual installment of \$35,000 through October 1, 2020; and an interest from 3.6%

\$3,845,000 outstanding – **Series 2009**, due in installments of \$880,000 to \$2,965,000 through October 1, 2021; and an interest from 2.00% to 5.0%

\$7,820,000 outstanding – **Series 2012A**, due in installments of \$50,000 to \$3,660,000 through October 1, 2025; and an interest from 3.00% to 5.0%

\$3,720,000 outstanding – **Series 2012B**, due in installments of \$45,000 to \$2,015,000 through October 1, 2025; and an interest from 3.00% to 5.0%

\$15,830,000 outstanding – **Series 2016**, due in installments of \$1,165,000 to \$4,615,000 through October 1, 2029; and an interest from 3.00% to 5.0%

At June 30, 2020, the Fayette County Water System Enterprise Fund was obligated to make combined payments of principal and interest on its outstanding revenue debt as follows:

Fiscal Year	Principal	Interest	Total Debt Service
2021	4,195,000	972,441	5,167,441
2022	4,620,000	797,893	5,417,893
2023-2024	9,580,000	1,174,736	10,754,736
2025-2026	8,125,000	473,282	8,598,282
2027-2028	2,350,000	148,304	2,498,304
2029-2030	2,380,000	48,984	2,428,984
Total	\$ 31,250,000	\$ 3,615,639	\$ 34,865,639

GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Accounting System - The total set of records and procedures which are used to record, classify and report information on the financial statements and operations of an entity.

Accruals – are adjustments for 1) revenues that have been earned but are not yet recorded, and 2) expenses that have been incurred but are not recorded.

Accrual Basis of Accounting - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

Ad Valorem Property Taxes - Taxes levied on an assessed valuation (40% of market value) of real and personal property, based on a valuation as of January 1 and a millage rate set by the County Commission.

Appropriation - An authorization made by the Board of Commissioners which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one year period.

Assessed Value (or assessment) – in Georgia, it is 40% of the fair market value of property. The Board of Assessors in each county assess property value of property.

Atlanta Regional Commission (ARC) – is the regional planning and intergovernmental coordination agency for the 10-county Atlanta region.

Balanced Budget – a budget is defined as being balanced when the sum of estimated revenues and appropriated fund balance is equal to appropriations for each fund.

Blended Component Unit – is a component unit that is so intertwined with the primary government that it is, in substance, the same as the primary government.

Board of Commissioners - The governing authority of the County. It consists of five members that serve on a part-time basis and are elected to staggered terms of four years.

Bond – a debt investment in which an investor loans money to an entity (corporate or governmental) that borrows the funds for a defined period of time at a fixed interest rate.

Budget - A financial plan for a specific period of time that matches all planned revenues and expenditures with various County services.

Budget Amendment - A legal procedure utilized by County staff to revise a budget appropriation. County administration staff has the authorization to adjust line item expenditures within a departmental budget but the County Commission must approve any increase in the total budget for a department.

Capital Improvement Program (CIP) - A five-year plan of major capital projects. It includes the funds required for the completion of the projects and the sources for funding these projects.

Capital Project - A capital outlay for the acquisition of any asset or construction project with an anticipated cost of \$5,000 to \$49,999 and an estimated useful life of three or more years.

Cash basis – the basis of accounting under which revenue is recognized when received and expenditures are recognized when paid.

CIP Project - Is a major capital project with an anticipated cost of at least \$50,000 and an estimated useful life of at least three years.

Capital Outlay - Includes expenditures that result in the acquisition of or addition to fixed assets that have an estimated useful life greater than one year.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Cost Center - An operating unit within the County for which an annual budget is approved by the County Commission.

Debt Service Fund - A fund used to account for resources intended for the payment of principal, interest, and any service charges on long-term debt.

Department - A major administrative unit of the County with overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – the systematic allocation of a tangible asset's cost to expense over the life of the asset. Example, depreciation of equipment and buildings.

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.

Expenditure - Decrease in net financial resources. Expenditures include current operating expenses requiring the present and future use of net current assets, debt service, capital outlays and intergovernmental grants, entitlement, and shared revenues.

Fiscal Year - The time period designated by the County signifying the beginning and ending period for recording financial transactions. Fayette County has specified July 1 to June 30 as its fiscal year.

Fiscal Policies – guidelines that provide a framework as to how the financial responsibilities associated to the operation of the County are to be carried out.

Fixed Asset - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery and furniture.

Full-Time Equivalent (FTE) - Uniform basis used to measure approved positions. The number of positions is determined based on the total average weekly hours worked in relation to the total work hours in a full work week. Example: a position that works 20 hours per week is equivalent to 0.50 FTE (20 hours worked divided by 40 hours for a full work week).

Fund - A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, measurement of different objectives, and to facilitate management control.

Fund Balance - Refers to the excess of current assets over current liabilities.

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

General Fund - It is the principal operating fund for the County.

General Obligation (G.O.) Bonds - Bonds sold to raise revenue for long-term capital financing needs. These bonds which pledge the full faith and credit of the County must be approved by voter referendum. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

GFOA – Government Finance Officers Association

Governmental Fund - Used to account for all or most of a government's general activities. The measurement focus is on source and use of resources.

Infrastructure - Basic installations and facilities (e.g., roads, bridges) upon which the continuance and growth of a community depend.

Intergovernmental Revenue - Revenues received from other governmental entities in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interest Income - Revenue earned for the use of idle monies.

Internal Service Fund - A fund used to account for operations that provide services to other departments or agencies of the governmental unit on a cost-reimbursement basis.

L.E.C.M. – Law Enforcement Confiscated Monies.

Legal Debt Margin - The net amount of external financing resources that is available to the County through the issuance of general obligation bonds. For Fayette County, it is limited to an amount equal to 10% of the assessed value of all taxable property located within the county, less

any current general obligation bond debt.

Liability - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Line- Item Budget - A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Maintenance & Improvement Grant (LMIG) – a grant program for Georgia local governments for the maintenance and improvement of roads and bridges. A 30% match is required to obtain LMIG grant funds.

M&O – Maintenance and Operations

MARTA – Metropolitan Atlanta Rapid Transit Authority

Mill – A tax rate of one *mill* represents a tax liability of one dollar per \$1,000 of assessed value.

Millage Rate – The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

Modified Accrual Basis – The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or other available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

O.C.G.A. – Official Code of Georgia Annotated.

Moody's - a credit rating agency which performs international financial research and analysis on commercial and government entities.

Operating Budget - The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, travel, fuel, and capital outlay.

Other Financing Sources – monies transferred-in from other funds.

Other Financing Uses – monies transferred-out to other funds.

Pay for Performance Plan – a method of compensation where workers are paid based on productivity, as opposed to a set salary.

Performance Measures - Specific quantitative and qualitative measures of work performed as an objective of the department or cost center.

Per Capita Personal Income – is the total income of all persons living in a community divided

by the population of that community.

Property Tax - Revenue generated from the annual levy of taxes on property owners.

Refunding bonds – “refinancing” bonds. It is use by governments most frequently to achieve debt service savings on outstanding (not yet paid back) bonds.

Revenue - The term designates an increase to fund assets that do not increase a liability, represent a repayment of an expenditure already made, represent a cancellation of certain liabilities or represent an increase in contributed capital.

Revenue Bond – a special type of bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds.

Sales and Use Tax - A percentage tax imposed upon the sale or consumption of goods and/or services.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

S.P.L.O.S.T. – Special Local Option Sales Tax

Standard & Poor’s – as a credit-rating agency (CRA), the company issues credit ratings for the debt of public and private corporations.

Title Ad Valorem Tax (TAVT) – is a one-time tax paid at the time a vehicle is titled. Effective July 1, 2019, the proceeds from TAVT are distributed monthly 35% to the State and 65% to local governments.

YTD – Year to Date