CLAYTON COUNTY, GEORGIA

FISCAL YEAR 2022
ANNUAL OPERATING BUDGET

CLAYTON COUNTY BOARD OF COMMISSIONERS

Jeffrey E. Turner, Chairman
Sonna Singleton Gregory, Vice Chairman   **District One**
Gail Hambrick   **District Two**
Felicia Franklin   **District Three**
DeMont Davis   **District Four**

Prepared By:
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Evette Lovelace, Financial Management Analyst

CLAYTON COUNTY BOARD OF COMMISSIONERS

Pictured from left to right:

Commissioner DeMont Davis

Commissioner Felicia Franklin

Chairman Jeffrey E. Turner

Vice Chairman Sonna Singleton Gregory

Commissioner Gail Hambrick

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Clayton County Board of Commissioners
Georgia

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clayton County, Georgia for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

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Ramona Bivins

Chief Financial Officer

June 1, 2021

The Honorable Jeffrey E. Turner, Chairman

The Honorable Board of Commissioners and

The Citizens of Clayton County, Georgia

In accordance with state law, the proposed annual operating budget for Clayton County, Georgia for fiscal year ending June 30, 2022 is attached hereto. The proposed budget has been advertised as required by law and has a proposed adoption date of June 15, 2021. The primary purpose of the County's budget and budgetary process is to develop, adopt and implement a fiscally sound and sustainable plan for accomplishing the strategic plan set by the Board of Commissioners. Although the county continues to show steady growth, there is still a critical need to find a balance between preserving essential services for Clayton County residents while minimizing tax increases on residents and ensuring continuation of several strategic initiatives implemented in the current fiscal year.

The Fiscal Year FY 2022 general fund budget totals $231.1 million, a decrease of $9.6 million, or 4.0% lower than the FY 2021 amended budget. The decrease results from expenditures for COVID-19 assistance provided to County businesses, non-profits, and essential employees in FY 2021. While additional expenditures in FY 2022 are expected, specific guidelines for the American Rescue Plan Act (ARPA) funds have not been established at the time the budget was developed and expenditures are not currently included in the FY 2022 general fund budget. The budget will be amended accordingly as more information is forthcoming and funding is received. The following is a summary of the more noteworthy changes by budget type and category.

The Operating Budget

After experiencing significant decline in property values for several years due to economic challenges resulting from the downturn in the national and local economies in 2009, Clayton County began to see a stabilizing trend in residential property values beginning in 2014. For the several years, residential values were down due to the mandated inclusion of foreclosure values which were at an all-time high level in Clayton County since 2009. However, since the previous economic downturn, we have continued to see a stabilizing trend in the increase of residential values. Although collection of County revenues suffered in previous years as a result of the hardships experienced throughout the community as well as federal and state reductions in local funding we see a trend where we continue to experience an increase in actual collections due to the recent improvement in the economy. However, the County's financial results could be harmed by a national or localized outbreak of a highly contagious, epidemic or pandemic disease. Specifically, there can be no assurances that the spread of the novel strain of coronavirus called COVID-19, or other highly contagious or epidemic

or pandemic diseases, will not adversely impact the County's finances and/or its financial position, including pension funding and property tax valuations. The impact of COVID-19 had a negative financial impact on local, state and national economies. For Clayton County the areas most impacted has been in the areas of fines, and charges for services due to the closure of county facilities and courts. As the pandemic continues to plague the county and the world, the uncertainty of future revenue loss is unknown.

Revenues:

Property Taxes

Property tax revenue continues to be the County's most significant revenue source. Clayton County continues to experience a rebound in residential property values, the same that the nation has experienced during the past few years. Although we are experiencing an increase in commercial values, the County still faces challenges in this area due to the enforcement of state legislation passed in 2014 that eliminates the County's ability to tax the possessory interest of the concessionaires located at Hartsfield-Jackson International Airport. The April preliminary tax digest for the FY2022 budget is 6.6% higher than the prior year which represents approximately $9.4 million in funds.

In an effort to maintain revenues at a comparable level as the prior year to maintain existing services as well as aforementioned improvements, the County will maintain the gross millage of 18.994 mills. The maintenance and operations (M&O) millage rate is set at a level to correspond with the FY2022 budgeted revenues. The table below shows the relationship between the base millage, the 1% Local Option Sales Tax Credit (millage credit), the net M&O millage for the General Fund and the taxes generated as a result of the corresponding millage rates.

	FY2021 Digest	**FY2022 Digest**
Net Assessed Digest Value	$8,419,265,644	$8,974,744,380
Base Millage	19.162	18.994
Millage Credit 1% LOST Tax	(4.073)	(3.905)
Net Mill Rate	15.089	15.089
Gross Property Tax Levy	$127,038,299	$135,423,713
Net Collected – Est.	$122,591,958	$132,038,121

The FY2022 Digest column is based on the preliminary property digest dated April 26, 2021 and a proposed millage rate. Clayton County adopts a millage rate in July based on the final property digest.

- *Other taxes and assessments*

  Other taxes and assessments, which includes local option sales taxes as its largest category, are projected to be 10.8% higher than the FY2021 amended budget. Licenses and permits are projected to be 2.6% higher than the prior year. Intergovernmental revenue is projected to be 0.4 % higher than the prior year. Fines and Forfeitures continue to drop decreasing 19.5% below prior year. These increases are due primarily to resuming normal operations.

  Property tax revenues continue to show improvement, resulting from increased values as home prices soar across the nation. The FY2022 budget represents an ongoing commitment from the County to invest in its future and efficiently manage its resources.

Expenses:

- *Personnel*

  One of our most valuable resources is human capital. The FY2022 budget reflects this sentiment and includes pay enhancements at a cost of approximately $2.9 million which includes a merit increase for eligible employees. Prior to this increase, the FY2021 budget included payroll enhancements in the amount of $4.6 million through a COLA and a merit increase for eligible employees. Additionally, the FY2020 budget included $5.8 million for a merit increase. The FY2022 budget also includes $0.8 million for a graduated longevity enhancement for employees with over seven years, fifteen years and twenty-five years of service.

  Public safety challenges are multi-faceted requiring various types of measures to hopefully arrive at a favorable outcome. Clayton County's Fire, EMT, Police and Sheriff personnel are highly trained, motivated, professional and skilled to the extent that they are recognized for that superior level of competence by various organizations throughout both the state and the nation. The bad news is that other governments want our public safety personnel to work for them. In the past few years, new city governments have been created in neighboring counties in wealthy and heavily populated northern suburbs, and recently yet another city government was approved in South Fulton County. We have lost, and continue to lose, many excellent employees to these start-up organizations as well as other public safety agencies in the Metro Atlanta area. In an effort to retain public safety personnel surrounding counties and municipalities are implementing pay incentives to recruit new employees as well as retain existing employees. To compete with these new municipalities, Clayton County provided incentives to recruit new public safety personnel and retain their highly trained and skilled public safety employees in the FY2019, FY2020 and FY2021 budgets. The FY2022 budget proposal includes funds to continue these incentives as well as provide additional incentives to encourage sworn public safety personnel to reside in the county.

- *Vehicle Replacement Reserve*

  The County has utilized a vehicle replacement reserve account since FY2006. The value of the reserve for FY2021 was decreased to zero due to the pandemic and the reserve was increased to $1.0 million for the FY2022 budget. This is less than the $1.5 million from FY2020 and $2.0 million FY2019 funding level. This amount, along with vehicle replacement funds included in the 2015 SPLOST will allow the County to continue replacing its aged fleet countywide for departments and public safety. Additionally, Public Safety has been given a directive to purchase vehicles from drug funds wherever possible to save general fund dollars. Vehicles beyond repair or where the repair cost exceeds the value of the vehicle are replaced from the reserve after being evaluated by Fleet Maintenance. Prior to FY2006, each County vehicle was assigned a score based on a point system which evaluated vehicles based on repair costs, age and mileage. Fiscal Year 2005 was the last year the point system was utilized and $2 million was spent to replace vehicles.

The Capital Budget

Although there appears to be a decrease in capital budgeted in the proposed FY2022 budget, funds are amended in from reserves as projects and/or sites for construction are identified. Capital purchases will be made from the 2004, 2009, 2015 and 2020 Special Purpose Local Option Sales Tax (SPLOST) collections.

- *Special Purpose Local Option Sales Tax (2004)*
  The 2004 SPLOST ended December 2008 and generated approximately $260 million dollars in revenue over a five year period. Approximately $200 million was allocated for a Road Infrastructure Improvement Program which included maintenance projects such as resurfacing approximately 556 miles of road, upgrading bridges and culverts, upgrading storm drainage systems in older subdivisions and improving 31 railroad crossings. The road program encompassed various safety projects including installation of 96 miles of sidewalk, improved traffic congestion at schools, upgrading the traffic control center, installing additional cameras, fiber optic communication cables and variable message signs, installing school flashers for every school, adding reduced speed zone signs, installing pedestrian crosswalks and improving roadway shoulders. The road program also included road improvement projects consisting of improving 22 intersections, constructing 6 roads, widening 32 roads and paving 8 dirt roads. The remaining $60 million was allocated to fund construction of recreation centers.

  Of the broad plan above, the J. Charley Griswell Senior Center, the Virginia Burton Gray Recreation Center, the Carl G. Rhodenizer Recreation Center and the South Clayton Recreation Center opened in July 2006, March 2007, July 2007, and March 2013 respectively. The most current projects are the completion of the Lake Spivey Recreation Center and the Flint River Community Center which are scheduled to open during the summer of 2020. These are the final remaining projects included in this SPLOST program.

- *Special Purpose Local Option Sales Tax (2009)*
  The 2009 SPLOST ended December 2014 and generated approximately $269.8 million over a six year period, which is approximately $35.3 million less than the initial projection of $305 million. The under collection is primarily due to the economic downturn which resulted in lower consumer spending which had a significant impact on sales tax collections.

The 2009 SPLOST was distributed among the cities and County based on the formula utilized for the original Local Option Sales Tax (LOST) distribution percentages. The cities received 25.15% in aggregate and the County received 74.85%. The formula is used after deducting the cost of the Level 1 project (Juvenile Justice Center).

Approximately $125 million was allocated for continuation of the Road Infrastructure Program which included maintenance, safety and road improvement projects driven by Transportation and Development. Additionally, $15 million was allocated for the Juvenile Justice Center, the only Level one project included in this SPLOST program.

The remaining funds have been allocated to the following projects: (1) police precincts in the Northeast, Northwest and Southwest areas of the County, (2) additional police vehicles, (3) Animal Control offices and kennels, (4) Multipurpose Fire Department (training) building, (5) ladder truck, fire engines and ambulances, (6) expansion of correctional facilities to include a new dormitory, visitation area and medical and holding cells (7) Parks and Recreation Administration /Operations Center, (8) park upgrades to include greenspace and trails, (9) two Senior Centers in the Southwest and Northeast areas of the County, (10) two libraries in the Northeast and Northwest areas of the County, (11) countywide public safety digital network design and construction (12) county record center and (13) a fueling center and emergency fuel storage location.

Of the broad plan above, the Juvenile Justice Center, Northeast Library, Southwest police precinct, multipurpose training center and Northeast Police Precinct and the Animal Control offices and kennel opened in August 2012, December 2012, March 2013, November 2015, March 2016, and December 2016 respectively. The countywide public safety digital network was also completed during FY2016. The Northwest Library opened in 2021 while the Sector Four Police Precinct opened in 2020. In addition to the aforementioned projects, purchases were completed for police vehicles and fire apparatus. The Clayton County Board of Commissioners, in conjunction with the SPLOST Program Manager, is finalizing plans to complete the remaining projects.

- *Special Purpose Local Option Sales Tax (2015)*
  On May 20, 2014, voters approved the 2015 SPLOST referendum. This SPLOST began generating revenue in January, 2015 with the first receipts deposited in March, 2015. The term of the 2015 SPLOST is 6 years and is estimated to generate $272 million for County and City projects. The 2015 SPLOST will be distributed between the cities and County based on an approved intergovernmental agreement (IGA). Under the approved IGA, the cities will receive 21.23% in aggregate and the County will receive 78.77%. Unlike previous SPLOST referendums no Level 1 or Level 2 projects are included in the 2015 SPLOST.

  The County intends on spending $217 million on the following projects: (1) the acquisition of property to be used by the Clayton County Hospital Authority and Southern Regional Medical Center and (2) the construction of a building, the purchase of equipment and possible acquisition of real estate for a Trade Center and Small Business Incubator; Welcome to Clayton County signage at County line borders; Park land and Greenway Acquisition/Development; countywide dog parks; building repairs and remodel (including but not limited to Historic Courthouse roof,

Correctional Institute roof, full remodel of the TV Station for CCTV23, VIP Complex Renovation, Renovations at International Park; design, land acquisition and construction of a County Information Technology Center; acquisition of hardware and software and the development of a County Enterprise Software System, Comprehensive Justice Management and Information System and Jail Security/Access Control/Video Surveillance System; modernization of Public Safety and Public Service fleets including, but not limited to, the acquisition of fleet for Fire/EMS, Police Department, Sheriff's Office and Department of Building Maintenance and Transportation and Development (roads and sidewalks) projects.

Below is a listing of the amounts approved for the 2015 SPLOST:

Department	Estimated Cost
SRMC	$50,000,000
Building Maintenance, Renovations and Repairs	5,835,000
Economic Development	5,300,000
Parks & Recreation	15,250,000
Information Technology	35,035,901
Public Safety and Public Service Fleet	20,000,000
Transportation	86,534,279
Total SPLOST	**$217,955,180**

Of the aforementioned projects, acquisition of property to be used by the Clayton County Hospital Authority and Southern Regional Medical Centers was completed in fiscal year 2015. Additionally, purchases were made for police vehicles, fire apparatus and public service fleet. Projects currently under design and/or construction include renovations to the VIP Complex at the International Park, County Information Technology Center, County Enterprise Software System, Comprehensive Justice Management and Information System and Jail Security/Access Control/Video Surveillance System; modernization of Public Safety and Public Service fleets including, but not limited to. the acquisition of fleet for Fire/EMS, Police Department, Sheriff's Office and Department of Building Maintenance, Small Business Incubator, Park Upgrades/Greenspace, and Transportation and Development (roads and sidewalks) projects. The Clayton County Board of Commissioners, in conjunction with department heads, is developing plans for the remaining projects.

Special Purpose Local Option Sales Tax (2021)

The 2021 SPLOST was approved by voters on June 9, 2020 and is expected to generate approximately $220,585,000 for the County. The projects approved by voters include the design and building of a County Administration building, Police Department training academy, Transportation and development complex, public safety water rescue training center, library in Rex area of Clayton County, Winter Weather supply and storage building, government vehicle fueling station on Anvil Block Road and replacement of Fire Stations 1 and 2; the construction of a pedestrian walkway over heavily traveled roads; funding for land acquisition, design, construction, and/or equipping of a mental health, developmental disabilities and substance use disorders facility project and/or renovations, improvements, additions to, and equipping of an existing facility so as to provide a facility for individuals with mental health, behavior disorders, developmental disabilities and potentially co-occurring addictive disease (s); construction of free-standing Crisis Stabilization Units where patients with urgent or emergency psychiatric needs can receive crisis stabilization services in a safe, structured manner with continuous 24-hour observation and supervision; roof repair, flooring, electrical, sewer and heating, ventilation, and air conditioning system upgrades for the Harold Banke Justice Complex; replacement of storage facility and both concession stand/restroom facilities at Rex Park; replacement of concession stand/restroom facility at Morrow-Lake City Park; replacement of facilities at Rum Creek Park; upgrades to heating, ventilation and air conditioning systems for Annex 3, Annex 2, Police Department Headquarters, and Frank Bailey Senior Center; roof replacement at Steve Lundquist Aquatics Center and Annex 2; window sealing at Annex 3; structural restoration of Virginia Stephens House; renovation of Shellnut building; flooring replacement at Frank Bailey Senior Center and Charlie Griswell Senior Center; restoration and facility upgrades to Reynolds Nature Reserve, Fire Station 3 and VIP Complex; Annex 3 door replacement; funding public safety, transportation and development and fleet maintenance equipment purchases; purchase of computer equipment, software and telephone equipment for public safety and Parks & Recreation purposes, repairs and building renovations for public safety and Parks & Recreation purposes, the acquisition of real estate and equipment for public safety and Parks & Recreation purposes; replacement of five prison transport vans and equipment; land acquisition and acquiring title for real and personal property to be used for greenspace; the purchase of vehicles and equipment for public safety purposes and transportation projects. The first collections are scheduled to begin January 2021.

Below is a listing of the amounts approved for the 2021 SPLOST:

Department	Estimated Cost
County Administration Bldg.	$40,000,000
Building Construction, Renovations and Repairs	73,170,000
Helicopter and Other Equipment	9,400,000
Information Technology	7,300,000
Public Safety and Public Service Fleet	27,715,000
Transportation	63,000,000
Total SPLOST	**$220,585,000**

Budget Comparison by Fund

The following table shows the FY2022 proposed budget compared to the FY2021 amended budget, detailed by fund. Changes between the FY2022 budget and the FY2021 amended budget will only be discussed if the change is greater than 10% but will discuss changes in the General Fund.

Clayton County, Georgia Operating Budget Comparison FY 2021 Amended Budget and FY 2022 Budget By Fund			
FUND	**FY 2021 Amended**	**FY 2022 Budget**	**% Change**
General Fund	240,683,575	231,099,273	-4.0%
Special Revenue Funds			
Fire District Fund	33,207,224	29,135,325	-12.3%
Hotel and Motel Tax Fund	675,000	676,371	0.2%
Tourism Authority Fund	984,500	928,200	-5.7%
Emergency Telephone System Fund	4,754,630	5,443,499	14.5%
Federal Narcotics Fund	244,400	234,400	-4.1%
State Narcotics Fund	2,484,095	1,385,214	-44.2%
Sheriff DOJ Narcotics Fund	200,000	175,000	-12.5%
Jail Construction and Staffing Fund	742,500	418,000	-43.7%
Juvenile Supplemental Services Fund	6,500	6,000	-7.7%
Drug Abuse Treatment and Education Fund	192,700	127,680	-33.7%
Alternative Dispute Resolution Fund	190,779	181,859	-4.7%
Victim Assistance Fund	655,856	619,030	-5.6%
Domestic Seminars Fund	7,000	7,000	0.0%
State Court Technology Fee Fund	194,050	111,935	-42.3%
Law Library Fund	177,280	177,112	-0.1%
Clayton Collaborative Fund	58,843	12,500	-78.8%
Aging Grant Fund	1,606,434	660,000	-58.9%
Housing & Urban Development Fund	13,463,663	-	-100.0%
Street Lights Fund	1,730,373	1,804,308	4.3%
Other County Grants Fund	77,042,923	625,000	-99.2%
Forest Park TAD	500,000	500,000	0.0%
Mountainview TAD Fund	400,000	675,000	68.8%
Capital Project Funds			
Road & Recreation Projects	379,403	-	-100.0%
SPLOST 2009	954,424	-	-100.0%
SPLOST 2015	47,385,919	-	-100.0%
SPLOST 2021	280,036,816	-	100.0%
Other Capital Projects Fund	1,111,102	-	-100.0%
Debt Service Fund	15,910,051	2,034,991	-87.2%
Enterprise Fund			
Landfill	3,050,235	3,232,614	6.0%
Pension Trust	43,245,019	45,454,100	5.1%
Internal Service Funds			
Workers Compensation Fund	2,191,776	2,398,149	9.4%
Medical Self Insurance Fund	23,323,157	22,835,633	-2.1%
Total Operating Budget	797,790,227	350,958,193	-56.0%

The General Fund decreased by 4.0% from the FY 2021 Amended Budget primarily as a result of reduced personnel salary enhancements and lower anticipated costs related to Covid-19.

The Fire Fund decreased by 12.3% resulting from decreased costs for Covid-19 and minor capital equipment used to disinfect facilities and med units purchased in FY 2021.

The E-911 Fund increased by 14.5% resulting from the anticipated purchase of additional capital equipment in FY 2022.

The State Narcotics Fund decreased by 44.2% resulting from the supplemental purchase $2.0MM of Police vehicles in FY 2021.

The Sheriff DOJ Narcotics Fund decreased by 12.5% resulting from lower anticipated expenses for FY 2022.

The Jail Construction and Staffing Fund decreased by 43.7% resulting from decreased revenues due to Covid-19.

The Drug Abuse and Treatment Fund decreased by 33.7% resulting from lower anticipated revenues due to Covid-19.

The State Court Technology Fund decreased by 42.3% resulting from lower revenues due to Covid-19.

The Mountain View Tax Allocation District increased by 68.8% resulting from higher revenues generated within the TAD District.

The Clayton Collaborative Fund, the Aging Grant, the Housing and Urban Development Fund, and the Other County Grants Funds all appear to have been reduced for FY2021; however those funds are amended into the budget during the fiscal year based on actual expenditures as they are received from state and federal sources.

The Roads and Recreation Project Fund, the 2009 and 2015, and 2021 SPLOST funds appear to have decreased; however these life to date funds are automatically carried forward at year end.

Detailed information about the FY2022 budget can be found within this document. The Introduction provides a brief overview of the County, including its mission and major initiatives. Also included is information on the operating and capital sections of the budget. The Budget Summary Section provides detailed information on revenues, expenses and financing sources, as well as prior year and current year comparisons. The Policies and Procedures Section contains detailed information regarding Clayton County's strategic plan, budget development guidelines, and fiscal, operating and purchasing policies. The financial impact of capital projects can be found in the Capital Budgeting Section. The Department Summaries section includes detailed information for individual departments.

The proposed budget strikes a critical balance between preserving essential services for County residents while ensuring expenditures meet projected revenue levels. The proposed budget also includes funding for sustainability of the strategic plan, providing resources to support those areas of priority for the Board including quality of life, economic development and governance initiatives. It also provides resource to continue several initiatives implemented during the current fiscal year including, but not limited to, personnel salary enhancements, addressing recruitment and retaining public safety personnel, vehicle replacement program and facilities maintenance as outlined in the overall strategic plan shown later in this document. While the effects of COVID-19 may be waining, it has altered the behavior of businesses and people in a manner resulting in negative impacts on global and local economies.

Clayton County continues to maintain a responsive government, comparatively low property taxes, high service levels and a strong financial position. Clayton County's finances remain healthy due to its conservative fiscal policies. The County has a bond rating of Aa2 from Moody's Investors Service, Inc. and AA by Standard & Poor's Rating Services. In September, 2014 the bond rating for Clayton County was reaffirmed.

Respectfully submitted,

Ramona Bivins

Ramona Bivins
Chief Financial Officer

Detrick Stanford

Chief Operating Officer

June 1, 2021

The Honorable Jeffrey E. Turner, Chairman
The Honorable Board of Commissioners and
The Citizens of Clayton County, Georgia

Clayton County Strategic Operational Plan

To the Clayton County Board of Commissioners and Citizens:

As we adjust to the "next normal" of defined resources, Clayton County, like counties across Georgia, has been faced with the dilemma of how to maximize the efficiency of its funding allocation. As part of the solution to that dilemma, Clayton County has undertaken a conservative approach to forecasting our revenues and aggressively managing our expenditures. This structured process will help the Board of Commissioners make funding allocation decisions based on analytical data about how programs and services help achieve results. We will continue to focus on our strategic plan and its overarching pillars:

-Economic Opportunity	-Communication and Image
-Fiscal Responsibility	-Quality of Life
-Growth Management	-Governance

Through these unprecedented times, Clayton County ensures the delivery of high-quality basic services by maintaining an effective, efficient and well-trained workforce, regularly investing in technology, equipment and other resources, and communicating with residents and businesses to understand how responsiveness may be enhanced to meet the needs of the community. We will continue to make decisions to increase operational efficiency and reduce redundancies based on data and proven results. This includes regularly reporting on performance indicators and pursuing alternative methods of service delivery when they are in the community's best interest.

Lastly, Clayton County is a community comprised of healthy, attractive, and livable neighborhoods that embrace our diversity and offer a variety of housing options for all ages and income levels. The County cares for our most vulnerable population by ensuring health, welfare, and social services are provided equitably across the community. We recognize that creating a safe community requires a holistic approach to crime prevention. In addition to maintaining professional and public safety services, The County provides opportunities for positive youth development, neighborhood preservation, and well-maintained infrastructure. We take great pride in serving our community and look forward to an even better fiscal year 2022!

Detrick Stanford
Detrick Stanford , Chief Operating Officer
Clayton County Board of Commissioners

Clayton County Strategy Map

STAKEHOLDER

COMMUNICATION & IMAGE
- Create a marketing campaign to promote new brand identity.
- Utilize social media to communicate success factors to citizens, businesses and partners throughout the County.
- Collaborate with local municipalities and community organizations to maximize the positive exposure of Clayton County by focusing on key goals.

QUALITY OF LIFE
- Ensure that every resident in Clayton County is provided a healthy and safe environment and promotes an active lifestyle.
- Develop and maintain public infrastructure to improve County appearance and encourage continued development.
- Create an eco-friendly atmosphere that promotes environmental consciousness and sustainability

ECONOMIC OPPORTUNITY
- Develop targeted areas within Clayton County as business centers and "live, work and play" areas to drive investment
- Leverage zoning opportunities to attract business development and enhance the value of key County corridors
- Recruit industry leaders to assist with identifying key tools and resources to develop the local workforce

GROWTH MANAGEMENT
- Standardize county-wide systems to improve information and data sharing between Departments
- Recruit and retain a diverse workforce to meet the needs of the County
- Collect and evaluate resources (public, private, non-governmental organizations) for utilization and creating efficiency and resource allocation

STRONG FINANCIAL PERFORMANCE

- Facilitate strategic financial planning for future fiscal years, including project expenditures and expected results in operations
- Develop a financial process that encompasses all aspects of governmental budget development and execution
- Develop a capital development plan and contingence plan to address potential changes in future community growth

INTERNAL BUSINESS PROCESSES

- Identify work planning processes to establish an efficient capital outlay program
- Establish a customer service program to set the standards of providing quality customer service to county citizens and businesses
- Establish accessibility and transparency with technology designed to put resources at the fingertips of County residents and businesses
- Conduct comprehensive analysis to identify operational redundancies and inefficiencies

ORGANIZATIONAL CAPACITY

- Pursue innovative technology solutions to maximize employee performance
- Build a culture of innovation & collaboration
- Recruit & retain a diverse workforce to meet the needs of the County

MISSION

Clayton County is a community-focused government committed to maintaining a positive and effective atmosphere while providing access to resources that are beneficial to the economic growth and prosperity of our citizens, businesses, and employees.

VISION

Clayton County will serve as the archway between the region and the world by creating endless opportunities to live, work and play for all citizens.

Core Values

- Accountability
- Transparency
- Collaboration
- Integrity
- Communication
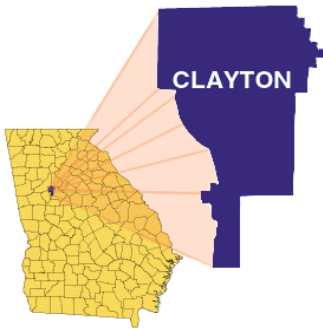
Clayton County Georgia was created by the Georgia State Legislature on November 10, 1858 and is, therefore, one of the newer counties in Georgia (125th created in the state). Clayton was formed from Henry and Fayette counties. The bill was introduced to the legislature by Colonel James E. Johnson of Fayette County. Originally the county was to be called Butler, for the U.S. senator Andrew P. Butler of South Carolina, but the bill was amended before it passed, and the name was changed to Clayton, in honor of Judge Augustin Smith Clayton, a distinguished Georgia Attorney and U.S. Congressman of Athens, Georgia. Jonesboro became the county seat.

Clayton County is approximately 149 square miles and is one of the smaller counties in the state in terms of area. It is located 10 miles south of Atlanta. It is bordered on the West by Fayette County, on the South by Spaulding County, on the East by Henry County and on the North by Fulton County. The County's elevation of 1,000 feet above sea level permits an ideal four-season climate. Temperatures average from 45 degrees in January to approximately 80 degrees in July. Clayton County is comprised of six incorporated cities. They are Jonesboro, Morrow, Lovejoy, Lake City, Riverdale and Forest Park.

Jonesboro – The city of Jonesboro, incorporated in 1859, is the fictionalized setting for Margaret Mitchell's "Gone with the Wind" novel. The population in 2019 was 4,771 and the median household income was $35,263. Jonesboro covers a 2.6 square mile radius.

Morrow – The city of Morrow became a part of Clayton County in 1858 when Clayton was created from parts of Henry and Fayette counties. They were granted a charter to become a city in 1943. The population in 2019 was 6,965 and the median household income was $54,769. Morrow covers a 2.9 square mile radius.

Lovejoy – The city of Lovejoy has a population of 6,179 and a median household income of $44.190. Lovejoy covers a 2.3 square mile radius.

Lake City – Lake City has a population of 2,777 and a median household income of $42.132 It covers a 1.8 square mile radius.

Riverdale – Riverdale is home to Clayton County's only hospital which is also one of the top employers for the county. Riverdale has a population of 15,291, a median household income of $40,850 and covers a 4.3 square mile radius.

Forest Park – Forest Park is Clayton County's largest municipality and was incorporated in 1908. The population in 2019 was 19,743 and the median household income was $34,839. It covers 9.4 square miles.

Clayton County's first courthouse was a wooden structure that was burned in 1864 during Sherman's March to the Sea. A new two story brick courthouse was constructed in 1869. It was used until 1898 when it became a Masonic Lodge and it is still utilized as a Lodge today. In 1898 a larger courthouse with

a clock tower was constructed a block from the old courthouse. It is referred to as the historic courthouse. In 1962, the need for space led county officials to build a modern addition around the courthouse. In 1998 Clayton County officials authorized the construction of a new Clayton County Judicial Complex. On November 4, 2000, the courthouse staff moved to the new justice complex which consists of 18 courtrooms with isolated and secure inmate circulation and holding cells, judge's quarters, clerks of courts, the Clayton County Sheriff's Office, and a 1,536 bed detention facility. The historic courthouse has been restored and now houses the Registrar's Office, Tax Assessor's Office, and Community Development.

Old Clayton County courthouse, built in 1869, is located one block north of the historic courthouse.

The Historic Courthouse (left) and the Harold R. Banke Justice Center (right) house essential County functions such as; Superior Court and Judges, Clerk of Superior/Magistrate Courts, Clerk of State Court, District Attorney's Office, Magistrate Court and Judges, State Court and Judges, Solicitor General's Office, Sheriff's Office, Registrar, Tax Assessor, and Community Development..

Population
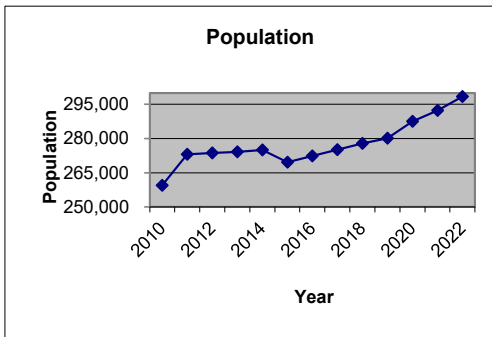
Population

Clayton County experienced a dramatic surge in population from 10,260 in 1930 to 150,357 in 1980, making it one of the fastest growing Counties in the state. The close proximity to downtown Atlanta makes it a prime location for commuters to live, shop and attend various activities. The growth continued from 1990 to 2000 with the population growing at a 29.9% rate. The population increased from 236,517 in 2000 to 259,424 in 2010 a growth rate of 9.7% over the last ten years based on the latest census data. In 2022 population is estimated to grow to 298,374.

Governmental Structure

The governing authority of Clayton County is a Board of Commissioners consisting of four elected commissioners and one elected chairman. The Vice-Chairman designation is chosen by the commissioners. The Chairman serves on a full-time basis and is elected to a term of four years. The four district commissioners serve on a part-time basis and are elected to staggered terms of four years. The Chairman serves as Chief Executive Officer and is responsible for the daily operations of the County. The Board has a Chief Operating Officer who monitors county operations and ensures that all daily functions are managed in accordance with the policies of the Board of Commissioners. Clayton County is in the 13th and 5th congressional districts, 34th and 44th state senatorial districts, and 60th, 63rd, 74th, 75th, 76th, 77th, and 78th state house districts. Under Georgia Code 36-5-22.1, amended by House Bill No. 1815, the County Government Authority (Board of Commissioners) has original and exclusive jurisdiction over the following:

- establish and control an annual county budget

- direct control over the property of the County

- levy general and special taxes for county purposes

- establish, alter or abolish all roads, bridges, and ferries in conformity to law

- fill all vacancies in county offices unless some other body or official is empowered by law to fill the vacancy

- examine, settle and allow all claims against the county

- examine and audit the accounts of all officers having the care, management, keeping, collection or disbursement of money belonging to the county or appropriated for its use

- make rules and regulations to protect the poor of the county, police officers and patrol officers

- establish ordinances controlling quality of construction and regulation of safety issues affecting the public

Services Provided by Clayton County

Clayton County provides a complete range of services to its citizens to include the following: police and fire protection, emergency medical services, court systems, library services, highway construction and maintenance, recreational activities and cultural events for youth and senior citizens, refuse collection and disposal, public health services, building inspection, animal control services, and tax assessment and collection services. The 2022 budget provides for no reduction in service levels. The County also provides water, sewer and solid waste disposal services through the Clayton County Water Authority. Some of the services highlighted below are: police protection, fire protection, health care, education, and lifestyle.

The C. Crandle Bray Building houses the Clayton County Police Department, E911, and Emergency Operations.

The purpose of the Police Department is to enforce the law fairly and firmly, to prevent crime, to pursue and bring to justice those who break the law, to keep the peace, to protect, help and serve the people of Clayton County, and to do all of this with integrity, common sense and sound judgment. The Police Department is a full service law enforcement agency responsible for handling all calls for emergency service in the unincorporated areas of Clayton County. The Clayton County Police Department is housed in a modern 94,000 square foot building constructed in 2004.

That space is shared with Communications and Emergency Management. The headquarters allows all divisions to be housed in the same building and enables information to flow more accurately, efficiently and effectively among divisions. Communications and Emergency Management occupies 20,000 square feet of the facility. With the constant increase in call volume it became difficult to maintain the older outdated equipment. The current space should accommodate anticipated growth for the next 25 years. Communications receives and dispatches emergency and non-emergency calls. The center is staffed with certified and trained officers and is actively involved in public education and community outreach activities. Emergency Management coordinates the efforts of the county in preparing for major disasters and emergencies.

The primary responsibility of the Fire Department is to respond to medical emergencies, vehicle crashes, gas leaks, building fires, vehicle fires, wood/grass fires and natural disasters to protect the citizens of Clayton County. Non-emergency services provided include fire code inspections, building plan review, pre-fire planning for equipment, fire cause and arson investigations. The Fire Department is responsible for 14 fire stations throughout the County. During 2016 the County agreed to provide fire services for Lake City. The County also provides fire services for Lovejoy and Jonesboro.

In fiscal year 2016, the County Fire Department initiated its Community Treatment Program. The Community Treatment Program (CTP) is a mobile integrated health care initiative designed to fill the gaps in primary care within our community. The program installed by the CCFES is a first of a kind program aimed solely at increasing the quality and availability of healthcare to the citizens of Clayton County. The CTP program has gained national recognition for its innovation and cutting edge approach to community health.

Services Provided by Clayton County continued

The Lake Spivey Recreation Center is part of an overall enhancement of the existing International Park..

The Flint River Community Center combines facilities for Youth as well as a complex for Seniors.

Services Provided by Clayton County continued

During fiscal year 2015, Clayton County approved a one percent sales tax to fund the County's full participation in Marta. Service began in January, 2015 with three initial bus routes. During subsequent years additional routes have been added to enhance transportation for citizens throughout the County.

Clayton County offers its community some of the best healthcare options in metropolitan Atlanta. Southern Regional Medical Center was established in 1971 as a community-based healthcare provider and became a member of the Promina Health System (Georgia's largest non-profit hospital alliance) in 1996. In February 2016, the hospital reached an agreement to be purchased by Prime Healthcare. Southern Regional Health System consists of the following: Southern Regional Medical Center, a 331-bed full-service hospital featuring a state of the art outpatient surgery center, and one of the busiest emergency departments in the State, Southern Regional Psychiatric Center, The Surgery Center at Mt. Zion; Southern Regional Homecare, Medicare and Medicaid certified home health agency and Women's Life Center, a 107,000 square foot, state of the art facility that offers complete obstetrical, gynecological, diagnostic and educational services for women. The Southwood Comprehensive Medical Center is one of 26 medical center facilities operated by Kaiser Permanente of Georgia, the state's largest non-profit health plan. The newly expanded Southwood Comprehensive Medical Center in Jonesboro officially opened on May 1, 2014 and more than doubled the size while expanding capabilities of the facility. Kaiser Permanente provides comprehensive healthcare services to more than 303,848 citizens in the state of Georgia.

Quality and distinction describe Clayton County's educational institutions, where programs, facilities and faculty produce educated young men and women prepared for college or career. From preschool to 12th grade, the nearly 55,000+ students enrolled in the seventy-one Clayton County Public Schools have access to some of the best instructional programs in the country. The school system has approximately 3,531 full and part-time teachers. Nearly 63% of the teaching staff holds advanced degrees, and many have earned achievement awards on state, national and international levels. Clayton County Schools rank among the top in the country for access to technology. Facilities include sophisticated computer networks, technology labs, a fully equipped TV production studio and a 1,800 seat Performing Arts Center. The Clayton County School system is certified by the Southern Association of Colleges and Schools.

Clayton College and State University offers a wide range of degrees and career options. The campus supports continuing education for people of all ages and offers graduate degrees.

Services Provided by Clayton County continued

Clayton State University is the only university in Georgia to offer both academic and vocational degrees. The ever expanding college has over 7,052 students preparing for more than forty two majors. People are served annually through the second largest continuing education program in Georgia which includes small business and international business development programs, a mobile computer learning lab and other community outreach programs.

Clayton County offers an active and rewarding lifestyle which encompasses sports, arts, religious observances, historical events and a community that would rival that of almost any other area in the country. Sports and recreation are important in Clayton County. Children and adults can learn together about the outdoors at the Reynolds Nature Preserve or the Newman Wetlands Center. They can fish at Lake Blalock or Lake Shamrock. League play is a popular pastime each year in swimming, tennis, soccer and baseball. Private and public golf courses are also in the area, including Lake Spivey Golf Club, Eagles Landing Country Club, and The Links. The Clayton County International Park offers sunbathing, swimming, water slides, a tennis complex, a volleyball stadium, and seasonal outdoor concerts.

The Clayton County W.H. Reynolds Memorial Nature Preserve is a 146 acre park located in Morrow, GA. It has over 3 miles of hiking trails a visitor can explore as well as admire the history of farm equipment, spring houses, and a barn dated back to 1867.

The tennis complex opened in August 2003. It is a stadium court surrounded by 16 courts, all lighted for night play, a full service pro shop with world class clothing and shoes, head racquets, racquet stringing, balls and any other tennis related accessories. There are showers and locker rooms, a meeting room and an after school program. The tennis complex is ALTA and USTA certified; all leagues are welcome with prior approval to play in the new complex. The complex offers private lessons, children's programs, adult programs and break point training. A junior academy that works with high school players as well as tournament players is also available at the tennis complex. Other exciting sporting events include NCAA men's and women's basketball and soccer action at Clayton State University.

Services Provided by Clayton County continued

Over 160,000 fans attend the NASCAR Monster Energy Cup racing in March at the Atlanta Motor Speedway. The speedway also hosts the Atlanta Auto Fair, a showcase of antique, rare and experimental automobiles. Clayton County's close proximity to the city of Atlanta provides citizens with easy access to sporting events such as the Atlanta Braves Baseball, Atlanta Falcons Football, and Atlanta Hawks Basketball.

Cultural opportunities are prevalent in Clayton County. Spivey Hall, located on the campus of Clayton State University, is a 400-seat, acoustically-superior performing arts venue that has presented the best in jazz and classical music to the metro Atlanta area since 1991.

The visual centerpiece of Clayton State University's Spivey Hall is the Albert Schweitzer Memorial Pipe Organ, a 79-rank, 3-manual, 4,413-pipe organ, built and installed by Fratelli Ruffatti of Padua, Italy.

Its celebrated concert series receives regular national and international attention as one of America's finest, and the Hall's acoustics and design are routinely lauded by patrons, pundits and performers. Thanks to frequent appearances on National Public Radio's "Performance Today", the hall has earned a national reputation while also reaching an international audience through exposure in such publications as BBC Music magazine and International Arts Manager. The Hall also routinely receives superb

accolades from the noted artists it annually presents. The Public Schools' Performing Arts Center provides yet another cultural experience and is one of the largest fully-equipped performance stages in Metro Atlanta with "turntable" seating for performance flexibility. The most outstanding feature of this facility is the presence of three separate performing areas with the capabilities of combining them into one large area. Locally based performance companies include the Spivey Children's Choir, Tara Winds Concert Orchestra, Tara Choral Guild, Clayton Alliance for Summer Theater and the respected Festival Ballet Company. Historical Jonesboro, Inc., Arts Clayton and other groups offer a busy calendar of special events. Spivey Hall, the most celebrated recital hall in the southeast, brings acclaimed performers to the campus of Clayton State.

Arts Clayton provides a venue for both Local and National artists to display their work.

National and Global Economic Conditions and Outlook

As part of the ongoing budget process the County continually reviews and monitors economic data at the national level. This information is essential to provide insight into the impact of the national economy on local decisions.

The ramifications of the Covid-19 pandemic have impacted the US economy for over a year. The economic impacts have ranged from a complete shutdown of the US economy to a market driven recovery led by home sales fueled by historically low interest rates. The aggressive Fed actions of lower interest rates in conjunction with Treasury purchases has prevented the US economy from coming to a standstill. Despite this intervention, many industries remain negatively impacted due to Covid-19 safety protocols. Industries such as, airlines, cruise lines, hotels, travel and leisure, professional and college sports have been negatively impacted and have yet to recover. Due to the quickly expanding vaccination program, these industries are expected to make a recovery during 2021 and 2022.

Real gross domestic product GDP increased at an annual rate of 6.4% in the first quarter of 2021. The increased economic activity is the result of widespread vaccinations and increased government spending. Economic activity is accelerating at rate not seen since 2003 and is expected to continue as the post Covid-19 economy begins to take shape. As businesses expand to meet growing demands for products and services, expanded government assistance payments aimed at individuals are helping to fuel economic growth. It is estimated that consumer spending increased by 10.7% specifically in durable goods 41.4%, while services have increased 4.6%. Despite the higher consumer spending, the savings rate also increased for households. This bodes well for future growth as households have funds to fuel further economic activity.

Unemployment continues to lag the pre-pandemic rate of 3.5% in February of 2020. Unemployment for March, 2021 decreased to 6.0% nationwide down from a pandemic high of 14.7%. With supplemental unemployment benefits, job postings have reached an all time high of 8.1 million openings. Employers warn of labor shortages as many are unable to find qualified employees to fill jobs. As a result of labor shortages, wages are expected to increase as demand for employees continues to soar.

Inflation has become a concern for many industries as cost of materials has increased dramatically in most areas. Demand for building materials has impacted new home construction resulting in higher home prices. Consumers can anticipate cost increases.

Interest rates have remained at historically low levels. The Federal Reserve most recently decreased rates in March 2020. The Federal Reserve has given every indication that it will maintain low interest rates when the economic outlook and growth dictates that it will sustain growth and the 2% unemployment target.

Purchases of goods and services by state and local governments has grown faster in the previous few years. Local governments have begun to invest in infrastructure as additional funds are becoming available to support needed projects.

Overall the US economy is expected to expand at a rapid pace for 2022 as a result of increased federal spending and growing consumer demand.

Local Economic Conditions and Outlook

Economic Development in Clayton County is thriving. Despite the year of the onset of the pandemic, several companies throughout the county in the supply chain, logistics, warehouse and distribution industries doubled production and increased staff. Unemployment hit the small business and office market hard and rose to as high as 14% in 2020, it has now dropped to 6.8%. Chime Solutions 700 jobs, Fresh Express added a shift of 300, Clorox added a line of production and 65 jobs, The Atlanta Airport Submarket experienced the fastest industrial growth in the region with reporting the highest amount industrial space under construction or leased out in the 3rd and 4th quarter of 2020. Additionally, small business relief grant programs were created, advertised and administered to Clayton County Small businesses with 25 employees or less. To keep the business community and citizens informed of Covid – 19 updates, the Office of Economic Development participated in weekly zoom meetings with the Metro Atlanta Chamber (our industry partner) to discuss PPP loans, Small Business Development Center assistance and companies in Clayton County that make or use PPE gear for their workers. It was an honor for Clayton County to play an integral part in assessing PPE gear inventory from our Food Manufacturing companies so that it could be donated to hospitals all around the state of Georgia, if needed. After 3 rounds of small business grants were done, $1.5m in grant dollars was issued to Clayton County merchants. The county kept the public informed of our opportunities and resources by adding a COVID-19 flashing update section to the homepage of the county website, and to the InvestClayton website. Information related to small business relief, government closures, technical assistance workshops, and county health department testing services were also listed and kept current.

UNEMPLOYMENT RATE

In September 2020, we launched our Economic Development Strategic Plan Update facilitated by the CREST group at Clayton State University. A Steering committee of business owners, civic leaders, county staff and stakeholders met to gather into 4 priority pillars that the Plan would address: Housing and Education Empowerment, Labor and Workforce, Entrepreneurship and Small Business Growth, and Healthcare.

The Office of Economic Development responded to 14 RFPs from the State and our Public Utility partners. The surge of development projects in the warehouse and food manufacturing space was significant. While the hot office market in other areas of the region went cold, Clayton county's vast real estate portfolio of industrial space remained in strong demand. A noticeable uptick in 'Green Development' was also a new wave of development interest. Green Development is a category of industry that consists of businesses like Vertical Farming, Aquaponics, Medical Cannabis, and Food Recycling.

Clayton County has gained the visibility and respect of State Project Managers and Economic Development Managers from Georgia Power and Georgia EMC in referring potential projects. The Office of Economic Development participated in 3 virtual conferences with Site Selector consultants from around the United States of America. The meeting was held in a speed dating format where the Economic Development Officer was allowed 7 minutes to pitch their community to 8 Site Selectors. Site Selectors are hard to pin down and work all over the USA and Internationally. The face time was invaluable as the EDO marketing all of the points that make Clayton County the right choice for business.

A new industry that the OED is working on business attraction in is increasing the presence of the Office Market in Clayton County. Data Centers, Call Centers and Class A office space are expanding industries that we can absorb in Clayton to diversify our business mix.

Lastly, the Office of Economic Development was established under the Clayton County Board of Commissioners and moved away from the previous structure it held under the DACC. The office is newly located in the Clayton Chamber of Commerce building . The plan is to fully staff the department with two Economic Development Project Managers , Marketing Coordinator, Administrative Assistant. As of this date , the EDO and the Marketing Coordinator have been hired with the other positions soon to follow. The OED hosted National Economic Development week with in person and online events for the public to attend. (See attached flyer)

Public perception still remains a barrier to rapid growth in Clayton County – The OED has newly created public relations , digital marketing and media outreach initiatives to promote the good business news and favorable project information on this county, where the world lands and opportunities take off.

Local Economic Conditions and Outlook continued

The top employers and top taxpayers for Clayton County serve many industries and are detailed below:

Clayton County Top Ten Major Employers		
Company:	Employees:	Percentage:
Clayton Board of Education	7,300	4.68%
Delta Airlines, Inc.	6,200	3.97%
Clayton County Government	2,399	1.54%
Southern Regional Health System	1,450	0.93%
Gate Gourmet Inc.	1,200	0.77%
Fresh Express	800	0.51%
Wal-Mart	450	0.29%
Fedex Ground	800	0.51%
Clayton State University	675	0.43%
Southern Power/Georgia Power	543	0.35%
Subtotal of the 10 largest	21,817	13.98%

Clayton County Top Ten Property Taxpayers		
Taxpayer:	Assessed Value	Percentage:
Delta Airlines	721,608,389	11.96%
Georgia Power	214,327,169	3.55%
Southwest Airlines	104,875,205	1.74%
Clorox Company	47,327,880	0.78%
Atlanta Gas Light	44,394,190	0.74%
American Airlines	42,451,598	0.70%
AMB Properties	38,350,776	0.64%
City of Atlanta	36,677,325	0.61%
Kroger	28,654,448	0.47%
AT&T	24,138,299	0.40%
Subtotal of 10 largest	1,302,805,279	21.59%

Delta continues to be the County's top private employer as well as one of the top taxpayers and as a result has a large financial impact on the County. The impact of Delta to the County has been positive with additional flights and support services being relocated to Hartsfield-Jackson Atlanta International Airport.

The primary local economic driver of the community is Hartsfield-Jackson Atlanta International Airport, supplying thousands of jobs, tax revenues, and international trade resources that have shaped Clayton County for many years. It consistently ranks as the world's second largest cargo facility and country's busiest airport, serving over 110.5 million passengers in 2019. However due to the Covid-19 pandemic, the Airport saw a significant drop in passenger traffic decreasing to 42.9 million passengers in 2020. The economic benefit to the metro area is estimated to exceed $34.8 billion dollars. In May 2012 the Hartsfield-Jackson Airport opened the new Maynard H. Jackson International Terminal. The new 40 gate terminal has meet the growing demand for international travel from Atlanta. The energy saving complex will provide travelers the ability to connect with over 225 destinations in over 51 countries. The new terminal serves over twelve million passengers each year.

The budget for FY2022 was prepared after careful consideration of many difficult challenges, including finding the proper balance between maintenance of existing taxpayer services versus taxpayer increases, repair and maintenance on roads, bridges, buildings and equipment, and the employee compensation package.

The most important assets of Clayton County are its citizens; therefore, taxpayers should have access to governmental and judicial services. Several of the County's departments are enhancing their websites to include online form completes and paying fees online. Currently, there are several forms for the Clerk of Superior/Magistrate Courts available online. The forms include case initiation forms, witness subpoenas, disposition forms, case-filing information forms and summons forms.

Modern up to date courthouse facilities provide the Citizens of Clayton County with a state of the art venue for legal proceedings.

Also included are forms for the real estate division, applications to become a notary, passport applications and trade name applications. The Clerk of Superior/Magistrate Courts is continuously working to increase the number of services provided online to decrease the amount of time Clayton County citizens spend traveling to the Harold R. Banke Justice Center. The next hurdle for the Clerk is to enable the citizens to electronically file and pay civil actions (i.e. divorce and domestic petitions) online. The filing of evictions and abandonment of motor vehicles online would also be a tremendous accomplishment, due to the large numbers brought in by some consumers.

Clayton County also holds as a top priority the protection of its citizens. The Sheriff's duties include, but are not limited to operating the County jail, issuing warrants, providing courthouse security and operating the work release program. The County jail is a 1,536-bed facility. The Police Department's duties include criminal investigations, traffic patrol, SWAT team operation and a helicopter unit.

Repair and maintenance on roads and bridges is a necessity that most citizens don't consider until an unfortunate accident occurs. Clayton County attempts to avoid those types of incidents by taking preventative measures to keep roads and bridges operational. Currently some of the bridges in the County are not able to sustain the weight of school buses. Although the cost to repair a bridge is substantial, it is definitely a major priority in this year's budget to repair weak bridges because it endangers the lives of Clayton County Citizens. As new residents continue to move into the County, they bring with them an immediate impact on traffic flows. With each additional vehicle on the road, the potential for problems increases. Traffic counts begin to exceed existing road design capacities and intersections become overcrowded. For that reason, one of the priorities for the Transportation and Development Department is to monitor intersections and add traffic lights where necessary and to also repair and maintain the integrity of the County's roads.

Employees are recognized by the Board of Commissioners for their years of service to the citizens of Clayton County.

The County has designated approximately $125.5 million in the 2009 SPLOST and $86.5 million in the 2015 SPLOST, and $63.0 million for the 2021 SPLOST for road maintenance, safety and improvement projects to be spent over the next several years. Employees are also an important component to Clayton County. They are responsible for providing essential services to the citizens in a timely, efficient and productive manner. The 2022 budget includes a merit based increase for Clayton County employees. Fringe benefit projections are based on the approved positions within each department. The budget for the County and Employees portion of group insurance, are based on the new 2022 rates.

The Risk Management and Insurance budget is based on continuing the present HMO Plan insured by Kaiser Permanente, and the present self-funded PPO Plan administered by Anthem. Both plans also now offer a high deductible plan with HSA accounts. Also the County's Self-Funded Dental Plan administered by Delta Dental is included in this budget.

Clayton County Parks & Recreation was established March 1971 with the need for health and wellness as a forethought. Clayton County continues to place leisure services at the top of the priority list with continued funding and expanded services such as the development of new parks, renovations to existing parks, and preservation of greenspaces. Since 2004, the Special Purpose Local Option Sales Tax (SPLOST) has contributed millions of dollars for parks and recreation projects in Clayton County. Because of the continued support the Parks and Recreation Department serves the entire county and is easily accessible to the community with a recreation center in each of the 4 districts. Clayton County currently has 1,350 acres of parkland; which breaks down into 15 parks, 40 athletic fields, 25 tennis courts, 10 pickle ball courts, 5 recreation centers, 16 playgrounds, 17 picnic areas, 1 nature preserve, 2 greenways, 5 swimming pools, 1 natatorium, 2 fishing ponds, and over 14 miles of walking and biking trails. New amenities coming soon are a Water Park and Sky Trail. Join us this year as we celebrate 50 Years of providing recreational quality of life for Clayton County residents.

Senior adult recreation is essential for many of Clayton County's active older citizens. Senior centers offer a variety of leisure services for seniors age 55 and older. The Charley Griswell Senior Center located on the East side of the County opened during the first quarter of FY 2007. It is a 30,000 square foot facility which includes a cafeteria, dining room, training kitchen, fitness room (weight machines), physical recreation room (aerobics, tai chi, and yoga), billiards room, ceramics classroom, arts and crafts classroom, an indoor swimming pool and full service locker rooms.

A fitness center is the new addition to the Frank Bailey Senior Center. This fitness center is to increase and maintain a healthy life style and participate in various activities specifically designed for Senior Citizens.

The center will also host classes in computer technology, writing and various other artistic disciplines. Senior citizens will meet for many other activities and trips. They will have water aerobics and other programs available for sign-up. Senior Centers are necessary to protect the quality of life for Clayton County's active seniors. The need for another center arose because of the increasing number of senior citizens and a desire to reduce the distance seniors need to travel to reach a center.

A wellness center was added to the Frank Bailey Senior Center to accommodate the seniors located in that part of the County. It includes a fitness room and a physical recreation room for various group exercises.

The youth of Clayton County are an important part of the fiber of the local community. The Clayton County Board of Commissioners has long been committed to providing safe and modern recreation facilities for the youth of Clayton County to enjoy. The Steve Lunquist Natatorium and Jim Huie Recreation Center opened in Spring 2006, and provides state of the art facilities for both competitive and novice swimmers. Citizens of all ages can come and for a small fee, swim laps, sign up for swim classes, enjoy water aerobics and/or participate in various swim competitions. It has stadium seating to enable audiences to enjoy the competitions. There are full service locker rooms are equipped with showers and bathrooms.

The Steve Lunquist Aquatic Center opened to citizens in spring 2006. The multi-purpose Center serves as a focal point for youth involvement as well as provide all citizens with a place to enjoy a variety of sports activities.

During budget year 2013 the County added a new recreation center to the Lovejoy area. The South Clayton Recreation Center was opened in March 2013 and has provided another state of the art recreation center to serve citizens of Clayton County. The center offers a wide array of activities geared toward the needs of citizens of all ages. Programs include water aerobics, swimming, basketball, and many types of exercise classes. The center is located adjacent to the District 3 Police Precinct.

New Greenspace Trails in District 4 add to the ever expanding network throughout Clayton County.

Modern and up to date libraries are vital to the education of our citizens. They offer a place for learning, they encourage children to read, and provide support during difficult economic times. Clayton County Libraries offer more than just a resource for books and reading. The County's modern libraries act as a resource to citizens and aid in job searches, and provides a variety of programs to the citizens of Clayton County.

The new Northwest Branch Library will provide state of the art services as well as computer access and learning programs for County youth. The library will be open to the public in 2021.

Citizens of Clayton County

Clayton County Board of Commissioners*

Other Elected Officials

Judicial System

Sheriff

Tax Commissioner

Courts

Prosecuting Office

Clerk of Courts

Other Boards And Authorities

Chief Financial Officer

Staff Attorney

Chief Operating Officer

Finance

Internal Audit

Building Maintenance

Extension Service/UGA

Parks and Recreation

Central Services

Fire/EMA/EMS

Police

Communications

Human Resources

Senior Services

Community Development

Information Technology

Tax Assessor

Corrections

Library

Transportation and Development

Elections and Registration

Information Technology

Youth Services

*Office of Youth Services and Office of Communications are subsidiary divisions of the Board of Commissioners

CLAYTON COUNTY, GEORGIA
SUMMARY OF FUND EXPENDITURES
FISCAL YEAR 2022

General Fund	$ 231,099,273
Special Revenue Funds	43,903,433
Capital Project Funds	0
Debt Service Fund	2,034,991
Internal Service Fund	25,233,782
Enterprise Fund	3,232,614
Pension Trust Fund	45,454,100
Total	**$ 350,958,193**
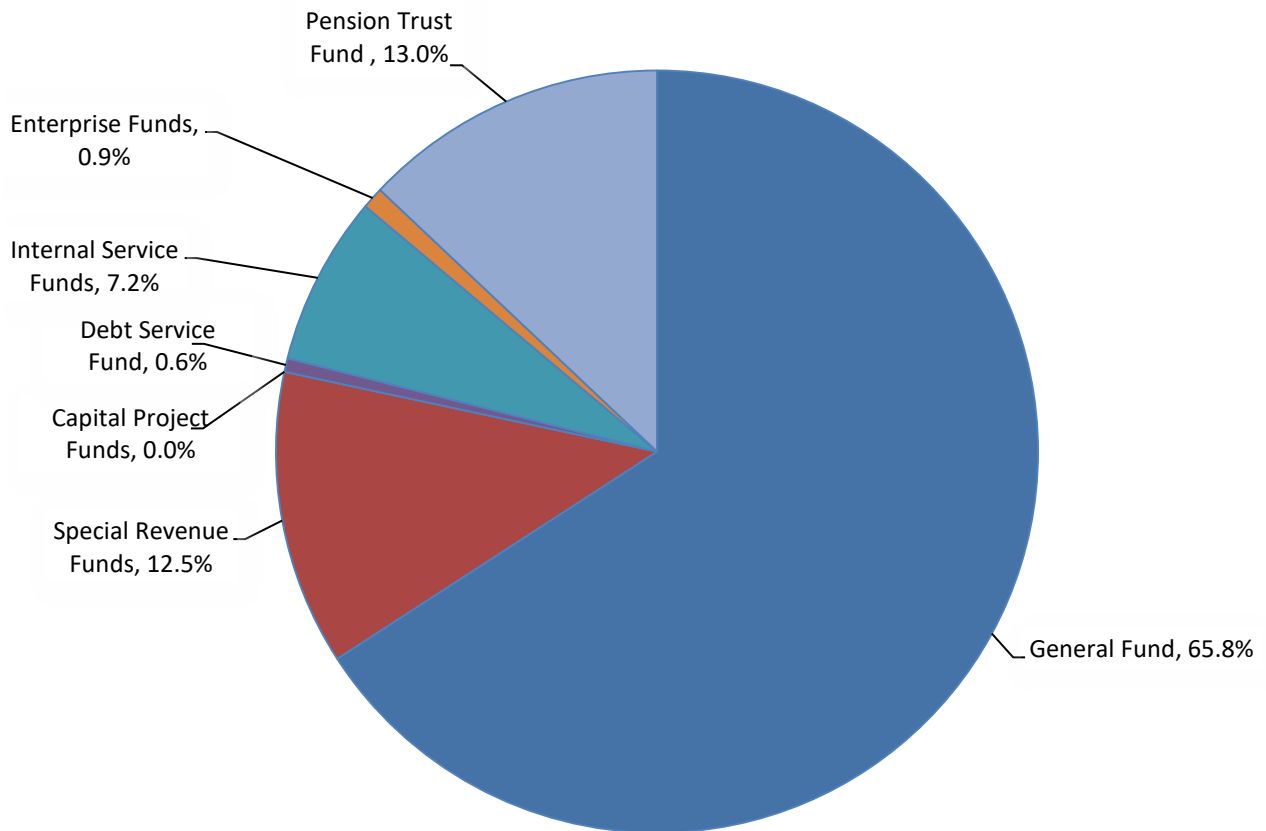
CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FISCAL YEAR ENDED JUNE 30, 2022
SUMMARY OF ADOPTED FUNDING AND APPROPRIATIONS

	REVENUES AND OTHER SOURCES			EXPENDITURES AND OTHER USES		
BUDGETED FUNDS	REVENUES	OPERATING TRANSFER IN	TOTAL FUNDING SOURCES	ADOPTED EXPENDITURES	OPERATING TRANSFER OUT	TOTAL EXPENDITURES AND OTHER USES
Governmental Funds						
General Fund	$ 230,643,273	$ 456,000	$231,099,273	$227,504,630	$ 3,594,643	$ 231,099,273
Debt Service Fund		2,034,991	2,034,991	2,034,991	-	2,034,991
Special Revenue Funds						
Fire District Fund	29,135,325		29,135,325	29,135,325		29,135,325
Hotel/Motel Tax Fund	676,371		676,371	676,371		676,371
Tourism Authority Fund	928,200		928,200	928,200		928,200
Emergency Telephone System	5,443,499		5,443,499	5,443,499		5,443,499
Federal Narcotics Fund	234,400		234,400	234,400		234,400
State Narcotics Fund	1,385,214		1,385,214	1,385,214		1,385,214
Sheriff Federal Narcotics Fund	175,000		175,000	175,000		175,000
Jail Construction and Staffing	418,000		418,000	-	418,000	418,000
Juvenile Support Services	6,000		6,000	6,000		6,000
Drug Abuse Treatment & Education	127,680		127,680	127,680		127,680
Alternative Dispute Resolution	181,859		181,859	181,859		181,859
Victim Assistance Fund	356,878	262,152	619,030	619,030		619,030
Domestic Seminars Fund	7,000		7,000	7,000		7,000
State Court Technology Fee Fund	111,935		111,935	111,935		111,935
Collaborative Authority Fund	-	12,500	12,500	12,500		12,500
Aging Grant Fund	-	660,000	660,000	660,000		660,000
HUD Grants Fund	-		-	-		-
Other County Grants Fund	-	625,000	625,000	625,000		625,000
Law Library Fund	177,112		177,112	177,112		177,112
Street Lights Fund	1,804,308		1,804,308	1,766,308	38,000	1,804,308
Ellenwood Town Center TAD			-	-		-
Central Clayton TAD			-	-		-
Forest Park TAD	500,000		500,000	500,000		500,000
Mountain View TAD	675,000		675,000	675,000		675,000
Total Special Revenue Funds	42,343,781	1,559,652	43,903,433	43,447,433	456,000	43,903,433
Capital Project Funds						
Roads & Recreation Projects	-	-	-	-	-	-
2009 Splost Capital Projects	-	-	-	-	-	-
2015 Splost Capital Projects	-	-	-	-	-	-
2021 Splost Capital Projects	-	-	-	-	-	-
Other Capital Projects Fund	-	-	-	-	-	-
URA Bonds	-	-	-	-	-	-
	-	-	-	-	-	-
Total Governmental Funds	272,987,054	4,050,643	277,037,697	272,987,054	4,050,643	277,037,697
Internal Service Funds						
Workers Compensation Fund	2,398,149	-	2,398,149	2,398,149	-	2,398,149
Medical Self Insurance Fund	22,835,633	-	22,835,633	22,835,633	-	22,835,633
Pension Trust Fund	45,454,100	-	45,454,100	45,454,100		45,454,100
Total Internal Service Funds	70,687,882	-	70,687,882	70,687,882	-	70,687,882
Discretely Presented Component Units						
Clayton County Landfill	3,232,614	-	3,232,614	3,232,614	-	3,232,614
Total Discretely Presented Components	3,232,614	-	3,232,614	3,232,614	-	3,232,614
Total of All Budgeted Funds	$ 346,907,550	$ 4,050,643	$350,958,193	$346,907,550	$ 4,050,643	$ 350,958,193

CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FISCAL YEAR ENDED JUNE 30, 2022
SUMMARY OF ADOPTED FUNDING AND APPROPRIATIONS

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET
REVENUES						
Property Taxes	$ 127,511,896	$127,082,292	$132,038,124	$ 26,552,650	$ 26,627,642	$ 29,643,625
Other Taxes and Assessments	52,352,939	50,530,000	55,962,000	3,780,961	2,655,464	3,296,371
Licenses and Permits	6,811,000	7,402,100	7,595,675	-	-	-
Intergovernmental	4,657,087	2,269,302	2,278,540	12,529,383	85,305,836	-
Charges for Services	21,508,871	22,243,063	22,107,499	6,098,100	5,201,636	5,979,878
Fines and Forfeitures	3,421,068	3,366,200	2,711,200	2,654,629	1,224,970	875,558
Interest and Dividend Income	76,721	32,000	15,000	196	-	-
Other Revenues	947,982	2,734,621	2,839,379	298,572	5,590,293	69,793
Total Revenues	217,287,564	215,659,578	225,547,417	51,914,491	126,605,841	39,865,225
OTHER FINANCING SOURCES						
Appropriation from Fund Balance	-	22,851,288	5,085,856	-	11,346,303	2,478,556
Approp. from Capital Impr. Reserve	-	-	-	-	-	-
Gifts and Donations		16,674	10,000	7,743	4,500	-
Operating Transfers In	622,500	2,030,500	456,000	1,496,519	1,871,105	1,559,652
Oper. Transfer In From Primary Gov	-	-	-	-	-	-
Proceeds from Prop./Casualty Claims	89,276	125,535	-	-	-	-
Proceeds from Refunding Bond Debt	6,480,000	-	-	-	-	-
Proceeds from Litigation Settlement		-	-	10,378	-	-
Lease Purchase Issuance	-	-	-	4,156,256	-	-
Sale of General Fixed Assets	-	-	-	-	-	-
Sale of Obsolete/Surplus Material	42,417	-	-	-	-	-
Sale of Salvage Vehicles		-	-	5,334	-	-
Total Other Financing Sources	7,234,193	25,023,997	5,551,856	5,676,230	13,221,908	4,038,208
Total Rev. & Other Financing Sources	224,521,757	240,683,575	231,099,273	57,590,721	139,827,749	43,903,433
EXPENDITURES						
General Government	62,587,681	69,277,680	63,369,535	12,256,810	18,087,201	1,791,071
Tax Assessment and Collection	4,100,224	4,659,632	4,549,837	449,357	900,000	1,175,000
Courts and Law Enforcement	74,253,088	78,916,132	80,560,000	4,510,321	5,708,915	2,046,911
Public Safety	42,725,928	56,321,781	52,006,654	25,531,950	39,625,445	35,917,643
Transportation and Development	6,677,523	8,391,182	8,715,520	4,801,259	49,336,757	1,804,308
Libraries	3,291,008	4,403,495	4,334,372	554,592	718,801	-
Parks and Recreation	6,410,901	7,721,371	8,106,744	12,500	8,039	-
Health and Welfare	3,961,419	7,021,728	5,861,968	5,802,636	15,297,939	712,500
Total Expenditures	204,007,772	236,713,001	227,504,630	53,919,425	129,683,097	43,447,433
OTHER FINANCING USES						
Payment to Refund Capital Lease	6,314,463	-	-			
Casualty and Other Losses	-	120	-			
Appropriations To Fund Balance	-	250,000	-	-	7,137,487	-
Litigation Claims & Settlements	-	-	-			
Operating Transfers Out	4,608,211	3,720,454	3,594,643	1,624,080	3,007,165	456,000
Total Exp. and Other Financing Uses	214,930,446	240,683,575	231,099,273	55,543,505	139,827,749	43,903,433
Net Increase (Decrease) in Fund Balance	9,591,311	(22,851,288)	(5,085,856)	2,047,216	(11,346,303)	(2,478,556)
FUND BALANCE JULY 1	97,201,719	106,793,030	83,941,742	35,928,821	37,976,037	26,629,734
FUND BALANCE JUNE 30*	**$ 106,793,030**	**$ 83,941,742**	**$ 78,855,886**	**$ 37,976,037**	**$ 26,629,734**	**$ 24,151,178**

	DEBT SERVICE FUND			CAPITAL PROJECTS FUND		
	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET
REVENUES						
Property Taxes						
Other Taxes and Assessments				48,842,972	285,697,823	
Licenses and Permits						
Intergovernmental				1,059,272	890,144	
Charges for Services						
Fines and Forfeitures						
Interest and Dividend Income				1,500,509	761,358	-
Other Revenues					1,815	
Total Revenues	-	-	-	51,402,753	287,351,140	-
OTHER FINANCING SOURCES						
Appropriation from Fund Balance				-	42,569,352	-
Approp. from Capital Impr. Reserve						
Gifts and Donations						
Operating Transfers In	15,756,620	15,910,051	2,034,991	650,289		
Oper. Transfer In From Primary Gov						
Proceeds from Prop./Casualty Claims						
Proceeds from Refunding Bond Debt						
Proceeds from Litigation Settlement						
Proceeds from Revenue Bonds				-		
Sale of General Fixed Assets						
Sale of Obsolete/Surplus Material						
Proceeds from Capital Leases						
Total Other Financing Sources	15,756,620	15,910,051	2,034,991	650,289	42,569,352	-
Total Rev. and Other Financing Sources	15,756,620	15,910,051	2,034,991	52,053,042	329,920,492	-
EXPENDITURES						
General Government	15,722,090	15,910,051	2,034,991	26,469,007	277,998,877	-
Tax Assessment and Collection	-	-	-	-	-	-
Courts and Law Enforcement	-	-	-	1,210,427	461,358	-
Public Safety	-	-	-	1,031,441	5,400,000	-
Transportation and Development	-	-	-	16,225,761	13,205,882	-
Libraries	-	-	-	4,190,169	-	-
Parks and Recreation	-	-	-	8,717,250	5,023,863	-
Health and Welfare	-	-	-	1,924,866	1,111,102	-
Total Expenditures	15,722,090	15,910,051	2,034,991	59,768,921	303,201,082	-
OTHER FINANCING USES						
Payment to Refund Capital Lease	-	-	-	-	-	-
Casualty and Other Losses	-	-	-	-	-	-
Appropriations to Fund Balance	-	-	-	-	26,719,410	-
Litigation Claims and Settlements	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Exp. and Other Financing Uses	15,722,090	15,910,051	2,034,991	59,768,921	329,920,492	-
Net Increase (Decrease) in Fund Balance	34,530	-	-	(7,715,879)	(42,569,352)	-
FUND BALANCE JULY 1	30,367	64,897	64,897	157,466,260	149,750,381	107,181,029
FUND BALANCE JUNE 30	$ 64,897	$ 64,897	$ 64,897	$149,750,381	$107,181,029	$ 107,181,029

CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FUND BALANCES FOR GOVERNMENTAL FUNDS
COMPARISON OF THE THREE MOST RECENT FISCAL YEARS

	TOTAL GOVERNMENTAL FUNDS		
	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET
REVENUES			
Property Taxes	$154,064,546	$153,709,934	$161,681,749
Other Taxes and Assessments	104,976,872	338,883,287	$59,258,371
Licenses and Permits	6,811,000	7,402,100	$7,595,675
Intergovernmental	18,245,742	88,465,282	$2,278,540
Charges for Services	27,606,971	27,444,699	$28,087,377
Fines and Forfeitures	6,075,697	4,591,170	$3,586,758
Interest and Dividend Income	1,577,426	793,358	15,000
Other Revenues	1,246,554	8,326,729	$2,909,172
Total Revenues	320,604,808	629,616,559	265,412,642
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	-	76,766,943	7,564,412
Appropriation from Capital Impr. Reserve	-	-	-
Gifts and Donations	7,743	21,174	10,000
Operating Transfers In	18,525,928	19,811,656	4,050,643
Operating Transfer In From Primary Gov	-	-	-
Proceeds from Property/Casualty Claims	89,276	125,535	-
Proceeds from refunding bond debt	6,480,000	-	-
Proceeds from Litigation Settlement	10,378	-	-
Proceeds from Revenue Bonds	4,156,256	-	-
Sale of General Fixed Assets	-	-	-
Sale of Obsolete/Surplus Material	42,417	-	-
Proceeds from Capital Leases	5,334	-	-
Total Other Financing Sources	29,317,332	96,725,308	11,625,055
Total Revenues and Other Financing Sources	349,922,140	726,341,867	277,037,697
EXPENDITURES			
General Government	$117,035,588	$381,273,809	$67,195,597
Tax Assessment and Collection	4,549,581	$5,559,632	$5,724,837
Courts and Law Enforcement	79,973,836	$85,086,405	$82,606,911
Public Safety	69,289,319	$101,347,226	$87,924,297
Transportation and Development	27,704,543	$70,933,821	$10,519,828
Libraries	8,035,769	$5,122,296	$4,334,372
Parks and Recreation	15,140,651	$12,753,273	$8,106,744
Health and Welfare	11,688,921	$23,430,769	$6,574,468
Other General Government	-	-	-
Total Expenditures	$333,418,208	685,507,231	272,987,054
OTHER FINANCING USES			
Payment to Refund Capital Lease	6,314,463	-	-
Casualty and Other Losses	-	120	-
Appropriations to Fund Balance	-	34,106,897	-
Litigation Claims & Settlements	-	-	-
Operating Transfers Out	6,232,291	6,727,619	4,050,643
Total Expenditures and Other Financing Uses	$345,964,962	726,341,867	277,037,697
Net Increase (Decrease) in Fund Balance	3,957,178	(76,766,943)	(7,564,412)
FUND BALANCE JULY 1	290,627,167	294,584,345	217,817,402
FUND BALANCE JUNE 30	**$294,584,345**	**$217,817,402**	**210,252,990**

CLAYTON COUNTY, GEORGIA
FY 2022 ESTIMATED FINANCIAL SOURCES
GOVERNMENTAL FUNDS

Total Other Financing Sources
4.20%

Other Revenues
1.05%

Other Taxes and Assessments
21.39%

Interest and Dividend Income
0.01%

Fines and Forfeitures
1.29%

Charges for Services
10.14%

Intergovernmental
0.82%

Licenses and Permits
2.74%

Property Taxes
58.36%

Legend:
- Property Taxes
- Charges for Services
- Other Taxes and Assessments
- Licenses and Permits
- Fines and Forfeitures
- Other Revenues
- Intergovernmental
- Interest and Dividend Income
- Total Other Financing Sources

CLAYTON COUNTY, GEORGIA
FY 2022 ESTIMATED EXPENDITURES
GOVERNMENTAL FUNDS

Courts and Law Enforcement
23.50%

Transportation and
Development
3.80%

Libraries
1.56%

Parks and Recreation
2.93%

Health and Welfare
2.37%

General Government
24.26%

Tax Assessment and
Collection
2.07%

Other Financing Uses
1.46%

Other General Government
0.00%

Public Safety
24.32%

☐ Courts and Law Enforcement	■ Transportation and Development	☐ Libraries
☐ Parks and Recreation	■ Health and Welfare	☐ General Government
■ Tax Assessment and Collection	☐ Other Financing Uses	■ Other General Government
■ Public Safety		

CLAYTON COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES, AND
CHANGES IN RETAINED EARNINGS FOR ENTERPRISE FUNDS
COMPARISON OF THREE MOST RECENT FISCAL YEARS

	TOTAL ENTERPRISE FUNDS		
	FY 2020 ACTUAL	FY 2021 AMENDED	FY 20222 BUDGET
REVENUES			
Property Taxes	$ -	$ -	$ -
Other Taxes and Assessments	-	-	-
Licenses and Permits	-	-	-
Intergovernmental	500,000	1,962,582	2,101,205
Charges for Services	1,129,821	1,087,653	1,131,409
Fines and Forfeitures	-	-	-
Interest and Dividend Income	6,244	-	-
Other Revenues	13,336	-	-
Total Revenues	1,649,401	3,050,235	3,232,614
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	-	-	-
Operating Transfers In	-	-	-
Sale of General Fixed Assets	-	-	-
Total Revenues and Other Financing Sources	1,649,401	3,050,235	3,232,614
EXPENDITURES			
Personnel Services	825,335	1,020,606	1,042,965
Operating Expenses	1,190,651	1,852,299	2,081,509
Capital Outlay	-	32,000	-
Debt Service	178,820	145,330	108,140
Total Expenditures	2,194,806	3,050,235	3,232,614
OTHER FINANCING USES			
Operating Transfers Out	-	-	-
Total Expenditures and Other Financing Uses	2,194,806	3,050,235	3,232,614
Net Increase (Decrease) in Retained Earnings	(545,405)	-	-
RETAINED EARNINGS JULY 1	630,432	85,027	85,027
RETAINED EARNINGS JUNE 30	$ 85,027	$ 85,027	$ 85,027

CLAYTON COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES, AND OTHER FINANCING
SOURCES AND USES FOR ALL BUDGET FUNDS
FISCAL YEAR ENDED JUNE 30, 2022

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
REVENUES							
Property Taxes	$ 132,038,124	$ 29,643,625	$ -	$ -	-	$ -	$ 161,681,749
Other Taxes and Assessments	55,962,000	3,296,371	-	-	-	-	59,258,371
Licenses and Permits	7,595,675	-	-	-	-	-	7,595,675
Intergovernmental	2,278,540	-	-	-	2,101,205	16,698,145	21,077,890
Charges for Services	22,107,499	5,979,878	-	-	1,131,409	-	29,218,786
Fines and Forfeitures	2,711,200	875,558	-	-	-	-	3,586,758
Interest and Dividend Income	15,000	-	-	-	-	6,500,000	6,515,000
Contributions	-	-	-	-	-	25,626,950	25,626,950
Other Revenues	2,839,379	69,793	-	-	-	19,966,100	22,875,272
					-		
Total Revenues	225,547,417	39,865,225	-	-	3,232,614	68,791,195	337,436,451
OTHER FINANCING SOURCES							
Appropriation from Fund Balance	5,085,856	2,478,556	-	-	-	1,896,687	9,461,099
Appropriation from Capital Impr. Res	-	-	-	-	-	-	-
Gifts and Donations	10,000	-	-	-	-	-	10,000
Operating Transfers In	456,000	1,559,652	2,034,991	-	-	-	4,050,643
Operating Transfer In From Primary Gov	-	-	-	-	-	-	-
Proceeds from Refunding Bond Debt	-	-	-	-	-	-	-
Proceeds from Property/Casualty Claims	-	-	-	-	-	-	-
Proceeds from Litigation Settlement	-	-	-	-	-	-	-
Proceeds from W/C Subsequent Injury	-	-	-	-	-	-	-
Sale of General Fixed Assets	-	-	-	-	-	-	-
Sale of Obsolete/Surplus Material	-	-	-	-	-	-	-
Proceeds from Capital Leases	-	-	-	-	-	-	-
Total Other Financing Sources	5,551,856	4,038,208	2,034,991	-	-	1,896,687	13,521,742
Total Revenues and Other Financing Sources	$ 231,099,273	$ 43,903,433	$ 2,034,991	$ -	$ 3,232,614	$ 70,687,882	$ 350,958,193
EXPENDITURES							
Personnel Services	$ 150,344,942	$ 29,872,784	$ -	$ -	$ 1,042,965	$ 54,976,000	$ 236,236,691
Operating Expenses	73,258,965	9,708,851	-	-	2,081,509	14,809,382	99,858,707
Capital Outlay	3,837,644	2,980,837	-	-	-	-	6,818,481
Debt Service	63,079	884,961	2,034,991	-	108,140	902,500	3,993,671
Total Expenditures	227,504,630	43,447,433	2,034,991	-	3,232,614	70,687,882	346,907,550
							-
OTHER FINANCING USES							-
Operating Transfers Out	3,594,643	456,000	-	-	-		4,050,643
Total Expenditures and Other Financing Uses	$ 231,099,273	$ 43,903,433	$ 2,034,991	$ -	$ 3,232,614	$ 70,687,882	$ 350,958,193
Net Increase (Decrease) in Fund Balance	(5,085,856)	(2,478,556)	-	-	-	(1,896,687)	(9,461,099)
FUND BALANCE JULY 1	83,941,742	26,629,734	64,897	107,181,029	85,027	6,376,274	224,278,703
FUND BALANCE JUNE 30	$ 78,855,886	$ 24,151,178	$ 64,897	$107,181,029	$ 85,027	$ 4,479,587	$ 214,817,604

CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION – EXPENDITURES COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA

The Budget Summary Information contained on the following three pages compares FY2022, FY2021, FY2021 Amended and FY2020. As a means of providing additional detail to the preceding consolidated overview of expenditures, this comparison of appropriations is provided at the next lowest level of aggregated budget information (i.e., total departmental or cost center budget). For an even more detailed breakdown of each department's budget or to obtain an explanation of the major changes that have occurred between the two fiscal years, please refer to the individual cost center data shown later in this document in its corresponding functional area.

The first column shows actual data for FY2020 and the second and third columns are included to show the dynamics of an annual operating budget. The second column contains the original budget that adopted by the Board of Commissioners for each department at this time last year. The budget originally approved budget represented our best estimates as to what it would cost to operate each if the various functions of the County during FY2021.

Of particular note is that certain budgets were amended during the course of FY2021. The initial expenditure plan changed throughout the year as unanticipated events occurred, funding priorities changed, or new programs initiated. These changes are shown in the third column, which depicts the FY2021 budget amounts at the point in time when the Finance Department began preparing the amended budget in May of the current year.

The decision to begin certain road improvement projects and the decision to construct several recreation centers and justice centers are examples of the types of budgetary increases exhibited for FY2022. Transfers from the fund balance, recognition of prior year designations (carry-forwards), and encumbrances are also major factors. Donated monies for many projects sometimes have a life that carries them from fiscal year to fiscal year. The monies amended into the budget increase the budget when recognized in multiple fiscal years. Monies for grants and capital projects are budgeted in their respective funds. These monies are also carried forward until the individual projects are completed.

In comparing the FY2021 and FY2022 budget information, there are several factors and events considered. One of the major increases involves the amount budgeted in the General Fund. The General Fund decrease of $9,584,302 or 4.0% versus the FY2021 amended budget results primarily from reduced personnel enhancements for pension amounting to $6.4 million, and elimination of the COLA in FY2022 amounting to $1.6 million. Department budgets were also reduced as a result of lower revenues due to Covid-19.

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2022

	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2021 AMENDED BUDGET	FY 2022 BUDGET
GENERAL FUND				
General Government				
Commissioners	2,792,308	3,815,476	3,855,911	4,188,224
Finance	3,710,022	4,480,768	4,534,653	4,706,577
Information Technology	9,353,535	9,834,653	13,565,693	13,056,134
Human Resources	1,335,812	1,450,296	1,466,462	1,480,664
Central Services	2,313,349	2,506,189	2,543,538	2,522,174
Professional Services	6,587,709	4,285,140	4,384,640	4,286,000
Registrar	1,394,304	1,266,495	1,300,858	1,886,876
County Garage	5,742,710	5,503,267	5,531,633	6,750,394
Refuse Control	2,013,267	2,320,417	2,369,246	2,414,237
Building and Maintenance	5,045,645	3,608,513	4,149,972	6,269,624
Extension University of Georgia	262,653	355,822	357,322	391,349
Other General Government	18,809,232	22,718,014	25,365,621	15,386,380
Total General Government	59,360,546	62,145,050	69,425,549	63,338,633
Tax Assessment and Collections				
Tax Commissioners	1,930,011	2,235,045	2,259,293	2,155,221
Tax Assessors	2,170,213	2,353,982	2,400,339	2,394,616
Total Tax Assessment and Collections	4,100,224	4,589,027	4,659,632	4,549,837
Courts and Law Enforcement				
Superior Court	8,019,100	8,313,266	8,617,264	8,816,702
State Court	2,103,799	2,262,196	2,278,279	2,213,918
Probation Services	1,091,773	1,142,303	1,263,060	1,203,459
Magistrate Court	1,191,271	1,254,681	1,261,803	1,255,861
Juvenile Court	4,552,065	4,697,462	4,785,843	4,834,331
Probate Court	1,431,385	1,495,718	1,576,118	1,695,960
Clerk of Superior/Magistrate Court	2,547,736	2,705,670	2,760,633	3,072,955
Clerk of State Court	1,414,737	1,463,901	1,497,847	1,507,856
Solicitors Office	2,483,650	2,701,281	2,959,406	3,007,729
District Attorney	5,307,898	5,540,934	5,667,066	5,775,755
State Adult Probation	1,783	4,084	4,084	0
Correctional Facility	5,951,169	5,801,174	7,258,955	8,439,535
Sheriff	38,156,722	38,488,906	38,975,774	38,725,939
Total Courts and Law Enforcement	74,253,088	75,871,576	78,906,132	80,550,000

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2022

	FY 2020 ACTUAL	FY 2021 ADOPTED BUDGET	FY 2021 AMENDED BUDGET	FY 2022 BUDGET
GENERAL FUND, CONTINUED				
Public Safety				
County Police	31,889,022	43,066,617	42,942,125	38,739,193
Narcotics Unit	20,090	20,916	21,446	49,216
EMS Rescue	10,107,506	12,559,319	12,860,309	12,782,969
Central Communications	141,470	97,291	100,525	103,977
Community Development	1,727,096	2,915,898	2,941,936	3,126,527
Community Development - Planning and Zoning	637,754	868,955	883,324	880,721
Emergency Management	567,840	328,694	397,376	331,299
Total Public Safety	45,090,778	59,857,690	60,147,041	56,013,902
Transportation and Development				
Transportation & Development	4,312,673	4,686,619	4,803,864	4,918,750
Total Transportation and Development	4,312,673	4,686,619	4,803,864	4,918,750
Libraries	3,291,008	4,321,637	4,403,495	4,334,372
Parks and Recreation	6,410,901	7,623,865	7,721,491	7,937,168
Senior Services	2,448,768	4,976,572	5,018,844	4,564,968
Total Parks and Recreation and Senior Services	8,859,669	12,600,437	12,740,335	12,502,136
Health and Welfare				
Department of Human Resources	1,512,651	1,167,000	2,002,884	1,297,000
Family and Children Services		-	-	-
Total Health and Welfare	1,512,651	1,167,000	2,002,884	1,297,000
Other Financing Uses				
Operating Transfers Out	3,227,136	3,596,897	3,594,643	3,594,643
Total Other Financing Uses	3,227,136	3,596,897	3,594,643	3,594,643
Total General Fund	204,007,773	228,835,933	240,683,575	231,099,273
DEBT SERVICE FUND	15,722,090	2,038,051	15,910,051	2,034,991

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2022

	FY 2020 ACTUAL	FY 2021 ADOPTED BUDGET	FY 2021 AMENDED BUDGET	FY 2022 BUDGET
SPECIAL REVENUE FUNDS				
Fire District Fund	$22,307,028	$26,665,042	33,207,224	$29,135,325
Hotel/Motel Tax Fund	677,360	675,000	675,000	676,371
Tourism Authority Fund	1,263,531	984,500	984,500	928,200
Emergency Telephone System Fund	3,538,542	4,674,881	4,754,630	5,443,499
Federal Narcotics Fund	282,989	230,000	244,400	234,400
State Narcotics Fund	246,475	484,095	2,484,095	1,385,214
Sherrif DOJ Fund	67,492	200,000	380,000	175,000
Jail Construction and Staffing Fund	584,500	742,500	742,500	418,000
Juvenile Supplemental Services Fund	2,381	6,500	6,500	6,000
Drug Abuse Treatment and Education Fund	152,383	187,700	192,700	127,680
Alternative Dispute Resolution Fund	127,868	189,162	190,779	181,859
Victim Assistance Fund	600,684	649,391	655,856	619,030
Domestic Seminars Fund	4,590	7,000	7,000	7,000
State Court Technology Fee Collection Fund	89,963	165,050	194,050	111,935
Collaborative Authority Fund	57,103	12,500	58,843	12,500
Aging Grant Fund	1,218,306	645,000	1,610,434	660,000
HUD Grants Fund	4,487,236	-	13,588,663	-
Other County Grants Fund	17,337,662	623,725	77,042,923	625,000
Law Library Fund	142,243	175,663	177,280	177,112
Street Lights Fund	739,485	1,725,264	1,730,373	1,804,308
Ellenwood TAD Fund		-		
Northwest Clayton TAD Fund		-		
Mountain View TAD Fund	1,000	400,000	400,000	675,000
Central Clayton Corridor TAD Fund		-		
Forest Park TAD Fund	448,357	500,000	500,000	500,000
Total Special Revenue Funds	54,377,178	39,942,973	139,827,750	43,903,433
CAPITAL PROJECT FUNDS				
Health Department Capital Project Fund (303)	-	-	-	-
Roads & Recreation Capital Project Fund (306)	25,687,737	-	379,403	-
SPLOST 2009 Capital Projects Fund (307)	23,285,332	-	1,007,252	-
2015 SPLOST Capital Projects Fund (308)	30,695,450	-	47,385,919	-
2021 SPLOST Capital Projects Fund (309)	-	280,036,816	280,036,816	-
Ellenwood Tax District Capital Project Fund (315)	-	-	-	-
URA Tax Allocation Improvement Capital Project (316)	268,854	-	-	-
Other Capital Project (317)	10,601	-	1,111,102	-
Total Capital Project Funds	79,947,974	280,036,816	329,920,492	-
TOTAL GOVERNMENTAL FUNDS	354,055,015	550,853,773	726,341,868	277,037,697
INTERNAL SERVICE FUNDS				
Workers Compensation Fund	1,920,820	2,191,776	2,191,776	2,398,149
Medical Self Insurance Fund	20,262,524	23,088,514	23,323,157	22,835,633
Pension Trust Fund	43,445,579	43,245,019	43,245,019	45,454,100
Total Internal Service Funds	65,628,923	68,525,309	68,759,952	70,687,882
DISCRETELY PRESENTED COMPONENT UNITS				
Landfill Enterprise Fund	2,194,806	3,050,235	3,050,235	3,232,614
Total Discretely Presented Component Units	2,194,806	3,050,235	3,050,235	3,232,614
TOTAL OF ALL FUNDS	$421,878,744	$622,429,317	$798,152,055	$350,958,193

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Strategies Utilized in Budgeting Revenues

The Finance and Administrative staff uses a conservative approach in estimating fiscal year revenues. The reason for this conservative approach to estimating revenue inflows is to ensure that the County avoids as much as possible, any significant reductions in fund balance that may occur. A major principal in preparing the operating budget is to hold levels of spending to prioritized needs. With this in mind, revenues are budgeted such that total inflows equal total outflows using the fund balance as the contingency. Great thought and consideration is given to the expense side of the budget before revenue forecasts are ever reviewed. Economic data and analysis is used to help the County gain insight into the prospects for future growth. The expectation of the County with respect to revenue forecasting is to maintain an adequate fund balance while providing necessary services to the taxpayers.

As an integral first step in the FY2022 revenue projection process, total tax revenue collections through the end of FY2021 are estimated. In addition, a history of the past three fiscal years of tax digest growth is examined. Other revenues such as the Local Option Sales Tax (LOST), fines, fees, service charges, and other revenues are considered on a line-by-line basis, again looking at a three-year history of their performance and taking any new laws into consideration.

With this information, a review of the current digest with the Tax Assessor's office provides the final details to the Finance staff in regards to potential growth or declines in value. In addition, any increases in user fees or charges, changes in service delivery, and the anticipated impact of any new State or Federal legislation are factored into the projections. The net millage is calculated based upon the preliminary digest and millage credit. The goal of the process is to produce a reliable revenue estimate that the County can reasonably expect to meet during the upcoming fiscal year.

In summary, several techniques are used to estimate revenues to include trend analysis, expert judgment, the requirements approach, as well as the correlation method. The type of revenue dictates the procedure. Some revenues have more components that may be analyzed such as property tax revenues or local option sales tax revenue versus other revenues that cannot be calculated such as drug forfeitures or gifts and donations.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

General Fund

The General Fund is the primary operating fund for the County. The revenue it uses provides a majority of services to the citizens and derives from a wide variety of sources. The tabular information shown below indicates the relative composition of the major revenue sources. The accompanying pie chart indicates the dependency of the County on taxes as the major revenue source to pay for operations of the General Fund. Eighty-one percent of the General Fund revenues for FY2022 derives from only two sources: property taxes, and sales and use taxes. The next largest category of revenue is charges for services, which accounts for 9.57% of revenue in the General Fund. This source is expected to rise over the next several years, as new recreation facilities come online and begin to generate revenues. The remaining revenue sources are all less substantial in nature but are showing a slight downward trend.

In comparison to the previous fiscal year, it is anticipated the General Fund revenues for FY2022 budget will increase. More specifically, collection of the General Fund's major revenue source, property tax, is projected to increase versus the FY2021 amended budget.

COMPARISON OF GENERAL FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 BUDGET	FY 2022 PERCENT OF TOTAL
Property Taxes	$ 118,176,458	$ 127,511,896	$ 127,082,292	$ 132,038,124	57.13%
Other Taxes and Assessments	52,932,089	52,352,939	50,530,000	55,962,000	24.22%
Licenses and Permits	8,228,819	6,811,000	7,402,100	7,595,675	3.29%
Intergovernmental	2,348,434	4,657,087	2,269,302	2,278,540	0.99%
Charges for Services	23,182,802	21,508,871	22,243,063	22,107,499	9.57%
Fines and Forfeitures	3,315,397	3,421,068	3,366,200	2,711,200	1.17%
Interest and Dividend Income	65,043	76,721	32,000	15,000	0.01%
Other Revenues	3,777,295	947,982	2,734,621	2,839,379	1.23%
Other Financing Sources	1,239,781	7,234,193	25,023,997	5,551,856	2.41%
Total Revenues	$ 213,266,118	$ 224,521,757	$ 240,683,575	$ 231,099,273	100.00%

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2022 COMPARISON OF GENERAL FUND PRINCIPAL REVENUE
SOURCES

Other Revenues
1.07%

Fines and
Forfeitures
1.17%

Charges for
Services
9.57%

Interest
0.02%

Other Financing
Sources
0.57%

Intergovernmental
0.99%

Licenses and
Permits
3.29%

Property Taxes
57.13%

Other Taxes and
Assessments
24.22%
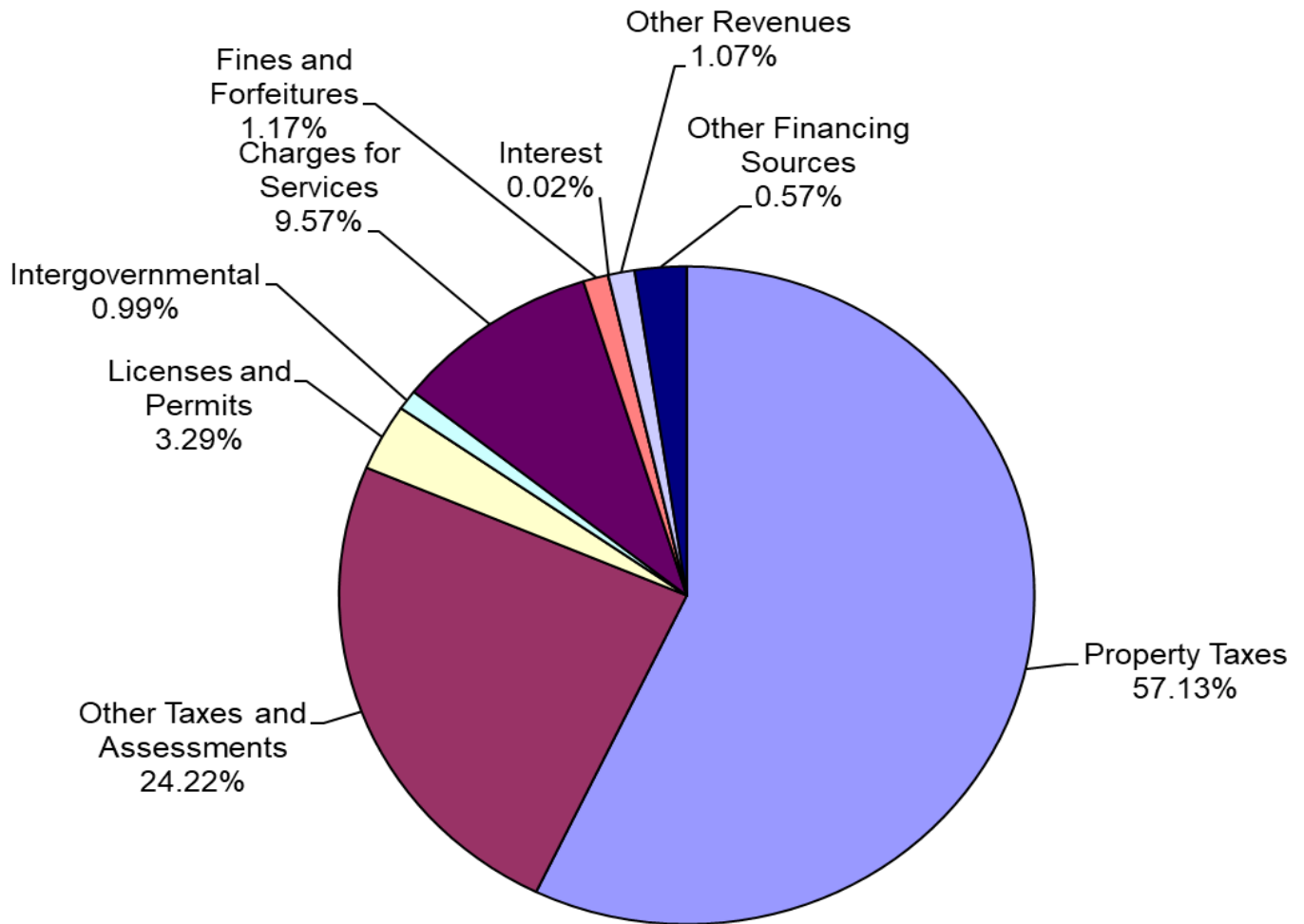
CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Property Taxes

When comparing annual changes in real and personal property tax revenues, shown in the preceding table, several issues are considered. The amount of real and personal property tax collected is an arithmetic function of the County's net tax digest multiplied by a mill rate. The State of Georgia requires that all property be reassessed at least every three years. This year with property appraisals impacted by foreclosures and falling home values across the State, the legislature has implemented changes to valuation methods as well as extending appeal periods.

It is very important to understand trends in the tax digest. Over the five-year period, the digest has increased four out of five years. The single largest drop during that period came in 2016 amounting to a 2.231% decrease in the digest. The last three tax years digests have shown increases amounting to 4.626%, 12.416% and 6.598% respectively. The following chart and table summarizes some of the relevant property tax data over the most recent ten-year period and the assumptions for the property tax projections for the 2022 fiscal year.

Digest Information	Fiscal Year	Net Taxable M & O Digest (in thousands)	Digest Growth	Net Mill Rate	Percentage Change in Millage
2012 Tax Year (Actual)	FY 2013	$ 5,983,372	NA	15.813	NA
2013 Tax Year (Actual)	FY 2014	$ 5,911,140	-1.207%	14.912	-5.698%
2014 Tax Year (Actual)	FY 2015	$ 5,894,865	-0.275%	14.661	-1.683%
2015 Tax Year (Actual)	FY 2016	$ 6,167,494	4.625%	14.869	1.419%
2016 Tax Year (Actual)	FY 2017	$ 6,029,868	-2.231%	15.862	6.678%
2017 Tax Year (Actual)	FY 2018	$ 6,341,498	5.168%	16.596	4.627%
2018 Tax Year (Actual)	FY 2019	$ 7,158,233	12.879%	16.596	0.000%
2019 Tax Year (Actual)	FY 2020	$ 7,489,381	4.626%	15.596	-6.026%
2020 Tax Year (Actual)	FY 2021	$ 8,419,266	12.416%	15.089	-3.251%
2021 Tax Year (Actual)	FY 2022	$ 8,974,744	6.598%	15.089	0.000%

Net Taxable M & O Digest

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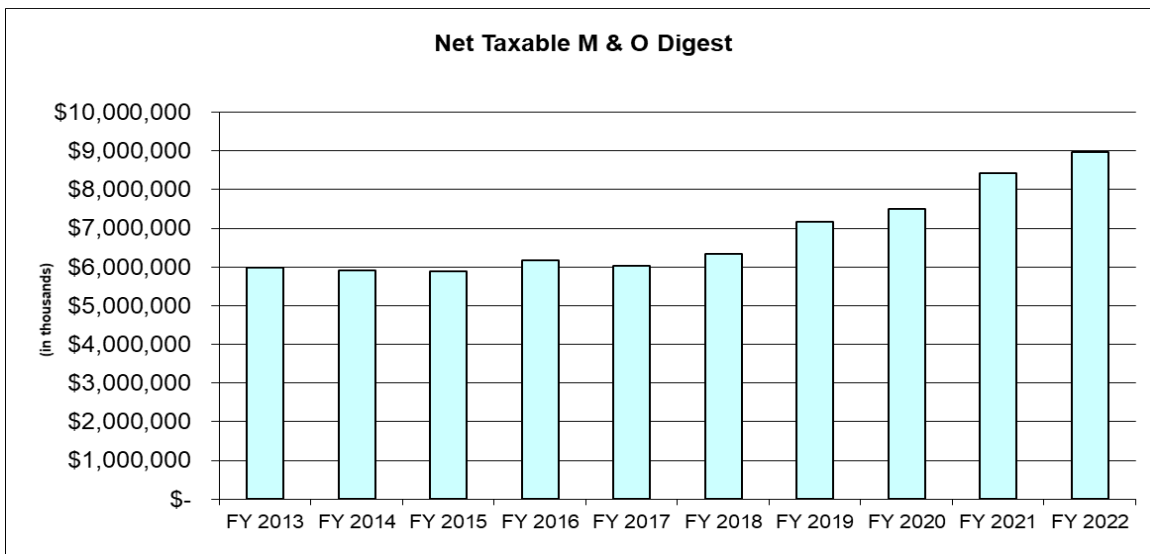
CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Based on historical information, the staff anticipates that the net tax millage for the current calendar year 2021 will remain at 15.089. This is based on a projection by the Tax Assessor's office of the value within the County. The net mill rate is a product of the base mill rate, LOST collections and the digest. With this information in mind, a conservative estimate of the final net tax digest and the rate are illustrated below.

It is the goal of the Board of Commissioners to keep property taxes as low as possible; the preceding table demonstrates the Board's willingness to reduce taxes when able. Property taxes paid by the average homeowner in Clayton County remains one of the lowest in the State of Georgia.

EXAMPLE OF A TAX BILL FY 2021			EXAMPLE OF A TAX BILL FY 2022		
Fair Market Value		150,000	Fair Market Value		150,000
Assessment Factor		40%	Assessment Factor		40%
Assessed Value		60,000	Assessed Value		60,000
Less Homestead Exemption		10,000	Less Homestead Exemption		10,000
Net Taxable Value		50,000	Net Taxable Value		50,000
Gross Mill Rate		19.162	Gross Mill Rate		18.994
Gross M&O Taxes Payable		958.10	Gross M&O Taxes Payable		949.70
Fire Protection Rate		4.906	Fire Protection Rate		4.906
Fire Protection		245.30	Fire Protection		245.30
Net Taxable Value	50,000		Net Taxable Value	50,000	
L.O.S.T. Rebate	4.196	(209.80)	L.O.S.T. Rebate	3.905	(195.25)
Final M&O Taxes Payable		993.60	Final M&O Taxes Payable		999.75

Property Tax revenues account for over half of the total financial resource inflows into the General Fund, with the LOST accounting for another 18.5% of tax revenue. The assessed value is 40% of the property's current fair market value. Before applying the mill rate, the assessed value is further reduced by any applicable property exemptions (e.g., homestead, disabled veteran). A mill for tax purposes is defined as $1.00 for each thousand dollars of assessed value. The net taxable value is then multiplied by the gross mill rate for gross taxes payable. Gross taxes payable are reduced by the LOST millage credit. The fire millage only affects those citizens living in the unincorporated area of the County. The above calculation leaves you with the net M & O taxes payable to the Clayton County Board of Commissioners and collected by the Tax Commissioner.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Other Taxes and Assessments

The primary component of the Other Taxes and Assessments category is the 1% Local Option Sales Tax (LOST). Other items in this category are the Insurance Premium Tax, Real Estate Transfer Taxes, Alcohol Sales and Excise Taxes, and other accounts associated with the collection of taxes. The LOST represents 62.2% and the Insurance Premium 28.2% of Other Taxes and Assessments budgeted for FY2022. Representing a slight decrease as a percentage of revenues sales tax and insurance premium continue to be important components of the County's revenues.

The LOST is considered to be extremely elastic, with collections being heavily dependent on the prevailing local economic conditions. Local retail sales continue to be slower than in the past due to the shutdown of businesses resulting from Covid-19. The County did see increased sales tax revenue due to online purchases.

LOST revenue collections in FY2006 reached a high of $40.9 million. The FY2022 projected budget amount for LOST is $34.8 million versus a budget of $30.0 million for FY2021. The increase is a result of a return to normal economic activity due to the re-opening of businesses after the shutdown for Covid-19.

Local Option Sales Tax Collections

As can be seen in the chart above, LOST collections have a rather elastic quality and fluctuates up or down according to the prevailing economic conditions. Estimates indicate there is a possibility that the local economy will slightly decline throughout FY2021. The decrease in LOST revenue beginning in FY2014 resulted from the change in allocation rate renegotiated with the local cities. For FY2022 local cities will continue to receive 33.41% of LOST revenues.

Charges for Services

The third largest revenue source for the County is the collection of fees for services rendered. This revenue component is 9.57% of the total General Fund revenue budget. There are 69 line item revenue accounts accounted for in this classification. These items include; ambulance fees, commissions on ad valorem taxes, refuse control pickup fees, rental income, telephone commission income, and Sheriff's service fees. Projections indicate a slight decrease in charges for services due to the lower recreation fees for facilities that have reduced attendance from COVID-19.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Licenses and Permits

Revenue source accounts for various permits and licenses issued by the County. This revenue component is about 3.29% of the total revenue budget. There are 14 line item revenue accounts in this classification. These items include business licenses, building permits, marriage licenses, and pistol permits. The FY2022 budget projects an increase of $193,575 versus the FY2021 amended budget. Licenses and permits are increasing due to increased home construction activity within the County.

Fines and Forfeitures

Revenue source is primarily generated by the Superior, State, Magistrate, Probate and Juvenile Courts. There is also some revenue from false alarm fines and library fines included in this category. Fines and Forfeitures comprise about 1.17% of total County revenues. The decrease in this revenue source has resulted from a significant decrease in court fines. The closure of the Courts due to Covid-19 has impacted this category.

Other Financing Sources

Revenue source is primarily Inter-fund transfers to the General Fund. There is also some revenue from the sale of fixed assets and surplus materials. Appropriation from fund balance is occasionally used as a revenue source and can best be described as an appropriation from the General Fund reserve account. This is a budgetary account and is used when unexpected expenditures arise that cannot be funded by any other revenue source due to the size or nature of the expenditure.

Intergovernmental

Revenue source is generated by revenue received from other Local, State, and Federal governments. This revenue source is payment for services provided to/from any of the prior mentioned governments, grant awards, salary reimbursements, or inmate housing. Intergovernmental revenues comprise about 0.99% of total County revenues. Intergovernmental revenue is projected to increase compared to the 2021 amended budget by $9,238 in FY2022.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Interest and Dividend Income

Interest income generated on the County's idle cash balances represents less than 1% of total revenues. The amount budgeted for FY2022 follows the significant decrease over prior fiscal years. The principal reason for this is that banking institutions have ceased paying interest on idle cash balances.

Other Revenues

Other revenues are mainly comprised of miscellaneous revenues. It is less than 1.23% of the total general fund revenues.

Other Funds

In addition to the General Fund, three other funds provide significant revenue for overall County operations. They are the Fire District Fund, the Emergency Telephone System Fund, and the Landfill Enterprise Fund. Principal revenue sources for each of these funds are provided in the following sections.

Fire District Fund

The Fire District Fund provides funding for fire prevention and suppression activities for all unincorporated areas of the County. To provide a funding mechanism that ensures that only those individuals living in the area receiving those fire services pay for the services, a special tax district was created. Generally accepted accounting principles require that these legally restricted monies be accounted for separately. This special revenue fund is used to provide accountability for revenues collected and expenditures made for the provision of fire services in the unincorporated areas of the County.

The table and chart on the pages following this discussion indicate the principal revenue sources and their relative contributions to total revenues. The data demonstrates the Fire District Fund's dependence on property taxes to pay for the delivery of service. Ninety seven percent of the total revenues for this fund are generated from property taxes. The Fire District millage is 4.906 mills.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Emergency Telephone System Fund

The Emergency Telephone System Fund (E-911) budget is funded by monthly 911 service charges to each exchange subscribed to by telephone subscribers, and by law these funds may only be used to pay for emergency 911 system services. Georgia state law provides for a governmental entity to adopt up to a $1.50 monthly surcharge for each telephone receiving service in the County. The monies are collected by the individual local service provider, as part of each month's phone bill, and then remitted to the State. The proceeds from these surcharges can only be spent for the provision of 911 services within the jurisdiction. As is true with other funds, the projection of revenue from this source is conservative. In FY2009, the Georgia General Assembly approved a measure to enact an E-911 surcharge on internet based phone systems. This change will result in the increase of E-911 revenues as many local residents are seeking phone plans with lower monthly fees. The table and chart following this discussion indicate the major revenue sources for this fund. The revenues from this fund are used support the E-911 call center and fund new technological improvements necessary to insure timely response to calls.

Landfill Enterprise Fund

The Landfill Enterprise Fund accounts for the total cost of operating the County Landfill under the mandates established under the Georgia Comprehensive Solid Waste Management Act. Revenues for the Landfill Enterprise Fund are from tipping fees assessed for each ton of refuse dumped at the landfill. Since FY2009, the tonnage dumped in the Landfill has continued to steadily decline as a result of lower construction activity in the County and lower dumping fees available in other Counties. Recent increases in construction activity has provided a slight increase in activity. In FY2016, the County tipping fees were increased to $75.00 per ton from $40.00. The increase resulted from the need to reduce financial subsidies required to cover operating costs of the Landfill. The County also eliminated out of County residents from using the facility to further reduce costs. The table and chart following this discussion details the major revenue sources for this fund.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2022 COMPARISON OF FIRE SERVICES FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF FIRE FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 BUDGET	FY 2022 PERCENT OF TOTAL
Property Taxes	$ 24,809,224	$ 25,603,335	$ 25,727,642	$ 28,468,625	97.71%
Charges for Services	166,753	798,718	270,700	-	0.00%
Other Financing Sources	14,486	4,156,256	6,542,182	-	0.00%
Other Taxes and Assessments	778,667	547,917	636,700	636,700	2.19%
Other Revenues	61,595	46,047	30,000	30,000	0.10%
Interest and Dividend Income	-			-	-
Total Revenues	$ 25,830,725	$ 31,152,273	$ 33,207,224	$ 29,135,325	100.00%
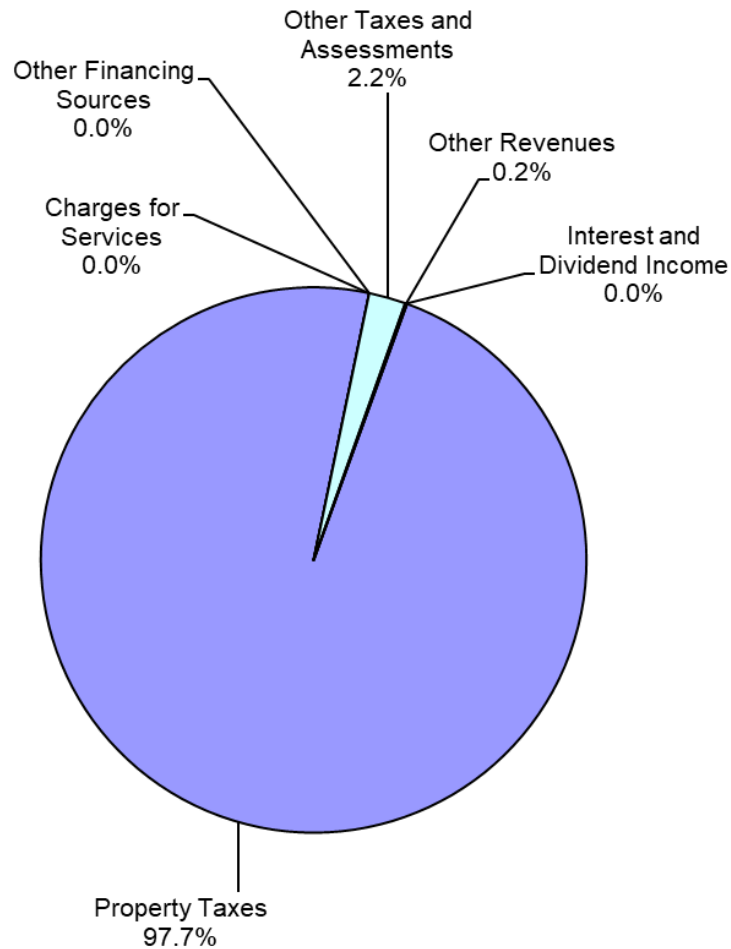
CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2022 COMPARISON OF EMERGENCY TELEPHONE SERVICES FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF E-911 FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 BUDGET	FY 2022 PERCENT OF TOTAL
Emergency 911 Fees	$ 1,621,826	$ 3,715,500	$ 3,000,000	$ 3,750,000	68.89%
E-911 Surcharge	719,853	318,670	400,000	375,000	6.89%
E-911 Wireless Surcharge	1,679,657	743,563	736,122	775,000	14.24%
Other Revenues	203,548	449	-	-	0.00%
Other Financing Sources	-	-	618,508	543,499	9.98%
Total Revenues	$ 4,224,884	$ 4,778,182	$ 4,754,630	$ 5,443,499	100.00%
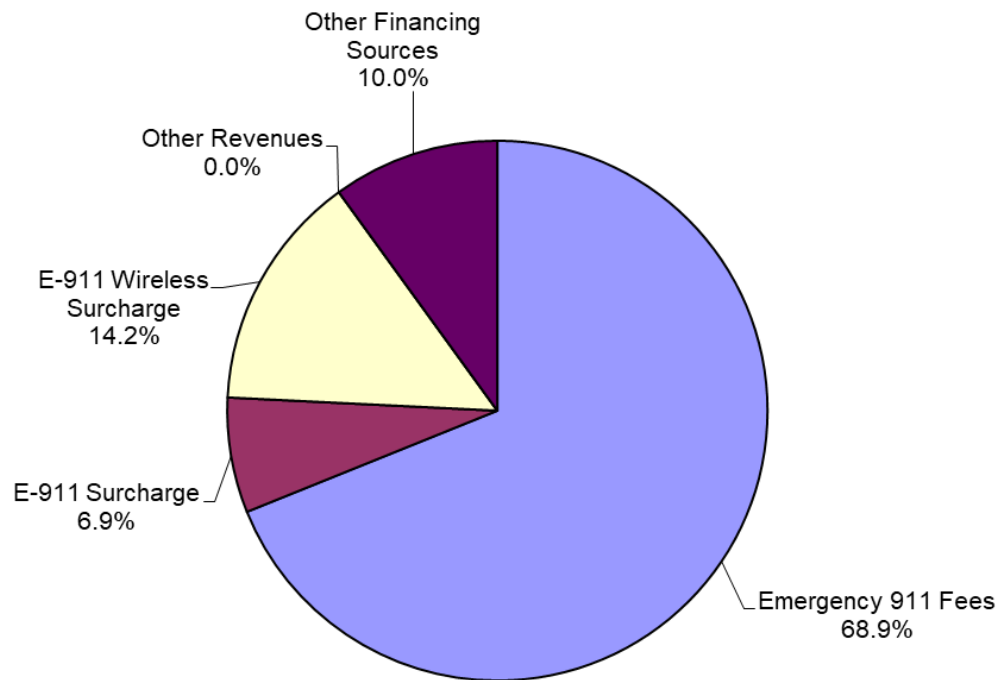
CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2022 COMPARISON OF LANDFILL ENTERPRISE FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF LANDFILL ENTERPRISE FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 BUDGETED	FY 2022 PERCENT OF TOTAL
Charges for Services	$ 1,086,011	$ 1,122,345	$ 1,062,653	$ 1,109,703	34.33%
Energy Revenue	53,840	7,476	25,000	21,706	0.67%
Interest and Dividend Income	7,165	6,244	-	-	0.00%
Landfill Enterprise Contract	1,000,000	500,000	1,962,582	2,101,205	65.00%
Other Revenues	32,996	13,336	-	-	0.00%
Total Revenues	$ 2,180,012	$ 1,649,401	$ 3,050,235	$ 3,232,614	100.00%
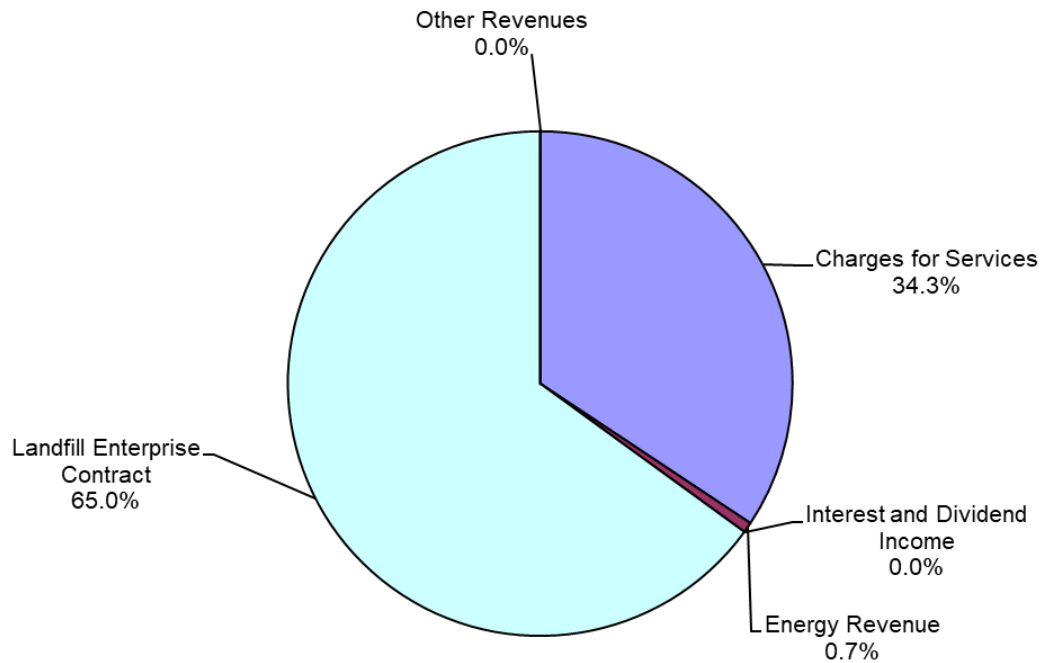
CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

Consolidated Revenues

The tabular information below provides a consolidated look at the revenue comparisons for all budgeted funds. It clearly demonstrates that the County staff is adhering to its strategy of conservatively projecting revenues.

Revenues appear to be projected less in FY2022 Budget versus FY2021 Amended. This results from the amending in of remaining unspent revenues from the four SPLOST programs. General fund tax revenues have decreased as a result of the increase in the tax digest. It should be noted that 74.15% of total budgeted revenues involve tax supported funds (i.e., General Fund and the Fire District Fund) lower from 41.0% last year

Revenue Source	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 BUDGETED	FY 2022 PERCENT OF TOTAL
General Fund	$ 213,266,118	$ 224,521,757	$ 240,683,575	$ 231,099,273	65.85%
Fire Fund	25,830,725	31,152,273	33,207,224	29,135,325	8.30%
E-911 Fund	4,224,884	4,778,182	4,754,630	5,443,499	1.55%
Landfill Enterprise Fund	2,180,012	1,649,401	3,050,235	3,232,614	0.92%
All Other Funds	172,363,265	158,215,821	516,456,391	82,047,482	23.38%
Total Revenues	$ 417,865,004	$ 420,317,434	$ 798,152,055	$ 350,958,193	100.00%

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Discussion of Fund Balance

The 1994 edition of Governmental Accounting, Auditing, and Financial Reporting (GAAFR) published by the Government Finance Officers Association (GFOA) defines the term *fund balance* as "the difference between fund assets and fund liabilities of governmental and similar trust funds". 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. 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, and can be used to satisfy 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. The Board of Commissioners is charged under law to provide for certain expenditures and must maintain adequate reserves to enable these obligations to be discharged. 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 Clayton 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 July 1 and the majority of property taxes not 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 short-term borrowing to meet those financial obligations incurred early in the year.

Lastly, 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 supplant lost revenues or fund unanticipated expenditures without having to raise taxes or incur new debt. In the past several years, Clayton County has felt the impact of the downturn in the economy. Due to the conservative fiscal policy of the Board of Commissioners in maintaining an adequate fund balance, the County has been able to weather the storm with minimal impact to operations. It is for this reason that the maintenance of the fund balance at an adequate level is critical to the long-term stability of Clayton County and ensures significant benefits to the taxpayers.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Discussion of Fund Balance

During fiscal year 2011, the County approved a policy to comply with the GASB Statement No. 54 Fund Balance Reporting and Government Fund Type Definitions. The statement now requires fund balance be reported on an actual basis in various categories as follows:

Nonspendable: Fund balances are reported as nonspendable when amounts cannot be spent because they are either not in spendable form or legally required to be maintained intact.

Restricted: Fund balances are reported as restricted when there are limitations imposed on their use through legislation adopted by the County or through external restrictions by creditors, grantors or law.

Committed: Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by formal action of the County Commission through the adoption of a resolution. Only the County Commission may modify or rescind the commitment.

Assigned: Fund balances are reported as assigned when amounts are constrained by the County's intent to be used for specific purposes. The County Board of Commissioners has authorized the Chief Financial Officer and his or her designee to assign fund balance without Board approval to reflect funds the County intends to be used for a specific purpose.

Unassigned: Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criteria. The County reports positive unassigned fund balance only in the General Fund.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

General Fund

The following table provides a comparison of the fund balance for the General Fund over a four-year period. At the end of FY2021, the Finance Department estimates that the fund balance will be estimated at $83.9 million. Budgeted fund balance will decrease to $78.8 as a result of the FY2022 budget utilizing $5.0 million in general fund reserves. Clayton County is in the enviable position of having sufficient monies available to meet cash flow shortfalls, during the early part of its fiscal cycle, and still be able to pay for certain capital improvement projects without having to issue new debt. Adhering to the policies of fiscal conservatism is part of the reason that the County's current general obligation bond rating is Aa2 Moody's Investors Service, Inc. and AA by Standard & Poor's Rating Services.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	97,201,719	106,793,028	83,941,740	78,855,884

Changes to the fund balance occur when expenditures exceed revenues or when expenditures are below revenues. Fund balance decreases when expenditures exceed revenues and it increases when revenues exceeds expenditures. Fund balance is sometimes compared to a personal savings account. When there are not enough funds to cover expenses, fund balance is used. When there are more than enough funds, they are placed into the fund balance. The General Fund uses the modified accrual basis of accounting for both budgeting and actual reporting purposes.

As indicated by the General Fund reserve, the Board has adopted as a fiscal policy, to maintain undesignated reserves of at least 10% of General Fund revenues. Another reserve represents outstanding purchase orders and projects that were budgeted for FY2021, but will not be completed until FY2022. The third reservation of fund balance is for inventory carry forward from one fiscal year to the next. There is a reserve for prepaid assets that represents an offset to the current asset balance for the prepayment of insurance premiums and other prepayments of goods and services that has a life during FY2022. Lastly, there is a reserve to settle a pending litigation matter. These reserves are needed to account for the funds that have already been spent or obligated and are not available for appropriation.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Special Revenue Funds

Fire District Fund

The following table provides a comparison of the fund balance for the Fire District Fund over a four-year period. At the end of FY2022 the Finance Department estimates that the fund balance will be about $11.0 million. As a result, the Fire District Fund now operates with a special tax district mill rate of 4.906 mills as a result of a tax decrease.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	8,788,179	17,633,423	11,091,241	11,091,241

The projected fund balance of $17,633,423 on June 30, 2020 represents the reserves in the Fire Fund. The FY2021 Budget also includes the use of Fire Fund reserves of $6,542,182 for the construction of a new fire station, to amend in Cares funds to be used to fight Covid-19 and to repay $1,250,000 to the general fund. The FY2022 Fire Fund reserves are estimated to remain at $11,091,241. The Fire Fund is on the modified accrual basis for both budgeting and actual reporting purposes.

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund is a self-supporting accounting entity in which the revenues collected from the County's Hotel/Motel tax are expected to cover all of the expenditures incurred to provide the service. The following table gives a comparison of the fund balance for the Hotel/Motel Tax Fund over a four-year period. The revenue generated by this fund comes from a tax surcharge on all hotel/motel room stays. The monies are legally restricted for the promotion of tourism in Clayton County. Clayton County currently imposes an 8% tax surcharge on hotel/motel room stays. Of this amount, 3% is accounted for in the Hotel/Motel Tax Fund. The 3% will be spent at the discretion of the Board of Commissioners for tourism projects and to promote Clayton County to new employers. The Hotel/Motel Fund is budgeted and reports on a modified accrual basis.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	1,326,991	1,219,874	919,874	919,874

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Clayton County Tourism Fund

The Clayton County Tourism Fund is a self-supporting accounting entity in which the revenues collected from the County's Hotel/Motel tax are expected to cover all of the expenditures incurred to provide the service. The following table gives a comparison of the fund balance for the Tourism Authority fund over a four-year period. The revenue generated by this fund comes from a tax surcharge on hotel/motel room stays. The monies are legally restricted for the promotion of tourism in Clayton County. Clayton County currently imposes an 8% tax surcharge on hotel/motel room stays. Of this amount, 5% is accounted for in the Tourism Authority Fund. The Clayton County Tourism Authority makes recommendations for the expenditures of these funds. The monies are used in connection with advertising, staffing, and promoting tourism for Clayton County. The Tourism Authority Fund is budgeted on a modified accrual basis.

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	1,378,546	1,075,521	775,521	747,321

The annual fund balance for this fluctuates based on the amount of capital improvements the Tourism Authority plans for the current fiscal year. The Board will generally allow a reserve to build then authorize a capital improvement on a pay-as-you-go basis. This action depletes the reserve. For FY2022 the staff is estimating that the fund will end the year at $747,321.

Emergency Telephone System Fund

The estimated fund balance for the Emergency Telephone System Fund at June 30, 2021 is $3,563,643 as exhibited in the following table. The primary reason for the relatively low fund balance trend is that the revenues continue to decrease and, the County has invested in equipment necessary to insure that public safety needs are met.

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	2,862,761	4,102,402	3,563,643	3,020,144

This will help to improve performance and efficiency in the operation and will ultimately save money in the future for the Emergency Telephone System Fund. The long-term outlook is that revenues will continue to decrease as land phone line fees decrease. A steady decline in wireless revenues is also impacting this fund and expenditures for the foreseeable future. The Emergency Telephone System Fund is on a modified accrual basis for budgeting and actual reporting purposes. The E-911 fund will utilize $543,499 of fund balance for FY2022.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Federal Narcotics Condemnation Fund

The Federal Narcotics Condemnation Fund is a self-supporting accounting entity in which the revenues collected from federally controlled seized assets are accounted for in a separate fund. The following table gives a comparison of the fund balance for the Federal Narcotics Condemnation fund over a four-year period. These monies are legally restricted for the enhancement of law enforcement activities in Clayton County. Budgeted amounts must be appropriated from fund balance only. This fund uses the modified accrual basis of budgeting and actual reporting.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	829,908	521,137	276,737	42,337

State Narcotics Condemnation Fund

The State Narcotics Condemnation Fund is a self-supporting accounting entity in which the revenues collected from state or locally controlled seized assets are accounted for in a separate fund. The following table gives a comparison of the fund balance for the State Narcotics Condemnation fund over a four-year period. These monies are legally restricted for the enhancement of law enforcement activities in Clayton County.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	3,337,622	4,195,473	1,711,378	326,164

The fund balance decrease results from lower seizure activity, police and fewer drug task force members. Funds are primarily expended for crime prevention supplies and training for the Police department and Narcotics/Gang Task Force. The State Narcotics Fund utilizes the cash basis for budgeting and actual reporting purposes.
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Sheriff Department of Justice Fund

The Sheriff Department of Justice Fund is a self-supporting accounting entity in which the revenues collected from federally controlled seized assets are accounted for in a separate fund. This fund was established in FY2020. These monies are legally restricted for the enhancement of law enforcement activities in Clayton County. Budgeted amounts must be appropriated from fund balance only. This fund uses the cash basis of budgeting and actual reporting.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	0	508,713	574,605	399,605

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Jail Construction and Staffing Fund

The Jail Construction and Staffing Fund is a self-supporting accounting entity in which the surcharges by the various courts on traffic and criminal fines are collected. The following table gives a comparison of the fund balance for the Jail Construction and Staffing Fund over a four-year period. These monies have legal restrictions for their use. The County has adopted as a policy to use these funds to reimburse the general fund for correctional officer staff in the Clayton County Sheriff's Office. Correctional officers are assigned to staff the jail facility.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	199,246	220,015	220,015	220,015

The cost of staffing the jail facility greatly exceeds the revenue generated annually by this fund. This fund is a flow-through fund where revenues are collected on a monthly basis from all the various sources and once a year is transferred to the general fund to reimburse the salary costs of the jail staff. The Jail Construction and Staffing Fund utilizes the modified accrual basis for budgeting and actual reporting purposes

Juvenile Supplemental Services Fund

The Juvenile Supplemental Services Fund is a self-supporting accounting entity created in FY1994 pursuant to State legislation, making a provision for a surcharge on juvenile court fines. The following table gives a comparison of the fund balance for the Juvenile Supplemental Services Fund over a four-year period. The monies are legally restricted for supervisory services for the Juvenile Court System.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	24,839	28,214	28,214	28,214

During the past several years, the number of juvenile cases heard in Clayton County has continued to grow. The court was granted an additional full-time judge in FY2004 to handle the increasing caseload. This fund uses the modified accrual basis for budgeting and actual reporting purposes.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Drug Abuse Treatment and Education Fund

The Drug Abuse Treatment and Education Fund is a self-supporting accounting entity used to account for those surcharges levied on fines for funding drug education programs. The following table gives a comparison of the fund balance for the Drug Abuse Treatment and Education Fund over a four-year period. The County's court system began collecting these revenues during FY1998.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	300,570	256,226	201,226	201,226

The Clayton County Board of Commissioners uses recommendations from the Clayton County Collaborative Board for funding various programs. Recommendations for the uses of the Drug Abuse and Treatment Fund for FY2022 are the Substance Abuse Program, Prevention Plus Program, Clayton House, and the Clayton Center Adolescent Lighthouse Program. The cumulative impact of these funding decisions is expected to keep the fund balance relatively close to zero and provide as much education to Clayton County citizens as possible. The Drug Abuse Treatment and Education Fund utilizes the modified accrual basis of budgeting.

Alternative Dispute Resolution Fund

The Alternative Dispute Resolution Fund is a self-supporting accounting entity in which the surcharges by the various courts on traffic and criminal fines are collected. The following table gives a comparison of the fund balance for the Alternative Dispute Resolution Fund over a four-year period. These monies have legal restrictions for their use. The fund is administered by the Alternative Dispute Resolution Board, which is chaired by the Chief Superior Court Judge. This fund is for the management of mediation agreements primarily for Superior Court. This fund uses the modified accrual basis for budgeting and actual reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	407,929	537,140	537,140	537,140

Victim Assistance Fund

The Victim Assistance Fund is a self-supporting accounting entity in which the surcharges by the various courts on traffic and criminal fines are used to help the victims of misdemeanor crimes. While the District Attorney and Solicitor General's offices were being set up to handle the new requirements of this legislation during the first year of operation, the monies generated from this surcharge accumulated in this fund.

Victim Assistance Fund (continued)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	21,440	14,682	14,682	14,682

During FY2022 the fund balance is expected to remain unchanged. The County utilizes all revenue from this fund to serve victims. The Victim Assistance Fund uses the modified accrual basis for budgeting and actual reporting purposes.

Domestic Seminars Fund

The Domestic Seminars Fund is a self-supporting accounting entity that accounts for the monies received and expended on materials and services for participants of the Domestic Relations Seminar. The following table gives a comparison of the fund balance for the Domestic Seminars Fund over a four-year period.   This seminar is required of persons in a domestic relation court action where minor children are involved.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	15,566	11,966	11,966	5,966

The operations of this fund are currently funded at adequate levels as can be seen by the fund balance in the table above. This fund will fluctuate based on the number of cases the court sends to the seminar. This fund uses the modified accrual basis for budgeting and actual reporting purposes.

State Court Technology Fee Collection Fund

The State Court Technology Fee Collection Fund was created in FY2005. It provides for the imposition and collection of a fee to be used for fulfilling the technological needs of the State Court and its supporting offices. The fee, not to exceed $5 is charged when a civil action is filed.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	560,672	563,892	474,326	452,391

The fund balance is projected to continue to decrease while creating relief for taxpayers as it pertains to providing technological enhancements for State Court and its supporting offices. The State Technology Fund utilizes the modified accrual basis for budgeting and reporting purposes.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Clayton Collaborative Authority Fund

The Clayton Collaborative Authority Fund is used to account for special grant funds to enable the Authority to receive and review requests from charitable organizations needing assistance. The following table gives a comparison of the fund balance for the Clayton Collaborative Authority Fund over a four-year period. The Collaborative Board makes annual recommendations to the Clayton County Board of Commissioners for program funding on a priority, need, and suitability basis.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	37,157	40,595	40,595	40,595

The operations of this fund are currently funded at adequate levels, as can be seen by the fund balance in the table above. This fund is expected to maintain a low average fund balance in case additional matching funds are needed during the fiscal year. The fund uses the modified accrual basis for budgeting and reporting purposes.

Clayton County Aging Grant Fund

The Clayton County Aging Fund is used to account for special donations, Federal and State grant funds and County matching funds to provide the citizens of the County with Meals-on-Wheels and other aging program services. The operations of this fund are currently funded at adequate levels as can be seen by the fund balance in the table above. This fund uses the modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	603,734	759,182	759,182	759,182

Other County Grants/HUD Fund

The Other County Grants Fund is used to account for all other grants received by the County. The following table gives a comparison of the fund balance for the Other County Grants Fund over a four-year period. This fund balance review also accounts for the Housing and Urban Development Fund.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	5,331,698	5,409,433	5,403,132	5,403,132

The operations of this fund are currently funded at adequate levels as can be seen by the fund balance in the table above. Fund balance varies depending on how funds are appropriated and spent each year as received by the grantees. The funds are spent and later reimbursed to the County. This fund uses the modified accrual basis for budgeting and actual reporting purposes.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Law Library Fund

The Law Library Fund is a self-supporting accounting entity in which the surcharges by the various courts on traffic and criminal fines are collected. The following table gives a comparison of the fund balance for the Law Library Fund over a four-year period. These monies have legal restrictions for their use. The fund is administered by the Law Library Board, which is chaired by the Chief Superior Court Judge. This fund is for the management and maintenance of the County's Law Library.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	493	38,899	38,899	38,899

The operations of this fund are sufficient to support this program. The fund uses the modified accrual basis for budgeting and actual reporting purposes.

Street Lights Fund

The Street Lights Fund is a self-supporting accounting entity in which the revenues collected from the customers are expected to cover all the expenditures incurred to provide the service. With utility and fixture maintenance costs rising each year and the rate schedule being reviewed infrequently, it is important to have sufficient reserve funds in the event that fees collected are not enough to pay for the level of services being provided. In addition, adequate cash reserves are needed to pay the utility bills for the first four months of the fiscal year until the revenues are received sometime in November.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	1,155,856	2,092,209	1,692,209	1,607,901

Over the past three years, the fund balance has stabilized. In projecting the FY2022 ending fund balance, it is assumed revenues would be sufficient to cover all the expenditures incurred during the year. An increase of $10.00 per household was implemented in FY2012. The cost per foot of frontage increased to $.25 per foot from the previous $.19 per foot. As a result of this increase the Street Light Fund has reversed the fund balance decline. This fund utilizes a modified accrual basis for budgeting and reporting purposes.

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Ellenwood Tax Allocation District

The Ellenwood Tax Allocation District Fund is a Special Revenue Fund used to capture the revenues and expenditures of the Ellenwood TAD. The bonds for this fund were retired and the TAD dissolved. This fund utilizes a modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	88,359	88,359	88,359	88,359

Central Clayton Tax Allocation District

The Central Clayton Tax Allocation District Fund is a Special Revenue Fund used to capture the revenues and expenditures of the Central Clayton TAD. This fund utilizes a modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	5,058,543	5,058,543	5,058,543	5,058,543

Mountain View Tax Allocation District

The Mountain View Tax Allocation District Fund is a Special Revenue Fund used to capture the revenues and expenditures of the Mountain View TAD. This fund utilizes a modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	1,778,472	2,278,431	2,278,431	2,278,431

Forest Park Tax Allocation District

The Forest Park Tax Allocation District Fund is a Special Revenue Fund used to capture the revenues and expenditures of the Forest Park TAD. This fund utilizes a modified accrual basis for budgeting and reporting purposes. At year-end, fund balance is transferred to the City of Forest Park.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	0	0	0	0

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Northwest Clayton Tax Allocation District

The Northwest Clayton Tax Allocation District Fund is a Special Revenue Fund used to capture the revenues and expenditures of the Northwest Clayton TAD. This fund utilizes a modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	93,358	93,358	93,358	93,358

Debt Service Fund

The Debt Service Fund is used to account for the resources accumulated and payments made for principal and interest on long-term general obligation debt of governmental funds. The following table gives a comparison of the fund balance for the Debt Service Fund over a four-year period. The monies have legal restrictions for their use. The Debt Service Fund uses the modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	30,369	64,899	64,899	64,899

Enterprise Funds

Landfill Enterprise Fund

The Landfill Enterprise Fund is a self-supporting accounting entity in which the revenue from tipping fees supports the operations of the landfill. The following table gives a comparison of the fund balance for the Landfill Enterprise Fund over a four-year period. These monies have legal restrictions for their use. The fund is operated by the Solid Waste Management Authority, which consists of two members of the Board of Commissioners and three members nominated by the County's Board.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	630,432	85,027	85,027	85,027

The operations of this fund are currently under funded due to reduced tonnage at the landfill. As a result, additional revenue must be generated in order to sustain this fund. The Solid Waste Authority is examining methods and changes to eliminate local waste providers from dumping outside the County. The tipping fee schedule may be adjusted to ensure the financial viability of this enterprise fund. No property tax dollars are budgeted to fund the Landfill Enterprise Fund. The County is also required to include in the operating budget an amount to cover post-closure care and monitoring cost, which is included in the General Fund budget. This fund uses the accrual basis for budgeting and actual reporting.

Capital Project Funds

Roads and Recreation Projects Fund

The Roads and Recreation Projects Fund accounts for the construction of recreation centers, senior centers and road improvements funded by the Special Local Option Sales Tax approved in 2003. Since revenues are no longer collected for the SPOST, the fund balance is expected to steadily decrease as projects are completed. This fund uses the modified accrual basis for budgeting and reporting.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	42,822,009	18,246,359	18,246,359	18,246,359

2009 SPLOST

The 2009 SPLOST Capital Projects Fund is utilized to account for the SPLOST approved by voters in July 2008. Revenue collections for this SPLOST expired on December 2014. This fund uses the modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	49,189,595	27,425,537	27,425,537	27,425,537

2015 SPLOST

The 2015 SPLOST Capital Projects Fund is utilized to account for the SPLOST approved by voters on May 20, 2014. Revenues for this SPLOST began on January 1, 2015. The fund balance for the 2015 contains bond proceeds resulting to finance the start of several projects. This fund will use the modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	88,007,772	93,056,229	93,056,229	93,056,229

2021 SPLOST

The 2021 SPLOST Capital Projects Fund is utilized to account for the SPLOST approved by voters on June 9, 2020. Revenues for this SPLOST began on January 1, 2021. This fund will use the modified accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	0	0	0	0

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

URA Bonds Fund

The URA Bond Fund accounts for the cost of projects funded by the 2017 Urban Redevelopment Authority Bonds. Funds expended are specifically designated for projects that fall within the URA boundary. This fund uses the accrual basis for budgeting and actual reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	294,362	26,569	26,569	26,569

Other Capital Project Fund

The Other Capital Projects Fund is used to account for the costs of specific projects outlined by the Board of Commissioners. Funds expended are only to be utilized on projects approved by the Clayton County Board of Commissioners. The fund was added in FY2019 to supplement a capital project. The funds are expected to be expended by the end of FY2021. This fund uses the accrual basis for budgeting and actual reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	0	-10,601	0	0

Internal Service Funds

Workers' Compensation Self-Insurance Fund

The Workers' Compensation Fund was established in 1982 to provide resources for payment of workers' compensation claims of County employees. Individual departments are charged for workers' compensation. The County self-insures workers compensation and claims are paid from this fund. This fund uses the accrual basis for budgeting and actual reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	1,673,400	2,102,195	2,102,195	205,508

CLAYTON COUNTY, GEORGIA
ANALYSIS OF THE FUND BALANCE OF EACH INDIVIDUAL FUND

Medical Self-Insurance Fund

The Medical Fund was established in 1989 to provide resources for payment of employee medical claims. The County's portion of the medical costs is transferred to the self-insurance fund each pay period. The employee's portion of the medical costs is withheld from the employee and transferred to the self-insurance fund each pay period. This fund uses the accrual basis for budgeting and reporting purposes.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED	FY 2022 PROJECTED
Fund Balance - June 30	3,167,568	4,274,079	4,255,679	4,255,679

CLAYTON COUNTY, GEORGIA
STAFFING POLICY AND CHANGES

The Clayton County Board of Commissioners is committed to providing their citizens with the highest level of services possible. In order to achieve this goal, the employees of the County must perform their assigned duties efficiently and effectively. The policy of the board is to provide these services with the current level of staff for as long as possible. However, the time arises when additional personnel are needed to fulfill the above-stated goals.

During the budget process, all County departments are given worksheets that allow them to request additional personnel for the upcoming fiscal year. The individual department is responsible for performing a realistic workforce evaluation that addresses their needs for the coming year, as well as years to come. Each department then submits their requests, with a detailed explanation attached, to the Finance Department as a part of the budget process. The ultimate decision on staffing changes is made by the Board of Commissioners.

Please refer to the following two spreadsheets that provide a detailed breakdown of the current staffing level and of the approved new positions. The spreadsheet entitled *Summary of Full-Time Personnel Clayton County* provides a detailed breakdown of the staffing level of the County for the past two years and the upcoming fiscal year. The spreadsheet entitled *Approved New Position List* details any of the new positions added for FY2022 and the department where they were added.

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2021
Fiscal Year Ending June 30, 2022

Aging
Add: 1 Program Coordinator 18-8

Delete: 1 Special Programs Coordinator 12-11

Board of Commissioners
Add: 1 Chief Strategy Director 36-1
      1 Deputy Administrator Marketing & Communications 26-30
      1 Communication Manager 26-1
      1 Strategy Analyst 25-2
      1 Printing Services Assistant Supervisor 24-2
      1 Marketing & Communications Superintendent 20-7
      1 Marketing & Communications Superintendent 20-3
      1 Print Service Specialist, Sr. 18-1
      1 Administrative Assistant 16-4

Delete: 1 Operations Analyst 34-4
      1 Communications Specialist 18-9
      1 Printing Services Assistant Supervisor 16-4
      1 Printing Specialist, Sr. 14-6

Building & Maintenance
Add: 1 Assistant Director of Operations & Maintenance 31-1
      3 Senior Trades Specialist 17-13

Community Development
Add: 1 Arborist 20-1
      2 Planner I 20-1

Delete: 1 Planner II 22-1
      1 Planning Specialist Senior 17-7

Corrections/Prison
Add: 2 Code Enforcement Officer I 16-8
      1 Administrative Secretary 15-8

District Attorney
Add: 1 Assistant District Attorney 32-7

E-911
Add: 1 Call Taker 16-4

E.M.S.
Add: 1 Community Care Practitioner 37-4

Elections & Registration

Add:
1 Registrar Manager 28-1
1 Absentee Manager 24-1
1 Elections Technician Manager 23-1
1 Election & Registration Technician 15-1
6 Registrar 15-1
1 Community Outreach Specialist 15-1

Delete:
1 Election Office Supervisor 21-3
1 Election Technician 21-1
4 Election & Registration Official 13-4

Fire

Add:
1 Fire Captain 28-8
1 Paramedic Lieutenant 27-4

Information Technology

Add:
1 Senior Software Developer 31-10
1 IT Chief of Staff 30-7
1 Software Developer 29-6
1 IT Cybersecurity Operations Analyst 29-1
2 QA/QC Specialist 24-3
1 Audio Visual Support Specialist 21-1

Delete:
1 Systems Project Manager 31-10
1 GIS Technical Coordinator 30-7
1 IT Business Systems Administrator 29-6
1 IT Asset Management Specialist 26-4
1 Software Support Specialist 21-3

Internal Audit

Add:
1 Assistant Director/Senior Internal Auditor 31-14

Delete:
1 Associate Internal Auditor 27-18

Parks & Recreation

Add:
1 Park Administrator 28-11
1 Administrator Leisure Services 28-5
1 Deputy Administrator Athletics 26-4
1 Aquatic Program Coordinator 18-8
1 Athletic Coordinator 18-1
1 Tree Service Crew Leader 14-1

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2021
Fiscal Year Ending June 30, 2022

Parks & Recreation (cont.)

Delete:
1 Deputy Administrator Marketing & Communications 26-30
1 Deputy Administrator 26-11
1 Athletic Manager 21-5
1 Marketing & Communications Superintendent 20-7
1 Administrative Services Specialist 18-4
1 Athletic Recreation Leader 14-1
1 Center Maintenance Worker Senior 12-4
2 Park Maintenance Worker 10-4

Police

Add:
1 Police Statistical Analyst 25-3
2 Police Sergeant 24-4
2 Police Detective 22-4
2 Police Civilian CSI Technician II 18-4
1 Police Service Supervisor 17-4
1 Police Principal Secretary 13-8
2 Police Services Clerks 12-4

Delete:
1 Police Major 31-11
2 Police Captain 28-11
1 Police Crime Analyst 18-8
1 Police Service Supervisor 14-4

Probate Court

Add:
1 Law Clerk 27-1
1 Administrative Assistant 22-1

Delete:
1 Administrative Assistant 16-4

Sheriff

Add:
5 Deputy Sheriff II 20-4

Tax Commissioner

Add:
2 Title Technicians 13-4

CLAYTON COUNTY, GEORGIA
SUMMARY OF FULL-TIME PERSONNEL

DEPARTMENT	FY 2020 BUDGET	FY 2021 BUDGET	FY 2022 BUDGET
Board of Commissioners/Youth Services/Staff Attorney	37	39	44
Building & Maintenance	30	41	45
Central Communications/E911	56	62	63
Central Services/Risk Management	33	33	33
Clerk of State Court	24	24	24
Clerk of Superior/Magistrate Court	38	38	38
Community Development	42	54	55
Corrections Department	62	103	106
District Attorney	79	83	84
Elections/Registrar	9	10	15
Emergency Medical Services	143	143	144
Extension Service	5	5	5
Finance Department	45	47	47
Fire Department	271	276	278
Human Resources	17	18	18
Information Technology	75	77	79
Internal Audit	4	4	4
Juvenile Court	64	64	64
Library System	50	54	54
Magistrate Court	10	10	10
Parks & Recreation	82	87	84
Police Department	492	467	473
Probate Court	20	20	21
Refuse Control	45	45	45
Senior Services	36	52	52
Sheriff's Department	382	389	394
Solicitor's Office	42	42	42
State Court	37	37	37
Superior Court	39	39	39
Tax Assessors	31	32	32
Tax Commissioner	35	35	37
Transportation & Development/Fleet Maintenance/Landfill	160	163	163
TOTAL CLAYTON COUNTY POSITIONS	**2,495**	**2,593**	**2,629**

CLAYTON COUNTY, GEORGIA
LONG TERM STRATEGIC FINANCIAL FORECAST

	2022	2023	2024
REVENUES			
Property Taxes	$132,038,124	$ 133,000,000	$ 133,996,869
Other Taxes and Assessments	55,962,000	56,000,000	56,500,000
Licenses and Permits	7,595,675	7,750,000	7,850,000
Intergovernmental	2,278,540	2,325,000	2,452,000
Charges for Services	22,107,499	22,814,440	23,250,000
Fines and Forfeitures	2,711,200	3,400,000	3,250,000
Interest and Dividend Income	15,000	25,000	20,000
Other Revenues	2,839,379	2,100,000	2,300,000
Total Revenues	225,547,417	227,414,440	229,618,869
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	5,085,856	5,750,000	5,500,000
Proceeds from Insurance		-	-
Gifts and Donations	10,000	10,000	10,000
Operating Transfers In/Other	456,000	600,000	722,000
Total Other Financing Sources	5,551,856	6,360,000	6,232,000
Total Revenues and			
Other Financing Sources	$231,099,273	$ 233,774,440	$ 235,850,869
EXPENDITURES			
Personnel Services	$150,344,942	$ 152,474,440	$ 155,450,869
Operating Expenses	73,258,965	73,500,000	74,000,000
Capital Outlay	3,837,644	4,000,000	2,500,000
Debt Service	63,079	100,000	100,000
Total Expenditures	227,504,630	230,074,440	232,050,869
OTHER FINANCING USES			
Operating Transfers Out	3,594,643	3,700,000	3,800,000
Total Expenditures and			
Other Financing Uses	$231,099,273	$ 233,774,440	$ 235,850,869
FUND BALANCE JULY 1	106,793,028	101,707,172	95,957,172
Use of Fund Balance	(5,085,856)	(5,750,000)	(5,500,000)
FUND BALANCE JUNE 30	$101,707,172	$ 95,957,172	$ 90,457,172

CLAYTON COUNTY, GEORGIA
LONG TERM STRATEGIC FINANCIAL FORECAST

Clayton County is presenting a three-year long term financial projection. The County is utilizing this information to aid in the preparation and enhancement of the County's strategic goals and objectives.

Property taxes are expected to continue to increase as residential assessed values have increased over the past three years. After ten years of little or no growth Commercial values are anticipated to steadily increase. The plan anticipates holding the millage rate steady or slight increases as necessary to support both the County Strategic Objectives as well as provide funding for Public Safety and Quality of Life Initiatives. Other Taxes and Assessments revenue is expected to increase resulting from the Charges for Services category is expected to increase as new recreation facilities built with SPLOST funds are completed. The new facilities will generate fees for memberships and programs.

For expenditures, the County made assumptions that personnel costs would remain flat or slightly increase due to the high number of unfilled positions within the County. Other Financing uses will increase, as transfers to Debt Service will no longer be required.

The list of current strategic goals are detailed on pages 11 and 12. There are additional Strategic Details contained on pages 80-90. The Strategic Details will be utilized to integrate and enhance KPI's (Key Performance Indicators) for each functional area in the County.

Strategic Planning Parameters Fiscal Year 2022

Mission Statement

Clayton County is a community-focused government committed to maintaining a positive and effective atmosphere while providing access to resources that are beneficial to the economic growth and prosperity of our citizens, businesses and employees.

Strategic Goals and Objectives

The Clayton County Board of Commissioners has committed itself to achieving the goals of being community-focused, operating an efficient government and ensuring Clayton County has a positive presence locally, nationally and internationally. Our citizens are our top priority, which is shown through our commitment to expand services, maintain the lowest possible tax burden on property owners, and develop the economic landscape throughout the County. Transparency and accountability is important as we strive to continuously recognize and reward the efforts of our employees. The Board of Commissioners views prosperity as an opportunity to increase the quality of life for citizens, businesses, and employees. Our strategic plan represents the methods that we have chosen to lay the foundation for the future of Clayton County. The plan below details how the goals of being community-focused, operating an efficient government and ensuring Clayton County has a positive presence locally, nationally, and internationally, as listed above and on page 11, will be accomplished. Both short and long term financial goals for each department are detailed in the Departmental Summary section beginning on page 111.

The Foundational Plan

A. COMMITMENT TO BEING COMMUNITY-FOCUSED

- Expand and enhance the MARTA transit system which will allow our citizens to have access to schools and businesses throughout the County and surrounding region.
- Ensure that Clayton County's programs are aligned with the needs and interests of our citizens.
- Create a direct and transparent link between the community and Clayton County leadership to ensure constituents remain informed and have access to county resources.
- Expand options for citizens to view the Board of Commissioner business meetings through additional online and broadcast media.
- Retain and expand existing Clayton County businesses and attract new jobs and investments in the identified core industry clusters.
- Support and encourage the growth of small businesses and entrepreneurs in Clayton County.
- Ensure all property owners are valued uniformly and equitably under the guidelines of the law.
- Conclude Clayton County's Comprehensive Plan project and incorporate strategic components aligned with the County's vision.

Strategic Planning Parameters Fiscal Year 2022

B. STANDARDIZE GOVERNMENT OPERATIONS THROUGH ACCOUNTABLITY & EFFICIENCY

- Provide oversight of SPLOST Program management and complete projects that were promised to taxpayers.
- Ensure that all work environments are productive and safe, as employees focus on providing the best quality of service to our citizens.
- Develop and revise policies and procedures that will govern the workforce and streamline operational functions throughout Clayton County.
- Standardize county-wide systems that will improve information and data sharing between Clayton County departments in multiple functional areas.
- Streamline work processes and improve service delivery for our business community.
- Ensure local government and community disaster preparedness through comprehensive planning and marketing.
- Develop and offer pertinent and relevant training for employees, supervisors and managers to ensure consistency of policy administration.
- Reduce and manage technology risk.

C. ENSURE A POSITIVE LOCAL, NATIONAL AND INTERNATIONAL PRESENCE

- Establish a customer service program which will set the standards of providing quality customer service to our citizens and colleagues.
- Create a brand identity for Clayton County that will give us the confidence to compete and exist among neighboring communities and around the world.
- Collaborate with various communities to minimize the negative stigma of the County and focus on accomplishments that will gain more positive exposure for Clayton County.
- Strengthen media relationships between media outlets and Clayton County government.
- Market the positive aspects of doing business in Clayton County and highlight the activities and accomplishments.
- Increase public knowledge of the functions and responsibilities of the Clayton County government, as well as the functions of various departments, authorities, committees and boards.

D. OPERATIONS AND SERVICE EXCELLENCE

- Ensure the citizens' needs are being properly addressed by focusing on quality customer service.
- Reorganization of County government for efficiency and effectiveness.
- Allow a time during Commission meetings to be designated for public comment on pertinent subjects not already on the agenda.
- Ensure that employee contact with citizens is helpful and courteous. Evaluate and improve upon any customer service weaknesses that may exist with County employees' interactions with the public.

Strategic Planning Parameters Fiscal Year 2022

- Provide employee training as needed to establish and maintain a high level of customer service.
- Recognize and reward employees for their efforts.
- Continue an annual increase in employee compensation packages to reward employees for their performance and accomplishments.
- Provide a safe and friendly work environment for all County employees.
- Continue the newly established educational and recruitment incentive pay for certain experienced public safety officers.

E. MANAGING AND PLANNING FOR GROWTH AND ECONOMIC DEVELOPMENT

- Restructure of Community Development/Planning.
- Establish an economic development consortium to develop a strategy for economic growth.
- Develop a comprehensive master plan for land use, code enforcement and zoning ordinances.
- Commissioners will meet periodically with the governing bodies of the cities, towns and school districts to discuss issues of mutual interest.
- Facilitate the financial planning for future fiscal years, project expenditure needs and expected results of operation over a longer period of time.
- Department heads and their respective financial analysts are expected to continue to assemble data that will prepare the County for any future legal requirements, legislation or topics that may have impact on the operations of the County.
- The Board will review and adopt a budget with realistic expenditure and conservative revenue projections.

F. LEADERSHIP

- All aspects of the County will improve efforts to work with local municipalities as needed.
- Each department is responsible for creating performance measures and tracking those measures to monitor their productivity.
- An annual audit of measures should determine whether they are good, measurable indicators of a department's work product and goals.
- Measures that are not indicative of the County and department's mission statements should be re-written to aid in the accomplishment of county-wide goals and objectives.

LONG TERM FINANCIAL PLANS

- Align and fund current expenditures with current revenues to eliminate the use of reserves for budgeting where possible.
- Maintain practical fund balance and prevent the unanticipated use of fund balance through enhance and planning.
- Monitor and review personnel additions to insure minimal growth in headcount unless deemed necessary by the Board of Commissioners.

Budget Development Guidelines Fiscal Year 2022

- Align and fund current expenditures with current revenues to eliminate the use of reserves for budgeting where possible.
- Maintain practical fund balance and prevent the unanticipated use of fund balance through enhance and planning.
- Monitor and review personnel additions to insure minimal growth in headcount unless deemed necessary by the Board of Commissioners.
- Reduce costs while maintaining service levels to the citizens of Clayton County.
- Maintain conservative debt management policies by limiting debt to 10% of total assessed value of taxable property.
- Keep infrastructure growth parallel with population growth to avoid large costly discrepancies in services.
- Reduce large unexpected cost associated with outdated and obsolete equipment and vehicles by maintaining and making small purchases consistently.
- Reduce crime and promote safety by increasing public safety resources.

PROVISION OF SERVICES

Responsibilities in Budget Process
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements.
- Departments are expected to fully justify each of their budgetary requests for funding. The budget process is intended to weigh all competing requests for County resources, within expected fiscal constraints.
- The Board of Commissioners is expected to approve a fiscally sound budget that will allow the County to continue to operate efficiently at its current level of services for years to come.

Full Range of County Services
- The County provides a full range of governmental services in order to maintain and enhance the quality of life in Clayton County. In the FY2022 current service level budget, the full range of services will be maintained.
- Enhancements to, and delivery modifications for the current service level will be identified separately in each department's budget submission.

REVENUES

Projections
- Revenues for all funds are projected on a conservative basis to ensure sufficient financial resources are available to meet the anticipated obligations associated with delivering services to our citizens.
- Revenues are analyzed and budgeted on a line by line basis.
- Each account and revenue category is reviewed for all known factors affecting the projection.
- Elastic revenues, such as local option sales tax and interest income, will be projected on a basis consistent with staff's conservative economic assumptions for FY2022 and beyond.
- Legislative impacts are recognized and reflected in the forecast. For example, caps on certain types of taxes may limit or reduce revenues.
- Historical trends and current receipts are analyzed to determine whether these levels will continue.

Budget Development Guidelines Fiscal Year 2022

- Reimbursements from Grants and State agencies are reviewed to insure the County is eligible to receive reimbursement.
- Department heads responsible for receipt of revenues also review revenue projections to ensure accuracy.

Property Taxes
- The property tax continues to be the most significant revenue source for the tax-supported funds of the County.
- As a means of funding current, capital outlay, debt service and intergovernmental expenditures as they relate to the service level for the previous fiscal year, Clayton County will set its maintenance and operations (M&O) millage at an amount necessary to meet that year's necessary revenue production capacity.

User Fees
- All departments will review all user fees and charges they collect to ensure they represent the recovery of all direct and indirect costs of service, unless full cost recovery would be an excessive burden on those citizens receiving the service.

EXPENDITURES

General
- The Board has directed the County's staff to manage operations and capital projects in such a way that costs are within current revenues and unanticipated needs can also be met within current resources.

Pay-As-You-Go Capital Improvement Plan
- To avoid the costly issuance of debt and its associated annual expenses to the extent possible, Clayton County operates under a pay-as-you-go capital purchasing plan to meet most of its capital needs. Pay-as-you-go financing is defined as the utilization of all sources of revenue other than debt issuance (i.e., fund balance contributions, developer contributions, grants, donations, etc.) to fund its capital purchases.

Adopted Fiscal Policies Fiscal Year 2022

STATEMENT OF INTENT

The following policy statements are used to provide County employees with a set of guidelines as to how the various financial responsibilities associated with the operation of Clayton 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.

The fiscal policies utilized by Clayton County are advantageous to the County in several important ways. These fiscal policies promote long-term financial stability for the County. For example, the budget and reserve fund policies set the level of fiscal responsibility required to prepare the County for potential financial emergencies and abrupt adverse economic conditions. Also, the debt policies utilized by Clayton County limit the scenarios in which the County will pay for current services and projects with future revenues. Most importantly, these policies elevate the credibility of the governing body and promote public confidence in the financial decisions that are made. These policies require complete disclosure of financial matters and provide a forum, the Comprehensive Annual Financial Report, to inform the citizens about the overall financial condition of the County.

SECTION I - OPERATING BUDGET POLICIES

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

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

3. 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.

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

5. 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. Expenditures are charged against the budget when they become measurable, a liability has been incurred, and the liability will be satisfied with current resources.

Adopted Fiscal Policies Fiscal Year 2022

6. 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.

7. 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.

8. Clayton County will integrate performance measurement and objectives and productivity indicators within the budget. Performance measures should be quantifiable indicators about whether a department is reaching its goals. Each department along with the corresponding financial analyst is given the task of evaluating the effectiveness of performance measures. If current departmental resources are not used to meet goals, their resources are not increased.

9. The County will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts. The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.

10. The County will continue to require all departments to initiate a POR and have budget approval prior to accepting goods and services.

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

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

13. Merit Increase Policy when applicable: If an employee's prior year review/hire/promotional date falls within the first seven days of the pay period, the Personnel Action will become effective at the beginning of that pay period. If an employee's prior year review/hire/promotional date falls within the last seven days of the pay period, then the Personnel Action will become effective on the first day of the next pay period.

14. The budget shall be adopted at the legal level of budgetary control which is the organization/department level of control. The Chairman or his designee shall have the authority to transfer funds within a department from one line item to other line items except for salary line item increases. The Clayton County Board of Commissioners must approve any increases in the regular salary and wages account. County departments/Elected officials will not be allowed to exceed their salary and wages account without approval from the Board.

Adopted Fiscal Policies Fiscal Year 2022

SECTION II - CAPITAL POLICIES

1. For budgeting purposes, a capital expenditure is generally defined as the acquisition of any asset with an anticipated cost of at least $5,000 or more and an estimated useful life greater than one year.

2. Clayton County will undertake capital projects to achieve the following goals:
   - Construct and maintain infrastructure and public facilities;
   - Promote economic development;
   - Enhance the quality of life;
   - Improve the delivery of services;
   - Preserve community and historical assets.

3. Clayton County will initiate all capital purchases within the development of the operating budget to ensure that future operating costs are projected and included in the operating budget where appropriate.

4. Clayton County will utilize a Vehicle Replacement Reserve to acquire and manage the replacement of county vehicles. Vehicles will be replaced when they are beyond repair or when the repair cost exceeds the value of the vehicle.

5. Clayton County will aggressively seek public and private grants, contracts and other outside sources of revenue to fund projects.

SECTION III - RESERVE FUND POLICIES

1. Clayton County will maintain an undesignated fund balance equal to at least 10% of General Fund Revenues. This reserve shall be created and maintained to provide the capacity to:
   - Offset significant economic downturns and the revision of any general government activity;
   - Provide sufficient working capital; and
   - Provide a sufficient cash flow for current financial needs

2. Unreserved, undesignated fund balances for Governmental Funds in excess of the working reserve should be used only for one-time capital non-operating expenditures or mill rate reductions as approved by the Board of Commissioners.

3. Clayton County will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds.

4. Clayton County will develop capital funding to provide for normal replacement of existing capital plans and additional capital improvements financed on a pay-as-you-go basis.

Adopted Fiscal Policies Fiscal Year 2022

SECTION IV - REVENUE ADMINISTRATION POLICIES

1. Clayton County will try to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one major revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the adverse effects of an economic downturn.

2. Clayton County will estimate its annual revenues in a conservative and analytical manner.

3. Clayton County will follow a policy of paying for services with user fees when possible to reduce the reliance on taxes and other general revenue sources.

4. Clayton County will aggressively seek public and private grants, as well as contracts and other sources of revenues, for funding projects where appropriate.

5. Clayton County will set fees and charges for each Enterprise and Internal Service Fund, at a level that fully supports the total direct and indirect cost of the related activity. Calculations of indirect costs will include the cost of annual depreciation of capital assets and requirements for future capital costs.

SECTION V - 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.

2. Clayton County will prepare a Annual Comprehensive Financial Report (ACFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. The County will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement for Excellence in Financial Reporting Program. The County will also submit the Annual Budget to GFOA for consideration for the Distinguished Budget Presentation Award.

3. Clayton County will establish and maintain a high degree of accounting practices. Accounting records and systems will conform to Generally Accepted Accounting Principles. Clayton County will maintain accurate records of all assets and a high standard of stewardship for public property.

4. Clayton County will develop an ongoing system of financial reporting to meet the needs of the Board of Commissioners, department directors and the general public. Reporting systems will monitor the costs of providing services. The reporting systems will also promote budgetary control and comparative analysis.

Adopted Fiscal Policies Fiscal Year 2022

5. Clayton County will follow a policy of full disclosure on its Financial Reports.

SECTION VI - DEBT POLICIES

1. Clayton County will confine long-term borrowing to capital improvements and moral obligations.

2. Clayton County will not use short-term debt for operating purposes.

3. Clayton County will follow a policy of full disclosure on every financial report and bond prospectus.

4. General obligation debt will not be used for Enterprise Fund activities.

5. Clayton County will use general obligation debt to fund general-purpose public improvements, which cannot be financed from current revenues, available fund balances, or other current sources of capital financing.

6. Clayton County will limit the use of capital lease purchases, certificates of participation and other types of short-term debt when possible.

SECTION VII - INVESTMENT POLICIES

1. Clayton County will maintain an active program of investing all government funds under the direction of the Chief Financial Officer or his/her designee.

2. The investment program shall be operated based on the following principles, with priorities placed on the order as listed below:

   - Safety of Principal - Principal is protected from loss with secure investment practices and collateralization.
   - Maintenance of Adequate Liquidity - A sufficient quantity of investments are readily convertible to cash when needed to meet current obligations, without incurring losses.
   - Yield or Return on Investment - The earnings rate on investments is maximized without diminishing the other principles.
   - Legality - All investments will fully comply with State and Local laws. Specific requirements, such as those set forth in bond ordinances, will take precedence and could further restrict investment options.

Adopted Fiscal Policies Fiscal Year 2022

3. The investment program will use a competitive selection process for investments in excess of 30 days. Investments will only be placed with qualified financial institutions.

4. The investment program will provide for a system of internal control over investments and timely financial reporting of investing activities.

5. The investment program shall comply with all Georgia laws and Federal regulations for investing public funds and security requirements.

SECTION VIII - PURCHASING POLICIES

1. It is the intent of the Clayton County Board of Commissioners to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the County.

2. The Director of Central Services will be responsible for the County's purchasing system. All purchases for goods and services must be according to the County's adopted purchasing policies, regulations and procedures.

3. All departments and agencies of Clayton County must utilize competitive bidding procedures, as set forth in the Clayton County Code. Bids will be awarded on a nondiscriminatory basis with efforts to include local and minority businesses.

4. Clayton County will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items, and other approaches will be used to economically acquire goods and services.

Clayton County, Georgia

Budget Procedures Fiscal Year 2022

Budget Process Flowchart

December 10

Budget Instructions and Details to Departments

January 19

Completed budget requests are due in Munis. No further budget entry into Munis.

January 20 - February 19

Prepare Recommended Budgets. Meetings with CFO, COO, DCOO, DCFO and Commissioners if necessary

February 22 - April 2

Prepare and balance the Budget. Review with Chairman and Chief Operating Officer

April 5 - April 9

Meetings with Departments if necessary

April 12 - April 30

Prepare and Finalize Budget Book

May 7

Ad in Paper for hearing notification & public review

May 25

Budget on display in all designated libraries for public review.

May 25

Budget given to Commissioners

June 1

Public Hearing

May 27

Ad in newspaper for adoption

June 2 - June 14

Commission Changes

June 15

Budget Adoption

Budget Procedures Fiscal Year 2022

The budget process for the fiscal year begins in December. The constant review and refinement of budget data continues through the adoption of the budget in early June. The process culminates with the publication of the final approved budget document in mid June. This budget preparation cycle is summarized on the budget flowchart that precedes this section (page 91).

The fiscal year 2022 budget was prepared by utilizing a zero based budgeting process in the Munis Budget Module. Budgets were prepared without regard to the previous year's budget. In Munis, this is known as budget level one in the Budget Module. After a review of anticipated revenues, departments submitted enhancements needed to meet the County Strategic Objectives (page 11). Enhancements were reviewed and examined as to how they met the County priorities.

Fiscal Year 2022 is the third year that the County has implanted the Munis Budget Module. The second week in December, the Finance Department prepared and emailed a budget request packet to every County department. The packets contained all of the necessary materials and how to prepare any requested enhancements. There are several items that each department received in their budget request packet. They receive a copy of the budget letter, budget calendar, and the Munis Budget Instructions.

During the following month, departments assess their needs for the upcoming fiscal year and prepare their budget requests accordingly. In Munis, this is known as budget level two in the Budget Module. Using the current payroll information, the salary and benefit costs of each current budgeted position is projected by the Finance Department and is included in the budget printout. After assessing their needs for the upcoming fiscal year, the departments are required to enter in their budget request, with all the necessary forms completed, in the Munis Budget Module no later than January 19th.

As the budget enhancements are entered into Munis by each County department, the Finance Department calculates and analyzes the enhancement requests to make sure all information is accurate and in the appropriate accounts. After further analysis, the Finance Department develops a conservative but reasonable budget for the upcoming fiscal year for each County department. The budget at that point is referred to as the staff's working papers.

After the Board of Commissioners meetings, the Budget staff meets for a few weeks to make the final adjustments to the enhancements and to begin balancing the budget. This is a time period when all conservative revenue projections are finalized and all operational budget requests are approved.

Once all of the necessary changes are made to the enhancements, the budget is then referred to as the Chairman's recommendations and all departmental enhancements are entered in the recommendation column or known as budget level three in the Munis Budget Module.

Budget Procedures Fiscal Year 2022

The Commissioners are then presented with a proposed budget, known as budget level four, typically during the middle of May so that they may review it in order to field questions from the public. The first public hearing is held during a night meeting unless there are scheduling issues. Prior to the first public hearing, copies of the proposed budget are placed on display in the Clayton County Library Headquarters, the Lovejoy Library, the Morrow Branch Library, the Riverdale Library and the Jonesboro Library. An ad is placed in the local newspaper at least 7 days prior to the first hearing, announcing the date and time of the hearing and locations where the document may be reviewed.

The adoption of the fiscal year budget is scheduled for the third week in June. During this scheduled meeting, citizens of Clayton County and members of the Board of Commissioners are encouraged to ask questions. Once the Board of Commissioners approves the fiscal year budget, members of the Budget staff then post the approved budget in budget level five in Munis and immediately begin preparing the annual budget for printing in its approved status. The revised budget book is then mailed out to department heads and elected officials. The budget is also submitted to GFOA for the Distinguished Budget Presentation Award Program within 90 days of its adoption.

Once the budget is adopted, unexpected events may require the budget to be altered. Such events may include an increase in the cost of goods or services, a change in departmental priorities or the unexpected repair of a large piece of equipment. In order to accommodate these changes, the Board of Commissioners has approved budget transfer procedures. The Board of Commissioners follows all State Statutes and Guidelines governing the adjustment of approved budgets. Clayton County refers to the first type of procedure as a Line Item Transfer. It involves the transfer of money between line items within the same budget. When a department realizes a problem may exist, the appropriate analyst is contacted and either the department will provide suggestions or the analyst will be asked for suggestions regarding the best possible line item to remove the money and cover the shortfall. Starting April 3, 2018, the county went live with the new ERP, Tyler Munis. Within Tyler Munis, the departments now request the line item transfer which will then follow the process of workflow for approval. A typical workflow is as follows: initiated by department, reviewed and approved by the Finance department, and then receives final approval by the Chairman or designee.

The second type of transfer procedure is referred to as a Budget Amendment. It alters the amount originally approved in the budget. If a department has a shortfall of funds then their budget is altered either by increasing revenue or appropriating fund balance. Increases to the Salary account must also be considered a budget amendment and be presented to the Board of Commissioners. A request is sent from the department to their assigned Financial Analyst who reviews it, prepares the correct documentation and submits it to the Chief Financial Officer for review. It is then presented to the full Board of Commissioners during a regularly scheduled business meeting. If approved, the change is entered into Tyler Munis and reflected in the financial statements accordingly. Departments are not encouraged to alter the budget unless it is necessary.

Budget Procedures Fiscal Year 2022

BASIS OF BUDGETING

Clayton County's annual appropriated budget estimates anticipated revenues and authorizes expenditures. The system used to determine when budgetary revenues are realized and when budgetary expenditures are incurred is known as the budgetary basis of accounting. Sometimes, the budgetary basis of accounting is the same basis of accounting as that used to prepare the financial statements in conformity with GAAP. However, other basis of accounting may also be used for the budget. For example, some components generally recognize revenues and expenditures for budgetary purposes only when cash is received or disbursed (i.e. cash basis). Others use a modified accrual basis and recognize revenues and expenditures for budgetary purposes on a GAAP basis, while treating certain financial commitments such as purchase orders (encumbrances) as expenditures. The Basis of Budgeting for Clayton County for Governmental Funds is Modified Accrual. Enterprise and Internal Service Funds are budgeted based on the Accrual method. The Basis of Budgeting is detailed for each fund in the Budget Summary Section.

The General and Special Revenue budgets are subject to appropriation and adopted on a basis consistent with GAAP. All unencumbered annual appropriations lapses into the fund balance at fiscal year end. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting is utilized in the governmental funds. Encumbrances outstanding at the end of the fiscal year are reported as reservations of fund balances and are incorporated as adjustments to the following year's budgets.

The budget for the Solid Waste Authority is adopted on the cash basis of accounting to ensure compliance with the existing bond ordinances. During the fiscal year, the budget information is used only as a management tool to monitor the flow of cash for these funds.

The government-wide financial statements of Clayton County (i.e. the statement of net assets and statement of activities within the ACFR) report information on all of the non-fiduciary activities of the County and its component units. For the most part, the effect of inter-fund activity has been removed from these statements. Governmental activities, which are normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. Likewise, the County is reported separately from certain legally separate discrete component units for which the County is financially accountable.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and items not properly included among program revenues are reported instead as general revenues.

Basis of Accounting Fiscal Year 2022

Separate financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows; however, a portion of delinquent taxes is recorded as uncollectible. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the current financial period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt services expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Only the portion of the special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available when cash is received by the government.

DESCRIPTION OF FUNDS

The County reports the following major funds:

> The general fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those accounted for in another fund.

> The debt services fund accounts for the resources accumulated and payments made for principal and interest on long-term general obligation debt of governmental funds.

> The capital project funds account for the acquisition or the construction of capital facilities.

> The special revenue funds account for revenue sources that are legally restricted to expenditure for specific purposes.

> The Fire District Fund, a major special revenue fund, is used to account for fire protection provided within the fire district. Financing is derived principally from a special tax levy against property owners within the unincorporated area of the County.

Description of Funds Fiscal Year 2022

Internal service funds account for the operations which provide services to other departments or agencies of the County, or other governments, on a cost reimbursement basis.

The enterprise fund is used for operations financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis is financed or recovered primarily through user charges.

The agency fund is used to account for the collection and disbursement of monies by the County on behalf of other governments and individuals, such as cash bonds, traffic fines, support payments and ad valorem and property taxes.

This budget contains the following funds:

101	General Fund,
201	Fire District Fund,
205	Forest Park Tax Allocation District Special Revenue Fund,
207	Mountainview Tax Allocation District Special Revenue Fund,
210	Hotel/Motel Tax Fund (3% Tax),
211	Clayton Tourism Authority Fund (5% Tax),
212	Street Lights Fund,
215	Emergency Telephone System Fund,
220	Federal Narcotics Condemnation Fund,
221	State Narcotics Condemnation Fund,
222	Sheriff DOJ Fund,
230	Jail Construction and Staffing Fund,
240	Juvenile Supplemental Services Fund,
250	Drug Abuse Treatment and Education Fund,
260	Alternative Dispute Resolution Fund,
265	Victim Assistance Fund,
270	Domestic Seminars Fund,
275	State Court Technology Fee Collection Fund,
285	Clayton Collaborative Authority Fund,
286	Clayton County Aging Fund,
288	Housing and Urban Development Fund,
289	Other County Grants Fund,
290	Law Library Fund,
306	Roads and Recreation Projects (SPLOST) Capital Project Fund,
307	2009 SPLOST Capital Projects Fund,
308	2015 SPLOST Capital Projects Fund,
316	URA Bonds Fund,
317	Other Capital Projects Fund,
400	Debt Service Fund,

Description of Funds Fiscal Year 2022

510	Landfill Enterprise Fund,
652	Worker's Compensation Self-Insurance Fund, and
655	Medical Self-Insurance Fund.

The General Fund and Fire Fund are funded in part by the two individual County mill rates which are assessed against all real and personal property within the County. The Fire Fund millage is only applicable to unincorporated areas of the County.

The Forest Park Tax Allocation District Special Revenue Fund is used to account for the revenues collected for the Forest Park Redevelopment. The project is funded by property taxes specifically allocated for redevelopment.

The Mountainview Tax Allocation District Special Revenue Fund is used to account for the revenues collected for the Mountainview Redevelopment. The project is funded by property taxes specifically allocated for redevelopment.

The Hotel/Motel Tax Fund budget is funded by the 3% Hotel/Motel Tax that is designated to be used only for the promotion of tourism in our County as approved by the Board of Commissioners.

The Clayton County Tourism Authority Fund budget is funded by the 5% Hotel/Motel Tax that is used to promote tourism. Expenditures from this fund are administered by the Clayton County Tourism Authority as approved by the Board of Commissioners.

The Street Lights Fund budget is funded by special assessments paid by property owners in the subdivisions that have voted to have County street lights. No property taxes are used to fund these expenditures.

The Emergency Telephone System Fund (E-911) budget is funded by monthly 911 service charges to each exchange access facility subscribed to by telephone subscribers and by law it may only be used to pay for emergency 911 system services.

The Federal Narcotics Condemnation Fund is used to account for monies condemned in Superior Court related to federal narcotics cases. Expenditures are for law enforcement operations.

The State Narcotics Condemnation Fund is used to account for monies condemned in State Court related to state narcotics cases. Expenditures are for the enhancement of law enforcement operations.

The Sheriff Department of Justice Federal Equitable Condemnation Fund is to account for monies condemned related to the Sheriff's Department of Justice federal narcotics cases. Expenditures are for law enforcement operations as detailed by the DOJ.

The Jail Construction and Staffing Fund are used to account for monies fined in Superior and State Court to be used for jail staffing and construction.

Description of Funds Fiscal Year 2022

The Juvenile Supplemental Services Fund is established to account for restricted revenues from Juvenile Court, which is expendable only for Juvenile Court costs.

The Drug Abuse Treatment and Education Fund is used to account for monies fined in Superior and State Court to be used for drug treatment and education.

The Alternative Dispute Resolution Fund is used to account for monies fined in Superior and State Court to be used to help mediate disputes as an alternative to court proceedings.

The Victim Assistance Fund is used to account for surcharges on the court fine revenue from the court system, which by law is to be expended to assist victims.

The Domestic Seminars Fund is used to account for monies received and expended on materials and services for participants of the Domestic Relations Seminar. This seminar is required of persons in a domestic relation court action where minor children are involved.

The State Court Technology Fee Collection Fund provides for the imposition and collection of a fee, not to exceed $5, to be charged when civil actions are filed. The fees are to be used to fulfill the technological needs of State Court and its supporting offices.

The Clayton Collaborative Authority Fund is used to account for special grant funds to enable the Authority to receive and review requests from charitable organizations needing assistance.

The Clayton County Aging Fund is used to account for special donations, Federal and State grant funds and County matching funds to provide the Citizens with Meals-on-Wheels and other aging program services.

The Housing and Urban Development Fund is used to account for Federal grant funds for Community Development Block Grant Programs and the Home Program.

The Other County Grants Fund is used to account for all other grants received by the County and is required by changes in the laws of the State of Georgia concerning the Uniform Chart of Accounts.

The Law Library Fund is used to account for the surcharges on the court fine revenue from the Court system, which by law is used to fund the Public Law Library and various other enhancements to Judicial system programs.

The Roads and Recreation Capital Project Fund is used to account for new construction and maintenance on roads, bridges and highways. It will also account for various maintenance and construction of recreation facilities. These projects are funded by SPLOST.

The 2009 SPLOST Capital Projects Fund is used to account for the construction of projects approved by voters as part of the re-imposition of the 1% sales tax. These projects are funded by SPLOST.

Description of Funds Fiscal Year 2022

The 2015 SPLOST Capital Projects Fund is used to account for the construction of projects approved by voters as part of the re-imposition of the 1% sales tax. These projects are funded by SPLOST.

The URA Bond Fund accounts for the cost of projects funded by the 2017 Urban Redevelopment Authority Bonds. Funds expended are specifically designated for projects that fall within the URA boundary.

The Other Capital Projects Fund is used to account for the costs of specific projects outlined by the Board of Commissioners. Funds expended are only to be utilized on projects approved by the Clayton County Board of Commissioners.

The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on long term general obligation debt of governmental funds.

The Landfill Enterprise Fund accounts for the total cost of operating the County Landfill under the mandates established by the Georgia Comprehensive Solid Waste Management Act. Funding for the Landfill Enterprise Fund is from tipping fees assessed for each ton of refuse dumped. No property tax dollars are budgeted to fund the Landfill Enterprise Fund, however, the County is required to include in its operating budget an amount to cover post-closure care and monitoring cost.

The two self-insurance funds, the Worker's Compensation Self-Insurance Fund, and the Medical Self-Insurance Fund are funded predominately by transfers from the General, Fire, Emergency Telephone System, and Landfill Enterprise funds.

The Worker's Compensation Self-Insurance Fund through Clayton County has contracted with Georgia Administrative Services, Inc. to administer the fund. Any claim exceeding $500,000 per occurrence is covered through a private insurance carrier.

The Medical Self-Insurance Fund of Clayton County receives funds from County Employees for a portion of the premium. Any individual claim exceeding $125,000 per occurrence is covered through a private insurance carrier.

Budget Calendar

December 10, 2020	Budget Instructions and Details to Departments
January 19, 2021	Completed budget requests are due in Munis. No further budget entry into Munis. **Deadline 5:00pm.**
January 20, 2021- February 19, 2021	Prepare Recommended Budgets. Meetings with CFO, COO, DCFO and Finance Staff as needed.
February 22, 2021- April 2, 2021	Prepare and balance the Budget. Review with Chairman and Chief Operating Officer providing ongoing status.
April 5, 2021 - April 9, 2021	Meetings with Departments if necessary.
April 12, 2021- April 30, 2021	Prepare and Finalize Budget Book. Print books.
May 7, 2021	Place budget Ad (Available for Review)
May 12, 2021	Ad appears
May 25, 2021	Budget is available for public review (Headquarters Library, Lovejoy Library, Morrow Branch Library, Riverdale Library and Jonesboro Library) Also available online.
May 27, 2021	Place Ad for Budget Adoption
June 1, 2021	*Public Budget Hearing 5:30pm
June 15, 2021	*Budget Adoption (Regular Meeting)

*Denotes advertised meetings

Policies and Procedures

Clayton County has not adopted a formal budgetary process to prepare a five-year Capital Improvement Program (CIP). The Finance department currently consults with the Board of Commissioners to determine the future operating budget required for specific major Capital Improvement Projects and how those projects will be funded. As part of the fiscal year 2022 budget preparation process information for capital improvements in the County were updated and presented to the Commissioners for their consideration. With the current changes in the budgeting process as well as the need for a written and formally adopted Capital Improvement Plan, the Finance staff plans to continue in its efforts towards the adoption of a formal long-term capital improvement plan. With the requirements of GASB Statement No. 34, a formal Capital Improvements Program is imminent. The Finance Department has prepared useful life and cost information on infrastructure as part of the GASB Statement No. 34 implementation process. With this information, the preparation of a CIP budget would be the next step in the process.

For fiscal year 2022, a one-year capital budget was developed for major Governmental Fund Type capital purchases and projects. A detail by function, department, and project follows this discussion. This budget is the first step in the process of adopting a Capital Improvements Program. Clayton County has adopted a pay-as-you-go capital budgeting plan. Funding for the fiscal year 2022 approved projects has been budgeted in two ways: 1), as an operating expense to the specific department responsible for the project, and 2), as an operating transfer to a separate Grants Fund or Capital Project Fund from the appropriated funds available in the General Fund and certain Special Revenue Funds. It is important to note that major capital projects in the Enterprise Funds are normally not included as part of the operating budgets of those funds. These projects are usually financed by the issuance of debt with principal and interest payments spread over the approximate useful life of the asset being purchased. The result is that those users, who benefit from the existence of the asset, pay for the cost of the asset as part of their user charges. The purchase of equipment and funding for projects are included as the part of the normal operating budget of Governmental Fund types. For fiscal year 2022, the County has programmed the purchases of $3,837,644 in the General Fund for this type of fixed assets or capital. This represents a significant increase from the fiscal year 2021 amount of $181,164. The increase stems from a return to normal operations from the COVID-19 pandemic shutdown.

This amount totaling $3,837,644 is 1.66% of total expenditures in the fiscal year 2022 budget. A detail by department of fixed assets and capital project budgets are included in the schedules that follow this discussion.

There are principally three operating policies that drive capital outlay decisions. The first is one that parallels the capital maintenance theory of accounting. It is the goal of the County to have sufficient resources available in a fiscal year to make any necessary capital purchases. Thus, the decision to replace existing plant, property and equipment is normally based on when it would prove to be cost effective to do so.

As equipment ages and becomes less dependable it is scheduled for replacement as an integral part of the operating budget. Estimated useful lives and replacement costs are established for equipment, other than motor vehicles. Using this information, each item scheduled for replacement is a component of the budget. Because of the significant impact on the annual budget, and the importance in the delivery of effective services, motor vehicle purchases are generally treated differently than other equipment.

Vehicle replacement in the past was based on a point system which evaluated repair costs, age and mileage to provide a score used to schedule vehicles for replacement. Fiscal year 2005 was the last year the point system was utilized. Fiscal year 2006 was the first year to utilize a system based on the ability to cost effectively repair vehicles. Vehicles are now replaced when they are beyond repair or when the repair cost exceeds the value of the vehicle. Newer replacement vehicles are expected to achieve a fuel cost savings ranging from 5 to 10 percent. The County continues to purchase similar vehicle models in order to reduce the inventory of spare parts required, and reduce repair and maintenance costs.

A second policy guiding capital outlay decisions is whether the purchase serves as a technological advancement. The Board of Commissioners has adopted the concept of providing computer equipment to gain efficiency rather than adding new positions to handle the increasing workload of a growing County. The last of the principal operating policies involves the impact of the capital outlay request on the enhancement of services. Capital outlay decisions most often occur in public safety and recreation. Additions of lights to a soccer field or the purchase of playground equipment for a park enhances the investment the County has at an individual site. Similarly, the purchase of portable computers and scanners for emergency medical service personnel serves to increase the level and value of the services that can be provided to the public.

Currently, the capital budget process takes place in conjunction with the operating budget process. All departments are required to submit their capital budget requests at the same time as the operating budget requests are made. As with operating budget requests, capital budget requests are reviewed by the Finance Department, and it is determined whether funding is available for the purchase and whether the purchase is scheduled as part of the replacement of fixed assets. Once the Finance Department has completed its process, the request for capital items is reviewed by the Chairman of the Board of Commissioners for approval to be included in the final document submitted to the Board of Commissioners. The Board, through the normal budget hearing process, will review the departmental requests for capital outlay. Department capital outlay requests that are deleted from the budget through any of the review processes are open to further discussion upon request by individual Elected Officials or Department Directors. Once the final review process is complete, the capital budget is approved as part of the operating budget.

<u>Defining the Capital Improvement Plan (CIP)</u>

Included in the County's plan are capital items that can be broken down into capital expenditures and capital projects. These two components are defined as follows:

Capital Expenditures - Charges for the acquisition of a single purchase of equipment, land, improvements of land, buildings, fixtures and other permanent improvements with a value of more than $5,000 and a useful life of more than one year. Repairs and maintenance of existing County buildings are not capital expenditures. These items are budgeted within an individual department's annual operating budget. A listing of Capital Expenditures is included in the schedule that follows this discussion.

Capital Improvement Projects - An undertaking that has a specific objective that covers a specific period of time and does not occur on an annual basis. Instead of being part of the County's annual operating budget, a capital project expenditure plan is adopted by the Board of Commissioners on a project-by-project basis and serves as an appropriate spending parameter for the current fiscal year.

Projects in the fiscal year 2022 capital project budget fall into this category. The purpose of the particular expenditure most often dictates what the accounting treatment will be for the transaction. The CIP budget is generally accounted for in a Capital Projects Fund and usually involves extensive construction for a new or totally renovated building.

Clayton County currently has three existing Special Purpose Local Option Sales Tax (SPLOST) approved in FY2003, FY2008 and FY2014. In July 2008, the citizens of Clayton County voted to extend the one percent sales tax for a new six year period. The 2009 SPLOST, which began in January 2009, will be utilized to provide capital for infra-structure projects in areas such as, Juvenile Court, Public Safety, Library construction and Fire. In May 2014, the citizens of Clayton County voted to extend the one percent sales tax for a new six year period. The 2015 SPLOST will be utilized to provide for Southern Regional Medical Center, buildings improvements, information technology improvements and public safety.

The County's 2004 SPLOST was anticipated to collect and fund projects amounting to $240,000,000. The actual collections received for this SPLOST amounted to $275,995,513. The excess funds will be used in the two project categories approved by voters.

Department	Estimated Cost
Parks & Recreation	$ 62,551,607
Transportation	213,443,906
Total SPLOST	$275,995,513

The County's portion of the 2009 SPLOST was anticipated to collect $232,065,000 and will be utilized for capital and infrastructure improvements throughout the County. Listed below are projects funded by the 2009 SPLOST. The allocation for some of the projects were adjusted due to a shortfall in the sales tax collections.

Department	Estimated Cost
Justice Center	$14,965,140
Public Safety	22,377,636
Parks & Recreation	29,531,212
Library Improvements	10,563,121
IT Improvements	24,685,977
Fueling Center	3,000,000
Transportation	101,547,282
Total SPLOST	$206,670,368

In May 2014, Clayton County voters approved extending the existing one percent sales tax for SPLOST. The County's portion of the proposed SPLOST is $217,955,180. The largest project included in the 2015 SPLOST is to provide $50,000,000 to purchase the assets of Southern Regional Medical Center. Listed below are projects funded by the 2015 SPLOST.

Department	Estimated Cost
Southern Regional	$50,000,000
Economic Development	5,300,000
Building Improvements	5,835,000
Parks & Recreation	15,250,000
IT Improvements	35,035,901
Public Safety	20,000,000
Transportation	86,534,279
Total SPLOST	$217,955,180

The 2021 SPLOST was approved by voters on May 19, 2020 and is expected to generate approximately $220,585,000 for the County. The projects approved by voters include the design and building of a County Administration building, Police Department training academy, Transportation and development complex, public safety water rescue training center, library in Rex area of Clayton County, Winter Weather supply and storage building, government vehicle fueling station on Anvil Block Road and replacement of Fire Stations 1 and 2; the construction of two pedestrian walkways over heavily traveled roads; funding for land acquisition, design, construction, and/or equipping of a mental health, developmental disabilities and substance use disorders facility project and/or renovations, improvements, additions to, and equipping of an existing facility so as to provide a facility for individuals with mental health, behavior disorders, developmental disabilities and potentially co-occurring addictive disease (s); construction of free-standing Crisis Stabilization Units where patients with urgent or emergency psychiatric needs can receive crisis stabilization services in a safe, structured manner with continuous 24 -hour observation and supervision; roof repair, flooring, electrical, sewer and heating, ventilation, and air conditioning system upgrades for the Harold Banke Justice Complex; replacement of storage facility and both concession stand/restroom facilities at Rex Park; replacement of concession stand/restroom facility at Morrow-Lake City Park; replacement of facilities at Rum Creek Park; upgrades to heating, ventilation and air conditioning systems for Annex 3, Annex 2, Police Department Headquarters, and Frank Bailey Senior Center; roof replacement at Steve Lundquist Aquatics Center and Annex 2; window sealing at Annex 3; structural restoration of Virginia Stephens House; renovation of Shellnut building; flooring replacement at Frank Bailey Senior Center and Charlie Griswell Senior Center; restoration and facility upgrades to Reynolds Nature Reserve, Fire Station 3 and VIP Complex; Annex 3 door replacement; funding public safety, transportation and development and fleet maintenance equipment purchases; purchase of computer equipment, software and telephone equipment for public safety and Parks & Recreation purposes, repairs and building renovations for public safety and Parks & Recreation purposes, the acquisition of real estate and equipment for public safety and Parks & Recreation purposes; replacement of five prison transport vans and equipment; land acquisition and acquiring title for real and personal property to be used for greenspace; the purchase of vehicles and equipment for public safety purposes; transportation projects which include road resurfacing, sidewalk, pedestrian crossings, road corridor improvements, intersection improvements, bridges, traffic signals, road signs and markings, operational and safety improvements, and associated equipment; street lighting and/or

pedestrian lighting along commercial and industrial areas; traffic calming projects for residential streets. The first collections are scheduled to begin January 2021.

Below is a listing of the amounts approved for the 2021 SPLOST:

Department	Estimated Cost
County Administration Bldg.	$40,000,000
Building Construction, Renovations and Repairs	73,170,000
Helicopter and Other Equipment	9,400,000
Information Technology	7,300,000
Public Safety and Public Service Fleet	27,715,000
Transportation	63,000,000
Total SPLOST	**$220,585,000**

Financial Impact of Capital Expenditures on the Operating Budget

As indicated above, capital expenditures are appropriated in the fiscal year 2022 operating budget. These capital expenditures are exclusively, with a few exceptions, for replacement equipment, which has either become obsolete or has met its useful life. Therefore, it is the determination of the County that these expenditures of funds will impact the current operating budget as well as have an impact on future operating budgets. The impact on operating budgets for approved capital projects is reflected in the FY2022 budget.

Financial Impact of Capital Projects on the Operating Budget

Clayton County uses the term "capital projects" to refer to the construction or acquisition of major government facilities and infrastructure. In accordance with generally accepted governmental accounting practices, most of these projects are accounted for separately in the Capital Projects Fund. Funding for these projects are usually from three sources: 1) pay-as-you-go philosophy, which often results in a transfer of monies from other funds; 2) use of debt such as bonds, certificates of participation, or lease purchase arrangements; and/or 3) use of a specific source of revenue other than general revenues such as grants, impact fees, or the Special Purpose Local Option Sales Tax (SPLOST).

Regardless of how the projects are funded, when these projects are completed they often have the potential of having a significant financial impact on the operating budget. Although there were not specific "capital projects" budgeted through the FY2022 budget process, there are several on-going capital projects that impact the operating budget of the current and subsequent fiscal years. This will give the county the ability to better meet the current needs of the citizens. The following provides a discussion of capital projects that are currently underway.

International Water Park– The International Water Park is in the construction phase and is scheduled to be completed in the Winter of 2021. The facility is located in Jonesboro and is funded by the 2009 and 2015 SPLOST and is scheduled for completion in the Winter of 2021.

CONSTRUCTION EXPENDITURES	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 PROJECTED
Capital Outlay	3,084,438	10,816,522	2,686,850

The International Water Park projected operating costs are detailed below:

IMPACT ON OPERATING BUDGET	FY 2021 ESTIMATED	FY 2022 BUDGET	FY 2023 PROJECTED
Personnel Services	-	-	880,000
Operating Expenses	-	-	150,000
Capital Outlay	-	-	10,000
Total	-	-	1,040,000

Nassau Building – The Nassau Building is in the construction phase and is scheduled to be completed in the Winter of 2021. The facility is located in Jonesboro and is funded by the 2015 SPLOST and is scheduled for completion in Winter of 2021. This facility will be budgeted under the International Water Park.

CONSTRUCTION EXPENDITURES	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 PROJECTED
Capital Outlay	-	2,265,616	1,484,384

VIP Complex – The VIP Complex is in the construction phase and is scheduled to be completed in the Winter of 2021. The facility is located in Jonesboro and is funded by the 2015 SPLOST. This facility will be budgeted under the International Water Park.

CONSTRUCTION EXPENDITURES	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 PROJECTED
Capital Outlay	-	2,292,629	1,705,811

VIP Amphitheater – The VIP Amphitheatre is in the planning and design phase and is scheduled to be completed in the Winter of 2021. The facility is located in Jonesboro and is funded by the 2021 SPLOST. This facility will be budgeted under the International Water Park.

CONSTRUCTION EXPENDITURES	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 PROJECTED
Capital Outlay	-	2,292,629	1,705,811

County Administration Building — The County Administration Building is in the planning and design phase and is scheduled to be completed in the Summer of 2022. The facility is located in Jonesboro and is funded by the 2021 SPLOST.

CONSTRUCTION EXPENDITURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Capital Outlay	769,598	5,453,611	2,819,986

The County Administration Building projected operating costs are detailed below:

IMPACT ON OPERATING BUDGET	FY 2021 ESTIMATED	FY 2022 BUDGET	FY 2023 PROJECTED
Personnel Services	-	-	-
Operating Expenses	-	-	400,000
Capital Outlay	-	-	-
Total	-	-	400,000

County Fueling Center– The County Fueling Center is in the design phase and is scheduled to be completed in the Winter of 2021. The faclity will be located in Jonesboro and is funded by the 2009 SPLOST.

CONSTRUCTION EXPENDITURES	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 PROJECTED
Capital Outlay	209,299	24,732	2,559,383

The County Fueling Center projected operating costs are detailed below:

IMPACT ON OPERATING BUDGET	FY 2021 ESTIMATED	FY 2022 BUDGET	FY 2023 PROJECTED
Personnel Services	-	-	-
Operating Expenses	-	-	100,000
Capital Outlay	-	-	-
Total	-	-	100,000

Capital Improvement Program Future

The Finance Department, with direction from the Board of Commissioners, will begin preparation of a Capital Improvements Program (CIP) in the near future. The program will identify and prioritize capital improvement needs and develop funding sources on a multi-year basis, along with determining the impact of the CIP on future operating budgets.

FISCAL IMPACTS ON OPERATING BUDGET	FY 2021 ACTUAL	FY 2022 BUDGET	FY 2023 PROJECTED
General Fund - Land & Improvements	$2,395	$0	$0
General Fund – Buildings & Improvements	$1,000,653	$2,290,534	$1,000,000
General Fund – Autos & Trucks	$1,753,937	$1,087,000	$1,000,000
General Fund – Office Equip, Comp, Furnishings	$1,162,256	$0	$250,000
General Fund - Other Machinery & Equipment	$248,184	$460,110	$500,000
Total	$4,167,425	$3,837,644	$2,750,000
Annual Change Amount	N/A	($329,781)	($1,087,644)
Percentage Change	N/A	-7.91%	-(28.34)%

The information on the schedule above and the chart that follows outlines the fact that ongoing capital maintenance for Clayton County has a smaller impact on the FY2022 General Fund budget than in prior years. Current COVID-19 economic conditions have impacted decisions to fund capital projects out of the General Fund.

CLAYTON COUNTY, GEORGIA
SUMMARY OF THE FINANCIAL IMPACT OF
CAPITAL NEEDS ON THE OPERATING BUDGET
FISCAL YEARS 2021 - 2023
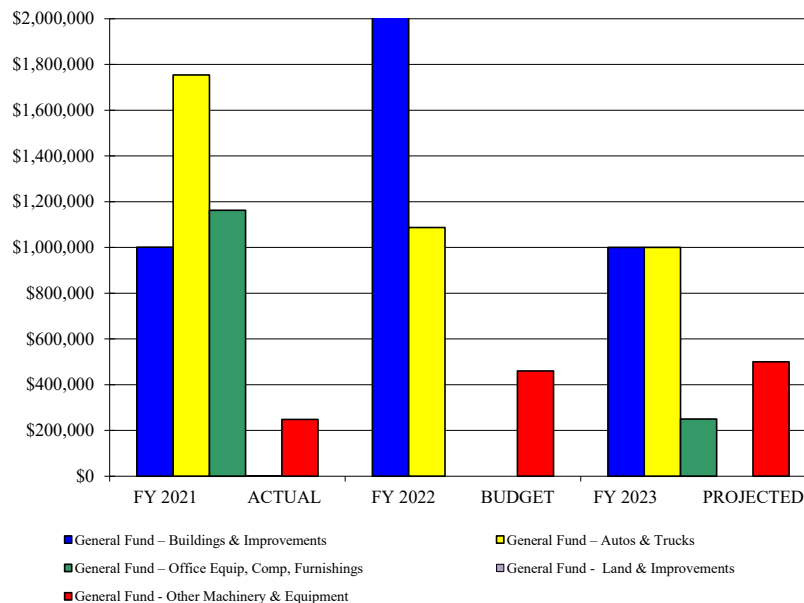
CLAYTON COUNTY, GEORGIA
ONE-YEAR CAPITAL PROJECTS BUDGET
APPROPRIATIONS BY FUNCTIONAL AREA AND PROJECT
FISCAL YEAR 2022

	FY 2022 ADOPTED
GENERAL GOVERNMENT	
BOARD OF COMMISSIONERS	
Replace Vehicles with new logo Car Wraps	$ 9,000
PARKS AND RECREATION	
Purchase Vehicle	48,000
Replace John Deere Gators	35,600
Replace Infield Machines	26,100
Purchase Duel Axel Dump Trailer	7,800
Purchase Mowers	26,700
Replace Video Screen	89,000
Replace Fitness Equipment	32,880
INFORMATION TECHNOLOGY DEPARTMENT	
Purchase Mobile Lift	29,988
REFUSE CONTROL	
Purchase Disk Floor Scrubber	5,751
TRANSPORTATION & DEVELOPMENT	
Purchase of Storage Building	
TOTAL GENERAL GOVERNMENT	$ 310,819
PUBLIC SAFETY	
POLICE	
Replace Cubicles	$ 20,000
Replace Hanger Doors	80,000
Install Fencing and Lighting at Headquarters	400,000
Purchase Caravan	30,000
Purchase AFIS Computer/Scanners	10,287
Purchase PurAir Hood	5,500
Purchase Bosch CDR Pro Tool	7,300
Purchase Thermal Imaging Devices	17,900
Purchase Bunker	32,500
Purchase Night Vision	94,304
Purchase Booby Trap Kit	5,500
PRISON	
Purchase Mowers	33,000
TOTAL PUBLIC SAFETY	$ 736,291
OTHER GENERAL GOVERNMENT ADMINISTRATION	
OTHER GOVERNMENT SERVICES	
Vehicle Replacement Reserve Countywide	$ 1,000,000
Building Upgrades & Enhancements Countywide	1,790,534
TOTAL OTHER GENERAL GOVERNMENT	$ 2,790,534
TOTAL CAPITAL PROJECTS BUDGET	$ 3,837,644

CLAYTON COUNTY, GEORGIA
ONE-YEAR CAPITAL PROJECTS BUDGET
APPROPRIATIONS BY FUNCTIONAL AREA AND PROJECT
FISCAL YEAR 2022

FUNCTION	AMOUNT	PERCENT
Other General Government	$ 2,790,534	72.71%
General Government	310,819	8.10%
Public Safety	736,291	19.19%
TOTAL	$ 3,837,644	100.00%
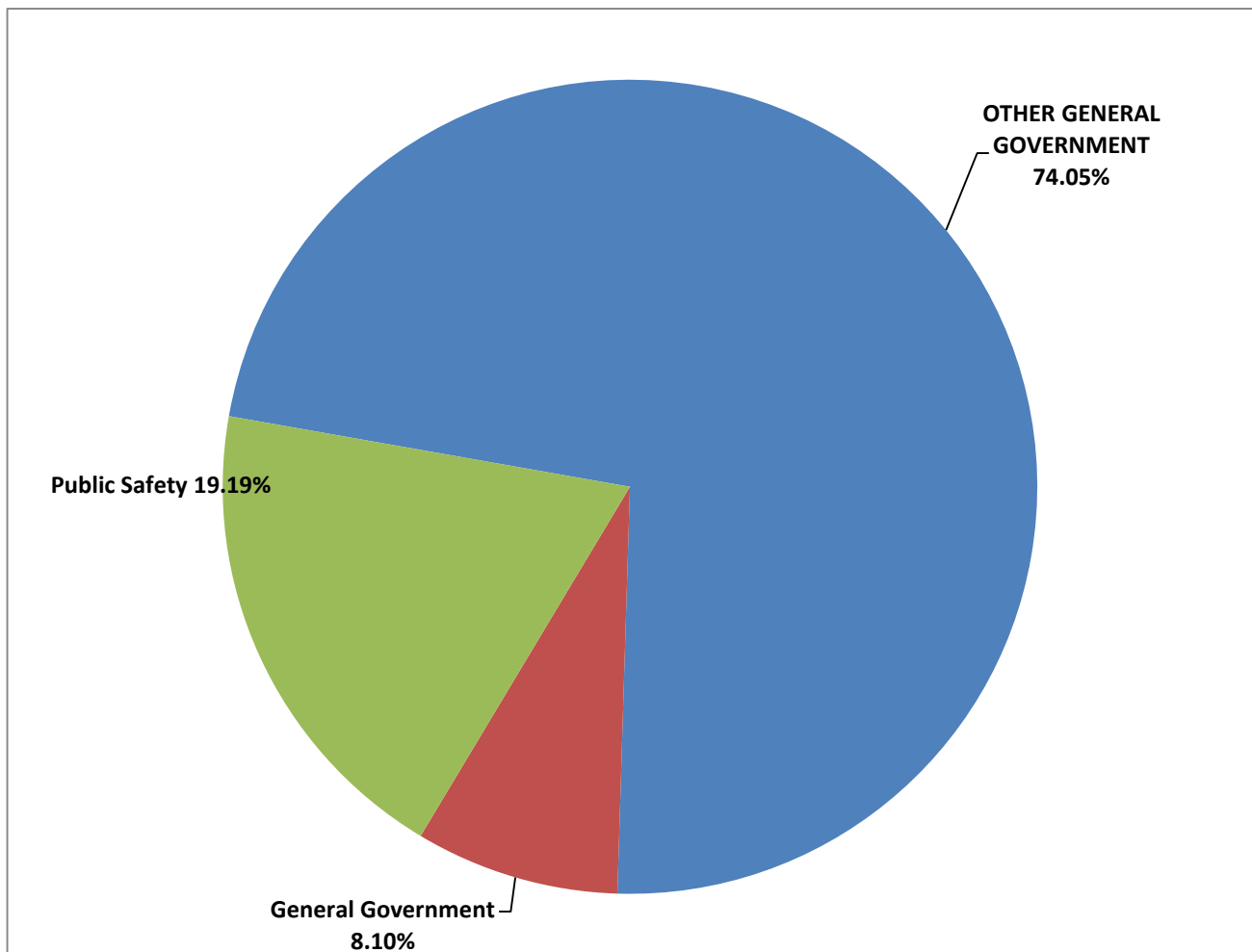
2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Mission Statement

Clayton County is a community-focused government committed to maintaining a positive and effective atmosphere while providing access to resources that are beneficial to the economic growth and prosperity of our citizens, businesses and employees.

Function

County Governing Authority

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Economic Opportunity Strategic Direction G1: Increase opportunities for Economic Development and sustained growth						
Grow Economic development through comprehensive, strategic, financial and land planning	See note listed below					
Expand regional economic development marketing activities.						
Develop targeted areas within the County as business centers and "live, work, play areas"						
Leverage zoning opportunities to attract business development and enhance the values of Key County corridors.						
Recruit industry leaders to assist with identifying key tools and resources to develop the local workforce.						
Partner with local businesses and education providers to identify requisite skills needed to implement targeted training						
Communication and Image Strategic Direction G2: Reshape Clayton County's Public Image						
Restructure Clayton County 's Office of Communications to enhance the County's brand identity	See note listed below					
Utilize social media to communicate success factors to citizens, businesses and partners throughout the County.						
Collaborate with local municipalities and metro communities to maximize the positive exposure of Clayton County throughout the state.						
Quality of Life Strategic Direction G3: Create conditions that improve the quality of life for all communities						
Ensure that every resident in Clayton County is provided a healthy and safe lifestyle.	See note listed below					
Develop and maintain public infrastructure to improve County appearance and encourage continued development						
Create an eco-friendly environment (promote a county recycling program; eco-friendly vehicles and buildings).						

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Governance Strategic Direction G4: Provide responsive and responsible governmental services						
Identify work planning processes to establish an efficient capital outlay program.	See note listed below					
Establish a customer service program to set the standards of providing quality customer service to county citizens and businesses.						
Establish accessibility and transparency with technology designed to put resources at the fingertips of County residents and businesses.						
Conduct comprehensive analysis to identify operational redundancies and inefficiencies.						
Growth Management Strategic Direction G5:						
Ensure the County work environment is productive and safe, as employees focus on providing the best quality of services to our citizens.	See note listed below					
Standardize county-wide systems to improve information and data sharing between Departments.						
Develop and offer pertinent and relevant training for employees to ensure consistency of policy administration.						
Fiscal Responsibility Strategic Direction G6:						
Facilitate strategic financial planning for future fiscal years, including project expenditures and expected results in operations.	See note listed below					
Develop a financial process that encompasses all aspects of governmental budget development and execution.						
Identify investment partnerships and opportunities.						

Note: The BOC strategic plan and budget overview is guided under the activities set forth by each departments' operating plan; therefore, the BOC's success indicator, key activities, and lead are set annually under the approved budget for 2021-2022 budget year.

Long-term Departmental Issues for FY 2023 and Beyond

1. Increase commercial code enforcement in all districts that will enhance beautification efforts throughout the major corridors of the county.
2. Expand action strategies developed to meet the goals of the strategic plan. Improve regional partnerships to provide enhanced access to resources that will benefit all citizens.

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Minutes and Agenda Items Prepared Without Error:	100%	100%	100%	100%
Notices of Special Called Meetings Issued Within 24 hours of Meeting:	100%	100%	100%	100%

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,712,549	1,980,027	2,277,751	2,693,787
Operations	262,718	228,271	353,471	274,501
Total:	1,975,267	2,208,298	2,631,222	2,968,288

Chief Operating Officer (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	14,125	12,319	12,000	9,332
Total:	14,125	12,319	12,000	9,332

Office of Communications & Print Services (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	36,216	144,398	283,634	288,700
Capital Outlay	0	0	0	9,000
Total:	36,216	144,398	283,634	297,700

Office of Youth Services (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Personnel Services	185,462	198,735	217,105	201,354
Operations	29,485	20,991	33,190	27,597
Total:	214,947	219,726	250,295	228,951

Economic Development (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	0	0	0	0
Total:	0	0	0	0

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Staff Attorney (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Personnel Services	0	203,381	644,490	663,047
Operations	0	4,047	14,470	16,106
Total:	0	207,428	658,960	679,153

Office of Performance Management (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Personnel Services	0	0	0	0
Operations	0	0	7,300	4,800
Total:	0	0	7,300	4,800

Keep Clayton County Beautiful (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Personnel Services	0	0	0	0
Operations	0	138	12,500	0
Total:	0	0	12,500	0

Hotel/Motel Tax Fund 3%

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	413,495	0	675,000	0
Total:	413,495	0	675,000	0

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	0	20,850	0	0
Capital	3,957	0	0	0
Total:	3,957	20,850	0	0

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022Budget
Operations	11,164	4,921	7,558	0
Total:	11,164	4,921	7,558	0

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Title	Personnel Pay Grade	FY 2020	FY 2021	FY 2022
Chairman Board of Commissioners	E	1	1	1
Commissioners	E	4	4	4
Chief Financial Officer	A	1	1	1
Economic Development Officer	A	0	1	1
Chief Operating Officer	A	1	1	1
Chief Strategy Director	36	0	0	1
Operations Analyst	34	1	1	0
Communication Administrator	32	1	1	1
Program Manager – Keep Clayton Co. Beautiful	30	1	0	0
Economic Development Project Manager	30	0	1	1
Print Services Marketing Services Supervisor	26	1	1	1
Deputy Administrator Marketing & Communications	26	0	0	1
Communications Manager	26	0	0	1
Strategy Analyst	25	0	0	1
Print Services Assistant Supervisor	24	0	0	1
Marketing Coordinator, Economic Development	24	0	1	1
Assistant to Chairman	22	1	1	1
Constituent Aide	22	4	4	4
Clerk of Commission	20	1	1	1
Office Manager	20	1	1	1
Marketing & Communications Superintendent	20	0	0	2
Assistant to Chief Operating Officer	19	1	1	1
Communication Specialist	18	1	1	0
Print Service Specialist	18	0	0	1
Assistant Clerk of Commission	17	1	1	1
Video Production Specialist	16	1	1	1
Print Services Assistant Supervisor	16	1	1	0
Administrative Assistant	16	3	3	4
Administrative Secretary	15	2	2	2
Printing Specialist, Sr.	14	1	1	0
Total # of Positions:		**29**	**31**	**36**

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Office of Youth Services (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Administrator- Office of Youth Services	28	1	1	1
Program Coordinator	18	1	1	1
Administrative Secretary	15	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		**3**	**3**	**3**

Staff Attorney (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Chief Staff Attorney	A	1	1	1
Senior Staff Attorney	38	1	1	1
Staff Attorney	33	2	2	2
Administrative Manager	26	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		**5**	**5**	**5**

Significant Expenditure & Staffing Changes

Add:
- 1 Chief Strategy Director 36-1
- 1 Deputy Administrator Marketing & Communications 26-30
- 1 Communication Manager 26-1
- 1 Strategy Analyst 25-2
- 1 Print Services Assistant Supervisor 24-2
- 1 Marketing & Communications Superintendent 20-7
- 1 Marketing & Communications Superintendent 20-3
- 1 Print Service Specialist 18-1
- 1 Administrative Assistant 16-4

Delete:
- 1 Operations Analyst 34-4
- 1 Communications Specialist 18-9
- 1 Print Services Assistant Supervisor 16-4
- 1 Printing Specialist, Sr. 14-6

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (OFFICE OF COMMUNICATIONS AND PRINT SERVICES)

Mission Statement

The mission of the Clayton County Communications Division is to provide citizens with informative content and programming about their government, community and quality of life.

The mission of the Office of Communications is to engage citizens with proactive administration of communications in government (PACG) by providing: informative, accurate, and timely information, content and programming about Clayton County events, activities, programs, initiatives, and community meetings.

Functions

The Clayton County Communications Division provides information to the public about programs and services offered by our Board of Commissioners, county departments, and government-supported agencies to expand citizens' awareness and opportunities for engagement.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Brand implementation						
Create a media Proposal Plan

Replacement of BOC Rack Cards

Develop CCTV Logo

Design CCTV Vehicle Wraps (Budget Pending)

Installation of new boardroom logo (January 2021-December 2021)

Communication & Image 3.1 | % of branding initiative completed

% for request update completed | Media proposal, Community Brand Launch, Communications/ Departmental PIO Meeting.

Correct use of official brand and marketing material

A positive presence of the county

Develop template/placement

Develop template/completion

Collaborate with local municipalities and metro communities to maximize the positive | Office of Communications 365 Total Degree Marketing | December 2022 | $165K- 320K

$2K-4K

$5K-9K

Budget - (Specifically for Communications) $350,000 *subject to change

Community Support | In Progress |

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		exposure of Clayton County by focusing on key goals. Utilize social media to communicate success factors to citizens, businesses and partners throughout the County.			
Increase Community Engagement Communication & Image *3.2*	# of participants % of engaged clayton # of Meetings/Events and Activities	Collaborate with local municipalities and metro communities to maximize the positive exposure of Clayton County Virtual/Hybrid/Public Meetings/Events and Activities	Office of Communications	July 1, 2021- June 30, 2022	$40K Engagement (combination services for platform announcement and social media email and flyers.	
Launch External E-Newsletter: Reach our external audience Increase engagement with	# of viewers reached via social media # of platforms used to reach viewers	Draft/design the external e-newsletter template, setup external email lists, connect the newsletter to our social media platforms	Office of Communication	July 1, 2021- June 30, 2022	Constant Contact Subscription, $800-$1,600 New email lists sign up	Pending

residents, community members, visitors, business owners, etc. To educate and inform citizens/business owners/visitors about what's going on in Clayton County Communication & Image *3.1 & 3.4*	#of platforms used to launch E-Newsletter # of subscribers open # of subscribers click rates # of responses to survey # of Virtual/Hybrid/Public # of stakeholders attending community events	Meetings/Events and Activities and # of Participants collaborate with local municipalities and metro communities to maximize the positive exposure of Clayton County Develop template Set-Email List Connect to Social Platforms Create/Develop Content Schedule Utilize Social Media, email blast, to communicate success factors to citizens businesses and partners throughout the County.			information from IT	

Strategic or Departmental Direction G2: Print Services Digitization (Done by FY 2022)						
Increase of productivity Increase higher volumes of print orders completed Provide digital upgrades t machinery /equipment in Printshop *Communication & Image 3.1*	# of print orders # of print order completed # of print services request # of completed jobs # of noncompleted jobs	Update design tools Remove obsolete tools/materials	Print Services Department	July 1, 2021 –June 30, 2022	Budget Est. $76,000	Pending

Strategic or Departments Direction G3: Communications Team Cross Training (social media, constant contact, video, graphic designing)						
Create training guides/manuals allowing team members to perform duties in the respective areas. *Growth Managemnet1.3*	# of staff registered for training # of trainings offered # of staff who complete trainings # not cross trained # of social media posts/hits # of platform submissions	Schedule hands-on training sessions for each area, allow team members to do a trial run for each field. (update as needed)	Office of Communications	July 2021- January 2022	Budget Est. $5,000 Access to all social media platforms, access to all CCTV23 outlets	Ongoing

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (OFFICE OF COMMUNICATIONS AND PRINT SERVICES)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: Office of Communications (CCTV) Studio Upgrades/ Full TV Station Remodel.						
Create space in communications department to have full functions of a full tv broadcasting studio Create a space for podcasting capabilities *Communication & Image 3.4* *Quality of Life 5.2*	# of podcast # of videos # of CCTV Ratings # of Communication Request #of remodels completed	Upgrade lighting and equipment Soundproofing the entire studio Podcast Programming Development Video Request Development for Shows/Events (Varies Based on BOC requests, Topics, and Campaigns)	Office of Communications and Building and Maintenance	July 1, 2021 –June 30, 2022	Budget Est. $250,000 (SPLOST funded)	In Progress

Long-term Departmental Issues for FY 2023 and Beyond

1. Assist departments in developing and expanding community outreach communications.
2. Foster partnerships to ensure community access to programs.
3. Advance communications broadcast production and print services best practices for broadcast production, graphic design/layout and print technology capabilities.

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (OFFICE OF YOUTH SERVICES)

Mission Statement

The mission of the Office of Youth Services is to offer and promote program and service opportunities to the youth of Clayton County designed to create positive learning experiences that give rise to promising, contributing members of our community.

Function

To provide programs and services to the youth ages 14-24 of Clayton County.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Youth Leadership						
Actively involve high school students public service opportunities and broaden scope of youth leadership *Growth Management 1.5* *Economic Opportunity 4.5* *Fiscal Responsibility 4.5*	15 high school students per Youth Commission term make it through summer orientation Our max for the Youth Commission is 30 students. Success indicator would be 15 students sworn in during the month of August. The term is August to May	Recruit via Clayton County High Schools, social media, A.C.T.I.O.N	Ciara Dunn	May 2022 Recruiting starts in March. Summer Orientation starts in June and runs through the summer. The Youth Commissioners that make it through are sworn in during the month of August.	Access to CCPS high school students for recruitment.	Pending

Strategic or Departmental Direction G2: Development						
Create workforce development opportunities *Growth Management 1.4* *Economic Opportunity 2.5*	10 youth placed per year in various departments in the county. We place students that are sent to us from The Bridge Academy, Eckerd Connects, and Hearts to Nourish Hope.	Partnerships with County Worksource Georgia agencies, provide internal internship opportunities through grants	Nicole Horne	June 30, 2022	Access to students obtaining a GED or high school diploma enrolled in Worksource Georgia program. We will collaborate will all internal departments.	Pending

Strategic or Departments Direction G3: Communication						
Function as a central point of information for all non-profits serving	20 agencies in attendance per quarter	Quarterly A.C.T.I.O.N meetings, use of social media outlets for	Kymberly Bradley	June 30, 2022	Non profit referrals.	Pending
youth in Clayton County. Host 4 A.C.T.I.O.N meetings per year Update the Community Resource List on our website quarterly. *Communication & Image 3.2*	All A.C.T.I.O.N members are invited, our target is for 20 to attend	information sharing				

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: Finance						
Identify funding sources *Fiscal Responsibility 4.5*	2,500 in grant funds per year depending on what is available.	Apply for youth service related grants quarterly.	Nicole Horne Ciara Dunn	June 30, 2022	Grant referrals Collab with office of Performance Management- Grants Management.	Pending
Strategic or Departmental Direction G5:						
Provide programs and services to youth *Governance 6.2*	100 participants per quarter	Program focuses: Life Skill Development, Career and Education Development, the Arts, and Health and Wellness	Ciara Dunn	June 30, 2022	Access to CCPS students	Pending

Long-term Departmental Issues for FY 2023 and Beyond

1. Obtain additional staff to expand community outreach programs.
2. Foster partnerships to ensure community access to programs.
3. Collaborate with other Youth Services Division assure industry best practices.

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (STAFF ATTORNEY)

Mission Statement

The mission of the Staff Attorney's Office is to deliver high quality, cost beneficial legal services to Clayton County and its elected officials, departments, employees and related organizations in order to protect the County's legal interests and reduce the County's legal exposure.

Function

To provide legal advice, assistance and representation to the Board of Commissioners, County departments, County elected officials, officers, staff and employees.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Fiscal Resources Required (Supports)	Status
Strategic or Departmental Direction G1: To provide high quality legal services to County officials and employees						
Prepare and review agreements, draft ordinances and resolutions on behalf of the Board of Commissioners within an established timeframe by the requester. *(Governance)*	# of ordinances/ resolutions/ agreements drafted # of days to ordinances/ resolutions/ agreements/ completion Measure off of 3 days of receipt	Drafting Resolutions and Ordinances; Entering data into MinuteTraq for Agenda, COW, and BOC meetings.	Charles Reed John O'Neal Alero Afejuku Miya Royal Sasha Young	Fiscal Year July 1-June 30	Computers, internet, Lexis-Nexis ($2,880), Bar Dues ($1,660), printer ($1,320), ink, telephone	In progress
Provide legal counsel and advice to county officials and employees to govern the conduct and activities for efficient services. *(Governance)*	# of legal opinions / advice provided # of responses and opinions within 10 days of request	Financial Risk opinions, misc legal opinions	Charles Reed John O'Neal Alero Afejuku Miya Royal	Fiscal Year July 1-June 30	Computers, internet, Lexis-Nexis ($2,880), Bar Dues ($1,660), printer ($1,320), ink, telephone	In progress

2022 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (STAFF ATTORNEY)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Fiscal Resources Required (Supports)	Status
Strategic or Departmental Direction G2: To provide cost beneficial legal services to County officials and employees						
To provide legal services to County departments in order to reduce legal exposure to risk *Departmental*	The # of Legal Services provided to departments the # of documents withing 3 days of receipt	Open Records/ Third Party Request, HUD Reviews; Garnishment Answers; Financial Risk Denial Letters; Consent Orders; File Claim of Liens; Produce Claim of Lien Payoffs; EMS Reimbursement Letters	Charles Reed John O'Neal Alero Afejuku Miya Royal Sasha Young	Fiscal Year July 1-June 30	Computers, internet, Lexis-Nexis ($2,880), Bar Dues ($1,660), printer ($1,320), ink, telephone	In progress
Reduce budget by providing internal legal services to the County *Fiscal*	# of legal matters and litigation issues handled in house	Nuisance Abatements, Ante Litem Settlements, Contempt of Court filings; Code Enforcement Hearings; Civil cases	Charles Reed John O'Neal Alero Afejuku Miya Royal	Fiscal Year July 1-June 30	Computers, internet, Lexis-Nexis ($2,880), Bar Dues ($1,660), printer ($1,320), ink, telephone	In progress
To continually evaluate and manage the cost of outside counsel for legal services	% of outside counsel cost reduction	Munis	Charles Reed	Fiscal Year July 1-June 30	Computers, internet, Lexis-Nexis ($2,880), Bar Dues ($1,660), printer	In progress
Fiscal					($1,320), ink, telephone	

Long-term Departmental Issues for FY 2023 and Beyond

1. To continue to protect the legal interests of Clayton County Government.
2. To continue to manage risk and costs of legal services to Clayton County Government.
3. To expand the number of qualified and competent staff capable of providing a full range of high quality legal services to Clayton County Government.

2022 DEPARTMENTAL SUMMARY
BOARD OF COMMISSIONERS (OFFICE OF PERFORMANCE MANAGEMENT)

Mission Statement

To foster and preserve a culture of strategic leadership and continuous improvement in Clayton County.

Function

The Office Performance Management (OPM) guides Departments to strategically progress County priorities through the County's Strategic Pillars, while promoting continuous improvement in all operations to create public trust and value. OPM directs and promotes the County's Strategic Pillars by focusing on aligning strategy, facilitating performance management, and fostering improvement by developing and implementing tools and resources as necessary. With board approval, OPM determines governance structures in support of process improvement, systems and technology, and workforce development projects.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target/who)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources (Financial) Required (Supports)	Status
Strategic or Departmental G1: Develop, administer, and collaborate with departments to ensure County's strategic pillars are promoted throughout the organization and the county.						
To meet with new and established departments to develop operational plans. *(Governance)*	Completed annual report. Completed operational plans (36 Departments).	Bi-annual meetings with individual departments. Quarterly department reports.	Strategy Analyst	June (Annual Reporting) Meeting. Newly established departments: December (Budget Requests)	Envisio Invoice $50,000 Operational Plan Worksheet. PowerPoint	
Introduce and update Envisio plans and analytics bi-annually to all departments. *(Governance)*	Number of departments completed bi-annual training. Number of new departments introduced to Envisio bi-annually.	Conduct survey for department training needs (IT). Create and establish visuals through workshops and training (Bi-annually). Recorded trainings (per IT and update as needed)	Strategy Analyst	June (Annual Reporting) Meeting. Newly established departments: December (Budget Requests) Department trainings required 60 days after establishment.	Create sample survey question. Envisio workshop/ training IT will create survey.	

					Strategy Analyst ($75, 048)	
Strategic or Departmental G2: Identify and resolve barriers for effective performance through consistent evaluation measures and process improvements.						
To review and develop departments' policies and SOP's. *(Governance)*	Number of departments that have reviewed and revised policies and SOP every two years	Conduct departmental survey (IT). 5-10 questions Bi-annual meeting with departments to ensure revision Annual meeting with Human Resources to review County wide policies.	Policy Analyst	April 2021 Newly established departments: December (Budget Requests) June (Annual Reporting) Meeting.	Create sample survey question. IT will create survey. Annual Review of Operational Templates Policy Analyst ($ 75, 048)	
To provide departments with a scorecard from Envisio to identify issues and create a plan to achieved outcomes.	Number of department to successfully receive scorecard.	Review of quarterly reports (necessary meeting) Create departmental scorecards. Distribute scorecards February 1st.	Strategy Analyst OPM Staff	Scorecards completed January 31st	Create individual scorecards. Printshop $2,000	

Strategic or Departmental G3: Develop a grants management division to process grants more efficient and effectively by streamlining the process, improving County's budget, and tracking performance measures through automation.						
Increase county wide budget.	Number of departments who received a specific grant funding.	Collaborate with HR to recruit, hire, and onboard grants analyst Grants analyst meet with departments to discuss needs and assessment for resources	Grants Analyst	July 1-June 30	Human Resource Dept. Grants Analyst ($75, 048)	
Create a Grants Management System (GMS)	Implementation of system to track county grants	Research for software system that will meet the needs of the county for grant administration	Grants Analyst	July 1-June 30	Grants software ($20, 000)	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction 4: Create and develop overall operation of the Office of Performance Management						
Hire an Administrative Assistant	Hired assistant to assist with overall operation of OPM	Collaborate with HR to recruit, hire and onboard assistant	Chief Strategy Director	July 1-June 30	Human Resource Dept. Administrative Assistant ($51, 325)	

Long-term Departmental Issues for FY 2023 and Beyond

1. OPM is a newly established office; we will continue to focus on developing the strategic direction of the County and building a team along with resources to accomplish the vision established by the BOC.
2. OPM would like to maintain a relationship with Clayton State University for interns and eventually acquire the following full-time positions:
   - Grants Analyst
   - Policy Analyst

2022 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

Mission Statement

The Buildings and Maintenance Department strives to maintain and improve the condition of Clayton County owned and maintained facilities by providing a comprehensive facility management operation that will insure the safety and health of the employees and visitors using county facilities.

Functions

Buildings and Maintenance strives to maintain and improve the condition of the current and future facilities in order to provide the employees and public with a safe, healthy and attractive environment. This department is responsible for the plumbing, lighting, HVAC, electrical, painting, safety, security, renovation, and building projects for over 160 buildings throughout the county.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Create a safe, secure and healthy work environment for all staff and patrons of Clayton County buildings						
Water tight (not leaking roofs) roofs *(Growth Management 1.1)*	No leaks in roofs All roofs in the County – Total of 170 facilities	Evaluate roofs for leaks and repair or replace roof based on best practices and cost factors Monthly inspection	Rocky and Darren	Ongoing	Depends on the square footage and materials of each roof	Moving forward. We've replaced more than a dozen roofs in the past 3 years and completed patch work on more than a dozen more.
Water tight building envelopes *(Growth Management 1.1)*	No water intrusion from windows or through the walls. Success is gained through complete water intrusion prevention.	Evaluate building materials and ensure no further water intrusion Based on reported intrusions	Rocky and Darren	Ongoing	Varies depending on project scope	Slow. We've addressed grade and building material issues at both aquatics, DFACS, and Annex 3. Currently evaluating Annex 2. Also need to revisit Annex 3 windows. 853 Battle Creek is another facility on our radar

Properly maintain HVAC Systems *(Growth Management 1.1)*	Evaluate and replace equipment that is inefficient and prime to fail. Complete thorough preventive maintenance on equipment every three months	Installation of new equipment when a system fails. Complete quarterly scheduled PMs.	Rocky and Darren	Ongoing	Varies on the size and placement of units.	Good. We have replaced dozens of units that were more than 15 years old and had been patched and no longer efficient. Typical life expectancy is 12 years
Identify potential risks for facility access *(Growth Management 1.1)* *(Quality of Life 5.2)*	Perform an audit of all currently issued keys. Plan to complete first audit during '22 fiscal year ,will probably run into '23 fiscal. Should be completed every 5 years	Meet with staff and compare issuance paperwork vs on hand keys. Change locks when necessary and reissue keys Create new master key system	Rocky and Darren	Ongoing (audit to occur in FY 22)	Will need key management software 1 Software. Working on finding a vendor and a cost	Key policy issued to Directors. Staff are working on procedures to support.
Properly staff department to meet community standards (Growth Management 1.3)	Increase department staff levels to support facility maintenance needs	Request staff increase incrementally in the budget Plan to ask for 10 Seniors this year.	Ben	Ongoing	Additional staff, vehicles, and equipment	Best practices dictate around 1 FTE per 100,000 square foot for maintenance. Not including the new facilities or the
		10 Specialists next year. This should bring us to proper staffing to address existing workload.				Justice Complex, we maintain just over 2.5 million square feet. Which would mean we would need an additional 5 positions to do maintenance. We also compete renovations and conduct installs of equipment, which pivot for additional staff needs. We are making progress.
Properly use blue print room *(Growth Management 1.1)* *(Quality of Life 5.2)*	Staff begin using blueprints and spec books properly	Organize blueprints and close out documents in blueprint room	Ben, Rocky, and Darren	Complete by June 2021	Potentially need additional storage units	Good. Close out books are organized on new shelving. Blue prints will be next to tackle.
Strategic or Departmental Direction G2: Lead the development of a County wide facilities master plan						
Assess all current facilities for	Receive a Facilities Conditions	Facilitate a Facilities	Ben	Will be submitted in the FY22 budget	Benchmarks indicate around 12-	Submitting in the FY22 budget. With

expected future costs and needs *(Growth Management 1.1)*	Assessment from a reputable vendor.	Conditions Assessment through a vendor			15 cents per square foot assessed. Excluding new facilities it is 480,000 dollars	approval, we will be able to better advise the Board and COO's office of facility needs
Identify long term facility needs *(Growth Management 1.1)* *(Quality of Life 5.2)*	Reach consensus with peer leaders (department heads) as well as Board members regarding where and what facilities are needed to meet the needs of the County government.	Receive FCA and then meet with stakeholders	Ben	Pending results of FCA. Will begin meeting with Department Heads in FY22 about facility needs	Space and time	Beginning mid 2021
Strategic or Departments Direction G3: Stand up new Planning, Design, and Construction Division						
Complete hiring for all positions *(Growth Management 1.4)* *(Economic Opportunity 2.5)*	Hire one additional inspector and one additional PM	Continue to recruit and interview	Marty	Expected by March 2021	Time	Six of eight in house positions are filled. Two new applicants for vacant PM position should be submitted this week. Just need to find inspector
Assign staff projects *(Growth Management 1.3)*	Bring staff up to speed on projects	Meet with Marty and download project status and assign. This is a current process. Staff will meet bi-weekly to continue updating processes.	Marty	Complete and ongoing.	N/A	Marty met with 2 of 3 PMs this week. Once 3rd PM is hired we will be rolling.

Long-term Departmental Issues for FY 2023 and Beyond

1. To have adequate staffing to meet the growing need for maintenance.
2. To obtain the additional and necessary funding to complete major renovations of county buildings.
3. Create a long-term use plan for county owned and operated facilities.

2022 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total Square Footage County Buildings:	2,500,000	2,625,000	2,625,000	3,000,000
Number Buildings Maintained:	165	170	170	175
Total Maintenance Costs:	2,794,655	4,000,000	2,900,000	3,750,000
Maintenance Costs Per Square Foot:	1.12	1.53	1.11	1.25

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,548,208	1,927,864	2,104,966	2,421,674
Operations	1,671,759	1,540,512	1,905,351	2,057,416
Capital Outlay	1,376,766	1,577,270	139,655	1,790,534
Total:	4,596,733	5,045,645	4,149,972	6,269,624

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlay	0	0	937,144	0
Total:	0	0	937,144	0

2021 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlay	0	0	53,125,000	0
Total:	0	0	53,125,000	0

2022 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of Building & Maintenance	A	1	1	1
Senior Construction Project Manager	32	0	1	1
Assistant Director, Building & Maintenance	31	1	1	1
Assistant Director, Operations & Maintenance	31	0	0	1
Construction Project Manager, S.P.L.O.S.T.	27	0	3	3
Project Production Manager, S.P.L.O.S.T.	26	0	1	1
Buildings & Maintenance Service Manager	24	2	2	2
Facilities Administrator	24	1	1	1
Inspector III, S.P.L.O.S.T.	22	0	1	1
Inspector II, S.P.L.O.S.T.	21	0	4	4
Master Trades Specialist	19	13	13	13
Inspector I, Building & Maintenance	19	2	2	2
Senior Trades Specialist	17	5	5	8
Trades Specialist	15	4	4	4
Administrative Secretary	15	1	1	1
Administrative Secretary, S.P.L.O.S.T.	15	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		**30**	**41**	**45**

Significant Expenditure & Staffing Changes

Add:　　　　1 Assistant Director of Operations & Maintenance 31-1
3 Senior Trades Specialist 17-13

2022 DEPARTMENTAL SUMMARY

CENTRAL SERVICES

Mission Statement

To provide strategic, efficient and effective procurement of goods and services and management of resources to maximize the value received for each dollar expended while employing best practices and the highest ethical standards.

Functions

Central Services is responsible for the centralized procurement of a variety of materials, supplies, equipment and services that are necessary for efficient County operations and the provision of vital services to the citizens of Clayton County. In addition to issuing Requests for Bids, Proposals, Quotes and Qualifications, core functions include vendor registration and selection, negotiations, contract award and management. Central Services operates a warehouse for common goods and delivery services. Central Services coordinates periodic auctions to dispose of obsolete or surplus County property. The Contract Compliance Division administers the Small Local Business Employment Program (SLBE) and the Risk Management Division handles safety, risk, claims and insurance coverage for the County.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status (In Progress / Completed)
Strategic or Departments Direction G1:						
To improve the productivity and efficiency of the procurement function by reducing the Purchase Order Cycle time. *Governance*	To reduce the Purchase Order processing timeframe by 10 days	Tracking Reports in MUNIS	Assistant Director / Purchasing Administrator / Purchasing Staff	FY 2022	-All user departments within the county will enter requisitions for CS to evaluate	In Progress
Strategic or Departments Direction G2:						
To create growth in the County's business community and to increase procurement of goods and services from Small Local (SLBE) owned-business and Minority and Women-owned businesses (MWBE). *Economic Opportunity*	Increase the number of Certified SLBE / DBE / MWBE Vendors by 12%	Utilizing newly licensed businesses in Community Development as the target market.	Contract Compliance Manager / Community Development	FY 2022	-FY 2022 -A Payroll Module as part of the PRISM upgrade. The module will be used to monitor compliance on GDOT and DBE Roadway projects in the amount of $2,800.00 -A new vehicle will fulfill the requirements of the Contract Compliance Divisions, Small Local Business Enterprise and Disadvantage Enterprise programs, for site visits for Capital Improvement projects related to the position of the Contract Compliance Officer in the amount of $19,145.00 -A Consultant Services to develop a Mentor Protégé Program as described in the Small Local Business Enterprise (SLBE) Ordinance. The remaining amount is to create and implement the methodology for benchmarking to issue the semi-annual reports for the Minority Women Enterprise Business Program. The benchmarking requirement is a part of the SLBE ordinance in the amount of $25,000.00	In Progress

					- Community Development will need to supply a monthly report of new business license vendors of the county.	
Strategic or Departments Direction G3:						
To focus on employee development for best practices in procurement and supply chain management. *Growth Management*	Increase Professional Certification for Staff by 3%	Training (Webinars – On Demand – Instructor Led - Virtual)	Directors / Assistant Director / Administrators / Staff	FY 2022	Training fees for employees: $25,000.00	In Progress
To focus on employee development for best practices in procurement and supply chain management. *Growth Management*	Increase the Number of Industry Memberships (Dues & Subscriptions)	Registration with Industry Institutes	All staff	FY 2022	Fees: $6,459.00	In Progress

Long-term Departmental Issues for FY 2023 and Beyond

1. Develop cost reduction strategies for the procurement of goods and services
2. Measure supplier availability to determine the suppliers' capacity to respond to the County's demand
3. Develop a spend under management strategy for current contracts

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number of Solicitation (ITB's RFP's, RFQ's) Processed:	147	151	65	56
Number of Purchase Orders Processed:	4,600	5,500	8,170	5300
Number of Informal Quotes:	255	280	170	125
Number of Non-Compete (SS/COOP/SP/SWC/GAP/IFQ) Processed:	0	0	176	267
Number of Professional Service Agreements (PSA) Processed:	0	0	37	33
Percentage of Solicitations completed within established procurement cycles:	95%	95%	95%	95%
Percentage of Satisfactory or Better Customer Service Ratings:	98%	98%	98%	95%
Number & Percentage increase in the number of SLBE Certified Vendors:	218 / 10%	170 / 22%	166 / -5.12%	175 / 12%

2022 DEPARTMENTAL SUMMARY

CENTRAL SERVICES

Percentage of contracts meeting SLBE Goals/Good Faith Efforts:	100% / 0	90% / 10	96% / 04	92% / 08
Number of Warehouse Items Processed:	68,000	67,500	67,800	61,020
Number of Warehouse Deliveries Made:	5,200	5,350	5,400	4,860
Number of Items Printed/Copied: (Print Shop no longer under Central Services)	5,041,602	0	0	0
Number of Print Requests: (Print Shop no longer under Central Services)	2,033	0	0	0

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,313,444	1,498,386	1,683,585	1,719,133
Operations	328,238	347,241	413,245	340,861
Capital Outlay	0	0	0	0
Total:	1,641,682	1,845,627	2,096,830	2,059,994

Warehouse

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	28,720	29,016	0	0
Total:	28,720	29,016	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of Central Services	A	1	1	1
Central Services Staff Attorney	A	1	1	1
Assistant Director of Central Services	32	1	1	1
Contract Compliance Manager	30	1	1	1
Contract Compliance Officer, Sr. S.P.L.O.S.T.	28	1	1	1
Purchasing Administrator	26	1	1	1
Contracts Administrator	26	1	1	1
Contract Compliance, Sr.	21	1	1	1

2022 DEPARTMENTAL SUMMARY

CENTRAL SERVICES

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Office Manager	20	1	1	1
Purchasing Specialist Senior	20	3	3	3
Contract Specialist Senior	20	2	2	2
Warehouse Supervisor	18	1	1	1
Purchasing Specialist	16	2	2	2
Contract Specialist	16	3	3	3
Contract Specialist, S.P.L.O.S.T.	16	0	1	1
Warehouse Specialist	14	1	1	1
Contract Compliance Specialist	14	2	1	1
Purchasing Tag/Title Specialist	14	1	1	1
Warehouse Office/Supply Assistant	12	1	1	1
Office Assistant Senior	10	1	1	1
Warehouse Clerk/Courier	10	1	1	1
Total # of Positions:		**27**	**27**	**27**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

RISK MANAGEMENT

Mission Statement

To obtain and provide plans, programs and services to protect County physical and financial assets, and the employees and citizens of Clayton County.

Functions

As a part of the Central Services Department, Risk Management has several components including Safety Awareness, Defensive Driving, Loss Control, Training, Investigations, Insurance, Risk Transfer and Claims Management. Risk Management obtains and maintains sufficient insurance policies and bonding to offset catastrophic losses; and manages vehicle, general and public official liability claims.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status (In Progress / Completed)
Strategic or Departments Direction G1:						
Conduct a thorough review of risk posed by County operations to determine appropriate levels of coverage for the County *Governance*	Based on United States Insurance Marketplace, obtaining the lowest possible competitive premiums	Conduct Safety Inspections to determine safety issues within County Buildings and Properties.	Risk Administrator/Safety Inspectors/ Risk Coordinators	FY 2022	-Any County department with safety issues.	In Progress
Strategic or Departments Direction G2:						
Increase employee awareness of safety and risk related matters *Growth Management*	Decrease of Internal Risk Claims by 3%	Bi-Annual Safety Workshops Conduct Defensive Drivers Class (DDC) for all licensed County Drivers	Risk Administrator/Risk Safety Inspectors/Risk Coordinators	FY 2022	-All county employees who drive county vehicles. -All County safety coordinators.	In Progress

Long-term Departmental Issues for FY 2023 and Beyond

1. To implement an Enterprise Risk Management program within the County; and
2. To explore mandatory Defensive Driving Classes for all licensed County employees, regardless of driving duties.

2022 DEPARTMENTAL SUMMARY

RISK MANAGEMENT

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number of Claims Processed:	250	382	325	278
Number of Safety Inspections:	70	58	60	20
Percentage of Satisfactory Safety Inspections:	95	95%	95%	95%
Number of Solicitation/Contracts Reviewed for appropriate risk transfer (insurance/bonding):	125	109	300	191
Number of Attendees for Defensive Driving Classes:	400	394	450	338

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	341,384	374,366	385,198	395,222
Operations	54,854	64,340	61,510	66,958
Capital Outlay	0	0	0	0
Total:	396,238	438,706	446,708	462,180

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Risk Administrator	26	1	1	1
Risk Safety Inspector	18	2	2	2
Risk Coordinator	18	2	2	2
Risk Specialist	15	1	1	1
Total # of Positions:		**6**	**6**	**6**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

CLERK OF STATE COURT

Mission Statement

To ensure and maintain the integrity of court records through efficient records management and financial administration.

Functions

The Clerk of State Court performs all administrative functions of the State Court as prescribed by law and court rules. This office is responsible for maintaining accurate and complete records of all court proceedings, including all misdemeanors, civil actions, and traffic offenses. In addition, as the Fiduciary/Financial Officer of the State Court all monies from criminal fines, pre-trial intervention program, civil actions, and garnishments are received and disbursed by the Clerk. The office is organized into four divisions: Criminal, Civil, Traffic, and Microfilm.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Enhance access to justice and court services						
Minimize economic barriers to court access and services	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Provide useful information about court procedures, available services, forms, and other resources.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and	*Facilitate access to case records to technology by installing updated software and devices	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending

	judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Align count standards with state law *Procurement of vendor				
Ensure the court procedures and operations are easily understandable and user-friendly.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Promote the use of innovative and effective alternative dispute resolution processes.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Strategic or Departmental Direction G2: Modernize the administration of justice and operation of court facilities						
Safeguard the security, integrity, and confidentiality of court data and technology systems.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending

	*Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Procurement of vendor				
Create a compatible technology infrastructure to improve case management and meet the needs of the judicial branch and court users.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Improve data exchange and integration processes with all justice partners.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Modernize court processes through automation and expanded self-service options for court users.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending

	*Product availability *Improved image/reputation *Customer Satisfaction					
Secure sufficient financial resources for technology and innovation to meet current needs and future challenges.	*Percentage of customers utilizing court technology *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction	*Facilitate access to case records to technology by installing updated software and devices *Align count standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
Strengthen and support judicial branch governance	*Percentage of customers utilizing court technology	*Facilitate access to case records to technology by installing updated	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending
and policy development.	*Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availabily *Improved image/reputation *Customer Satisfaction	software and devices *Align count standards with state law *Procurement of vendor				
Strategic or Departments Direction G3: Maintain a professional, ethical, and skilled workforce						
Promote public trust and confidence by maintaining high standards of professionalism and ethical behavior.	*Employee retention *Employee satisfaction *Number of quality resumes on hand *Reduced employee turnover *Percentage of employees systems efficient	*Provide competitive through salary comparison with other similar county positions *Reclassify Deputy Clerk positions *Create clear path from interview to hire via office specific training	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funding in the amount of $25,000 *Increase in the Clerk of State Court training fund up to $20,000	Pending

2022 DEPARTMENTAL SUMMARY

CLERK OF STATE COURT

	*Number of relevant trainings conducted					
Attract, hire, and retain a qualified, ethical, and diverse workforce. Provide timely education and training to court employees to ensure high-level performance.	*Employee retention *Employee satisfaction *Number of quality resumes on hand *Reduced employee turnover *Percentage of employees systems efficient *Number of relevant trainings conducted	*Provide competitive through salary comparison with other similar county positions *Reclassify Deputy Clerk positions *Create clear path from interview to hire via office specific training	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funding in the amount of $25,000 *Increase in the Clerk of State Court training fund up to $20,000	Pending
Ensure court employees have the technological skills necessary to perform more efficient.	*Employee retention *Employee satisfaction *Number of quality resumes on hand *Reduced employee turnover	*Provide competitive through salary comparison with other similar county positions *Reclassify Deputy Clerk positions *Create clear path from interview to	Tiki Brown, Clerk of Court	July 1, 2021 – June 30, 2022	*Funding in the amount of $25,000 *Increase in the Clerk of State Court training fund up to $20,000	Pending
	*Percentage of employees systems efficient *Number of relevant trainings conducted	hire via office specific training				

2022 DEPARTMENTAL SUMMARY

CLERK OF STATE COURT

Long-term Departmental Issues for FY 2023 and Beyond

1. Development of customized training for staff.
2. Continued exploration of options for advancement in technology, in order to move towards making court records electronically accessible to the public, courts, and legal community.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Civil Cases:	2,170	2,636	1,682	2,200
Criminal Cases:	10,831	10,026	5,768	10,000
Traffic Cases:	21,463	21,299	11,204	21,000
Red Light Citations/Crossing Guard Bus Cit:	514	175	200	500
Parking Violations:	1,076	1,076	1,100	1,000

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,307,258	1,398,217	1,468,377	1,480,982
Operations	27,879	16,519	29,470	26,874
Total:	1,335,137	1,414,736	1,497,847	1,507,856

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Clerk of State Court	A	1	1	1
State Court Deputy Clerk Administrator	29	1	1	1
Deputy Court Clerk, Supervisor	21	3	3	3
Office Administrator/State Court	17	1	1	1
Court Calendar Clerk	17	2	2	2

2022 DEPARTMENTAL SUMMARY

CLERK OF STATE COURT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Deputy Court Clerk, Senior	16	2	2	2
Deputy Court Clerk Traffic Cashiers	15	4	4	4
Deputy Court Clerk	12	<u>10</u>	<u>10</u>	<u>10</u>
Total # of Positions:		**24**	**24**	**24**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

CLERK SUPERIOR & MAGISTRATE COURT

Mission Statement

To assist the citizens and the judicial system of Clayton County in an efficient, timely and professional manner.

Functions

Recording and processing all civil and criminal court cases for both the Superior and Magistrate Courts. Manage the Jury division, Real Estate division and the Board of Tax Equalization. To attend to the needs of the courts and assist the general public effectively and efficiently.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Increase Use of Technology to Maximize Production						
Have all Real Estate Documents Scanned and Indexed	100% Increase in Customer Satisfaction	Utilize KOFILE to complete project	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2022	Financial Funding Est Total Price: $275,209.13	Pending
Encourage public to e-file from home	%100 Customer Satisfaction Decrease in "in person" customers to conform to CDC Guidelines	County Website Clerks' Office Employees	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2022	IT Support	Pending
Obtain and Implement the SCAN ONE Program to Maximize BOE Process thru Technology	Increase in Work Flow thru Technology	BOE Members Clerks' Office Employees	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	Financial Funding IT Support	Pending
Implement "Check In" process to Expedite Customer Assistance and	%100 Customer Satisfaction and Decrease in Customer Complaints	County IT	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	Financial Funding IT Support	Pending

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Follow CDC Guidelines						
Create "fillable" forms on Office Website	%100 Increase in Customer Satisfaction	County IT	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	IT Support	Pending
Implement on line Jury questionaires to expedite process of potential jurors	%100 increase of Jury Process %100 increase in Juror satisfaction	County IT	Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	Financial Funding IT Support	Pending
Strategic or Departmental Direction G2: Modernize the operation of Court Facilities						
Improve the Integration of data between judicial offices	%100 Alignment with goals of organization		Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021		Pending
Secure Financial Resources for Technology to meet current and future needs and challenges	%80 Increase in productivity %100 Alignment with goals of organization		Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021		Pending
Strategic or Departments Direction G3: Maintain Professional, Ethical and Skilled Work Force						
Promote public trust and confidence by maintaining high standards of professional and ethical behavior	%100 Increase in Customer Satisfaction %Alignment with goals of organization		Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	IT Support	Pending
Ensure Court employees have the equipment and technological skills necessary to perform more efficiently	%80 Increse in Productivity %100 Alignment with the goals of the organization		Jacquline Wills, Clerk of Court	July 1, 2021 – June 30, 2021	Financial Resources	Pending

Long-term Departmental Issues for FY 2023 and Beyond

1. Acquire ability for jurors to input questionnaire information through website, which would integrate with county program.
2. Work with IT department on existing and future developments that will be beneficial to filers as well as our employees.

2022 DEPARTMENTAL SUMMARY

CLERK SUPERIOR & MAGISTRATE COURT

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Civil Cases Filed: (Superior)	5,205	4,912	4,700	4,700
Criminal Cases Filed: (Superior)	4,027	3393	3,200	3,200
Civil Cases Filed: (Magistrate)	34,784	35,235	35,500	35,500
Criminal Cases Filed: (Magistrate)	21,125	26,239	26,500	26,500

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,831,815	2,042,494	2,167,892	2,211,661
Operations	715,582	505,243	592,741	861,294
Capital Outlay	0	0	0	0
Total:	2,547,397	2,547,737	2,760,633	3,072,955

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Clerk of Superior Court	E	1	1	1
Superior Deputy Clerk Administrator	29	1	1	1
Chief Deputy Clerk/Superior Court	28	1	1	1
Deputy Court Clerk, Supervisor	21	4	4	4
Judicial Supervisor	17	2	2	2
Jury Specialist	17	1	1	1
Deputy Court Clerk, Senior	16	3	3	3
Administrative Secretary	15	2	2	2
Deputy Court Clerk/Real Estate Indexer	14	1	1	1
Deputy Court Clerk	12	22	22	22
Total # of Positions:		**38**	**38**	**38**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

Mission Statement

The Community Development Department's Mission is to effectively deliver a first-class customer service experience to developers/builders, business community, and the citizens of Clayton County; deliver our services within ten business days, in a manner that promotes retention and attraction of business investments in the county and enforce county codes to promote the health, safety, and welfare of the citizens of Clayton County.

Functions

Community Development responsibilities are to manage land use, zoning and the development of properties; regulate licensure for businesses and alcohol; collect alcohol sales/excise tax; collect hotel/motel excise tax; issue residential and commercial building, mechanical, electrical, and plumbing permits; conduct field inspections for all the permits issued; issue certificates of occupancy and certificates of completion; administer Community Development Block Grant programs (CDBG, HOME & ESG); collect, analyze, distribute datasets using Geographic Information Systems within the department and county-wide; enforce zoning, commercial quality of life, business license and building codes by field inspections.

Departmental Goals and Objectives

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
Issue Building Permits within 10 business days *Governance 6.1*	Meeting Goal 90% of the time (meeting our 10-day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance.	Director of CD Assistant Director of CD	Quarterly updates made within Envisio, following the close of the quarter. Weekly internal data checks are conducted to stay on course to meet goal	All staff vacancies to be filled	Compliant – Q2 October – December 2020 90% -Goal Met
Issue Trade Permits within 10 business days *Governance 6.1*				FY June 1, 2021- July 30, 2022		Compliant – Q2 October – December 2020 90% - Goal Met
Strategic or Departmental Direction G2:						
Issue Business Licenses within 10 business days *Governance 6.1*	Meeting Goal 90% of the time (meeting our 10-day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance.	Director of CD Assistant Director of CD	Quarterly updates made within Envisio, following the close of the quarter. Weekly internal data checks are conducted to stay on course to meet goal FY June 1, 2021- July 30, 2022	All staff vacancies to be filled	Compliant – Q2 October – December 2020 93% - Goal Met

2022 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

Strategic or Departments Direction G3:						
Issue Alcohol Licenses within 15 business days *Governance 6.1*	Meeting Goal 90% of the time (meeting our 10-day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance.	Director of CD Assistant Director of CD	Quarterly updates made within Envisio, following the close of the quarter. Weekly internal data checks are conducted to stay on course to meet goal FY June 1, 2021- July 30, 2022	All staff vacancies to be filled	Compliant – Q2 October – December 2020 98% - Goal Met
Code Ordinance Rewrite *Economic Opportunity 2.2*	Identification of top issues w/in the Zoning Ordinance; Expand allowable business uses based on local demands and trends	Initiate RFQ process for Zoning and Business License	Director of CD Assistant Director of CD Planning & Zoning Admin of CD Business License Manager of CD	2022-Mid 2024	Utilize current staff and consultant staff	May be underway 2nd quarter FY 2022
Code Unification (Zoning-Business – Land	Update zoning, business license and land	Initiate an RFQ process for code unification rewrite.	Director of CD	2022-Mid 2024	Utilize current staff and consultant staff	May be underway 3rd quarter 2022
Development *Economic Opportunity 2.2*	development codes. Identify areas of conflict.		Assistant Director of CD Planning & Zoning Admin of CD Business License Manager of CD			

Long-term Departmental Issues for FY 2023 and Beyond

1. Staff Succession plan and retention of skilled personnel.
2. Staff training - Software application proficiency, data analysis, and customer service.
3. Streamline service delivery.

2022 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Permits Issued:	6,285	4,418	4,860	5,103
Business Licenses Issued:	4,779	4,827	5,310	5,575
Building Inspections Performed:	28,937	21,466	23,613	24,793

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,164,458	974,644	2,019,009	2,096,194
Operations	519,015	752,451	684,985	819,855
Total:	1,683,473	1,727,095	2,703,994	2,916,049

Office of Planning, Zoning, and Sustainability (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	260,718	527,511	616,548	618,103
Operations	249,176	110,245	266,776	262,618
Total:	509,894	637,756	883,324	880,721

GIS (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	151,816	124,024	175,540	181,353
Operations	24,356	23,738	36,738	29,125
Capital Outlay	0	0	25,664	0
Total:	176,172	147,762	237,942	210

2022 DEPARTMENTAL SUMMARY
COMMUNITY DEVELOPMENT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of Community Development	38	1	1	1
Assistant Director/Community Development	35	1	1	1
Division Manager GEO Information Systems	33	1	1	1
Planning and Zoning Administrator	33	1	1	1
Business Licenses Manager	27	1	1	1
Customer Service Concierge Manager	27	1	1	1
Financial Compliance Officer, CDBG	27	0	1	1
HUD Program Manager, CDBG	27	0	1	1
Chief Building Inspector	26	1	1	1
Permit/License Data Coordinator	23	1	1	1
Permit/License GIS Data Coordinator	23	0	1	1
Customer Service Concierge Associate II	23	2	2	2
Senior Program Specialist – CDBG/Home, CDBG	23	0	1	1
Senior Program Specialist – NSP, CDBG	23	0	1	1
Compliance Senior NSP, CDBG	23	0	1	1
Customer Service Concierge Associate I	22	2	2	2
Planner II	22	1	1	0
Inspector III	22	1	1	1
Commercial Code Enforcement Supervisor	22	1	1	1
Plans Examiner	21	1	1	1
Plans Reviewer-Residential	21	1	0	0
Inspector II	21	2	2	2
Office Manager	20	1	1	1
Senior Zoning Code Enforcement Officer	20	2	2	2
Commercial Code Enforcement Inspector Lead	20	1	1	1
Compliance Specialist, CDBG	20	0	1	1
Arborist	20	0	0	1
Planner I	20	0	0	2
Housing Specialist, CDBG	20	0	1	1
Real Estate HUD Program	20	0	1	1
Plumbing Inspector	19	1	1	1
Building Inspector	19	1	1	1
Mechanical Inspector	19	1	1	1
Inspector I	19	4	4	4
Building Inspector NSP, CDBG	19	0	1	1

2022 DEPARTMENTAL SUMMARY
COMMUNITY DEVELOPMENT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Apprentice Inspector	18	1	1	1
Director Housing Program Coordinator, CDBG	18	0	1	1
Planning Specialist, Sr.	17	1	1	0
Permit & License Coordinator	17	2	2	2
Administrative Assistant	16	1	1	1
Administrative Assistant, CDBG	16	0	1	1
Commercial Code Enforcement Officer I	16	2	2	2
Customer Service Concierge Administrative Secretary	15	1	1	1
Customer Service Concierge Assistant	15	1	1	1
Administrative Secretary	15	0	1	1
Permit & License Technician	13	2	2	2
Office Assistant, Senior	10	1	1	1
Total # of Positions:		**42**	**54**	**55**

Significant Expenditure & Staffing Changes

Add: 1 Arborist 20-1
      2 Planner 20-1

Delete: 1 Planner II 22-1
         1 Planning Specialist Senior 17-7

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Mission Statement

To provide a labor force of State of Georgia convicted offenders to offset costs of labor services to the citizens of Clayton County and to ensure all offenders are housed in a safe, secure, and humane facility while providing opportunities for each to self-improve through educational and technical skills programs that enable and assist offenders to become useful, skilled and employable law-abiding citizens upon their release.

Functions

To house and board inmates while ensuring all State care, custody, and re-entry requirements are met, as well as make eligible inmates available for outside assignment. Keeping the community safe is achieved through increased security of the institution and provide educational and technical skills training to inmates in preparation for their re-entry to society.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Fiscal Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Prison Division						
Prevent contraband from entering the secured portion of the Prison *Departmental*	No contraband findings during searches. # of daily searches for visitors # of inmates searches daily	Additional training of prison staff Two days of in-service training per year Unannounced random searches of the prison and dorms Searches of all returning inmate details once inside the gate Once per day if they go out to work	Corrections Major	July 1, 2021 – June 30, 2022 Fiscal Year	Enlisting support from other agency K9 units. Police department	Ongoing
Keep staff and inmates COVID-free *Strategic (Quality of Life)*	No COVID inside the prison. # of negative staff COVID test daily	All staff must sign COVID Free Attestation Form in witness of a supervisor. Each day they work	All Supervisors and Watch Commanders	July 1, 2021 – June 30, 2022 Fiscal Year	Continuous PPE received from the County and the GDC. COVID Testing (County /GDC)	Ongoing

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	# of negative inmates COVID test daily # of staff tested monthly # of inmates tested monthly # of inmates and staff without COVID # of signatures received for COVID Free Attestation Forms	All arriving staff must have temperature scan and verification of PPE in use. Each day they work All arriving and departing inmates must have temperature scan and verification of PPE in use. Arrival and departures = 2 times a day				
Prevent escapes through security and control *Departmental*	No inmate escapes # of inmate counts conducted regularly	Security checks made and documented by the on-duty supervisor. Varies in dorms – Every 30 minutes in	All Supervisors and Watch Commanders	July 1, 2021 – June 30, 2022 Fiscal Year	N/A	Ongoing
	# of inmate counts documented properly # of assigned staff on duty	Isolation/Segregation cells Inmate counts to be conducted and properly documented. 4 times per day – Any called emergency count would be as needed All shifts must be properly staffed. Every day				
Strategic or Departmental Direction G2: Inmate Services Division						
Provide more comprehensive inmate labor to department in the County. *Strategic (Growth Management)*	All County Departments receive the inmate labor the need. # of inmates assigned to detail daily # of outside detail filled monthly	Train new detail officers As officers are added – varies greatly Cross-train to cover all details Periodically Assign officers to additional departments (T&D)	Corrections Captain	12-16-2020: Assign an officer and equipment to Transportation and Development 01-04-2020: Contact departments to ensure needs for labor are met Ongoing: Stay in contact to meet any needs as they arise July	Additional staff	

				1, 2021 – June 30, 2022 Fiscal Year		
		Meet needs for inmate labor as they arise				
Add/replace trailers and equipment to better serve districts *Departmental*	No shortage of trailers # of trailers requested quarterly # of trailers available quarterly # of trailers assigned quarterly	Determine trailers to be replaced Submit request for trailer replacement Assign trailers and tools to details	Corrections Captain	01-06-2020: Have list of trailers and tools needed Upon receipt of trailers and tools, assign them to details July 1, 2021- June 30, 2022	New trailers as needed.	
Reduce contraband flow into the Prison *Departmental*	Success of investigations prevents illegal activity and contraband/weapons from entering prison. # of contraband received monthly # of investigations	Request / actively seek an investigator's position Have each detail vehicle searched thoroughly, at least every two weeks, by a supervisor	Corrections Sergeant	01-4-2020: Sergeant Clark begins weekly vehicle and detail searches. Submits reports weekly to Captain Boyd July 1, 2021 – June 30, 2022 Fiscal Year	One new position added.	
		Closely supervise pat searches and strip searches Spot check / search at least one detail per day Submit a report reflecting daily, weekly, and spontaneous searches, to include any contraband found		01-06-2020: Submit request for Investigator's position July 1, 2021- June 30, 2022		
Strategic or Departments Direction G3: Code Enforcement Division						
Work with the new Chief Magistrate Judge to have one judge assigned to proceed over all Code Enforcement citations. *Strategic (Economic Opportunity)*	Consolidation of code enforcement cases under one court jurisdiction # of residential code enforcement quarterly	Meeting with all Judges involved, ensure all necessary resources are available, and maintain a good working relationship.	Corrections Captain	January 2021 initial meeting February 2021 follow up meeting Spring of 2021 began presenting cases to new Code Enforcement Judge	Collaborate with Magistrate Court	

	# of commercial code enforcement quarterly					
Create partnership with community through education and awareness. Educate homeowners and business owners on the most common code violations and gain voluntary compliance through education. *Strategic (Communication and Image)* *Quality of Life*	Creates new awareness of Code Enforcement and announces changes and improvements # of code enforcement PSA's provided quarterly # of departments trained on new code enforcement policies	Update information on the Quality of Life Codes and the International Property Maintenance Code. Meet with all the appropriate departments. Determine the number of staff and equipment used.	Corrections Captain Civilian Supervisor Code Enforcement	January 2021 - all information up to date and current, Start meeting with County departments, and began passing out literature while on blitzes. February 2021 - complete meetings with county departments. April 2021 have all literature in selected county buildings and have a spot running on CCTV-23.	Collaborate with HOA and Business	
Change the uniform of Code Enforcement to Corrections Department. *Strategic (Growth Management)*	Improves morale of officers and promotes unity and uniformity. # of new uniforms requested from approved vendor # of new uniforms received from approved vendor	Establish an internal uniform committee to come up a uniform color combination. Design the uniform Secure a vendor. Use existing budgeted funds and compile cost expectation Obtain all staff uniform sizes, Order uniforms.	Corrections Officer	January 2021 establish uniform committee, secure a vendor, and design new uniform. March 2021 - Start sizing and purchasing uniforms June 2021 – Complete purchase of uniforms. July 2021 – Issue and begin wearing new Code Enforcement uniforms.	Use existing budgeted funds.	
Increase the number of Code Enforcement Control Blitzes conducted each month within the higher crime area *Departmental*	# of Control Blitzes # of high crime area identified	Identify high crime area Create a blitzes team.		July 1, 2021- June 30, 2022		
Provide additionally annual training for	# of staff trained quarterly	Train staff on Code Enforcement		July 1, 2021- June 30, 2022		

2022 DEPARTMENTAL SUMMARY

CORRECTIONS /PRISON

Code Enforcement Officers to enhance their knowledge to better serve the community and decrease the number of violation complaints. Quality of Life	# of violation	Educate community on code violation Code Enforcement Survey on cleanliness-quarterly			

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: Refuse Control Division						
Coordinate and supervise Median Beautification Project Strategic (Quality of Life)	Median Beautification Project completed One project or multiple projects throughout the county? # of beautification projects quarterly # of beatification projects completed quarterly	Meet with Project vendor. Work with Project vendor.	Corrections Captain Corrections Sergeant	December 2020 First Median Selections December 2020 Secure Funding for First Median Selections December 2020 Meet with Landscaping Vendor February 2021 Begin Excavation of Target Medians Spring of 2021 Begin Planting in Target Medians	Collaborate with KCCB	
Maintain beautification of Clayton County to positively impact quality of life for	Reduce number of forced cleans through coordination with Inmate Services Division	Determine District needs Address District Requests for Service	Corrections Captain Corrections Sergeant	July 1, 2021 – June 30, 2022 Fiscal Year	Coordination or collaboration with county departments	

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Clayton County residents *Strategic (Quality of Life)*	# of forced cleans quarterly # of planned cleans	Determine Service Type Needed (walking detail or truck pickup) Complete pick up tickets within seven (7) days			Keep Clayton Beautiful	
Maximize equipment life through training and proper maintenance of equipment *Strategic (Economic Opportunity)*	# of curriculum developed # of completed trainings offered # of routine maintenance and inspections completed quarterly # of equipment replaced quarterly	Develop training curriculum for staff and inmates Training conducted for staff and inmates Develop routine maintenance and inspection procedure Ensure equipment is inspected and documented daily	Corrections Captain Corrections Sergeant	January 2021 – Develop curriculum January 2021 – Conduct training On-going – Daily inspections July 1, 2021 – June 30, 2022 Fiscal Year	Collaboration with Building and Maintenance	

Long-term Departmental Issues for FY 2023 and Beyond

1. Continue to replace aging fleet of vehicles.
2. Add one (1) additional staff member to handle internal and criminal investigations.
3. Repave rear parking lot of prison leading to loading dock.
4. Launch culinary arts training for inmates.
5. Explore adding automotive detaining technical skills training for inmates.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Inmate Housing Capacity:	256	256	256	256
Average Number of Inmates:	240	245	201	256
Inmates per Prison Staff Member (Ratio):	4	3.9	3.8	4
Total Inmate Man-power Hours:	166,074	174,238	165,000	175,000

2022 DEPARTMENTAL SUMMARY

CORRECTIONS/PRISON

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	4,145,761	4,598,202	5,948,245	7,154,056
Operations	1,152,393	1,256,643	1,277,710	1,252,479
Capital Outlay	42,250	96,324	33,000	33,000
Total:	5,340,404	5,951,169	7,258,955	8,439,535

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	12,381	39,065	48,879	0
Capital Outlay	34,500	24,553	32,602	0
Total:	46,881	63,618	81,481	0

Reimposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	(57,469)	0
Capital Outlay	1,730,498	520,305	57,469	0
Total:	1,730,498	520,305	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Warden	36	1	1	1
Deputy Warden	32	1	1	1
Corrections Major	31	1	1	1
Corrections Captain, Prison	28	1	1	1
Corrections Captain, Code Enforcement	28	0	1	1
Corrections Lieutenant, Prison	26	4	4	4
Corrections Lieutenant, Code Enforcement	26	0	2	2
Senior Counselor	26	1	1	1
Corrections Sergeant	24	5	5	5

2022 DEPARTMENTAL SUMMARY

CORRECTIONS/PRISON

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Counselor	24	1	3	3
Commercial Code Enforcement Supervisor	22	0	1	1
Corrections Corporal	21	17	17	17
Correctional Counselor	20	0	0	0
Office Manager	20	1	1	1
Corrections Officer II	20	27	27	27
Civilian Supervisor, Code Enforcement	19	0	4	4
Code Enforcement Officer II	18	0	3	3
Senior Trades Specialist	17	1	1	1
Code Enforcement Officer I	16	0	24	26
Commercial Code Enforcement Officer I	16	0	2	2
Administrative Secretary	15	1	1	2
Police Services Clerk, Code Enforcement	12	0	2	2
Total # of Positions:		**62**	**103**	**106**

Significant Expenditure & Staffing Changes

Add: 2 Code Enforcement Officer I 16-8
1 Administrative Secretary 15-8

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2022 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

Mission Statement

The mission of the Office of the District Attorney, Clayton Judicial Circuit, is to expeditiously prosecute criminals vigorously, yet, without regard to race, religion, gender, age, or national origin, always seeking the truth and justice as the voice of victims of crime and the advocate of the citizens of Clayton County. The District Attorney's Office will work together with law enforcement officials, other government agencies, and the community to enhance the safety, and security of our citizens and their property. The office will support and encourage treatment and rehabilitation programs for non-violent offenders while seeking restitution for victims and for provided services. The District Attorney's Office will treat all persons with dignity and respect and will conduct its business in a manner to instill public confidence in its integrity and purpose.

Functions

Prosecution of Felony Crimes.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target/who)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources (Financial) Required (Supports)	Status
Strategic or Departmental G1: Crime Prevention/Reduction:						
Increase diversion programs and community education	Increased number of diversion programs and community education	Host educational workshops, seminars with a target audience	Tasha Mosley	ongoing	n/a	
Strategic or Departmental G2: Community Engagement						
Increase the DA's office interaction with the community	Increased employee presence in the community	Increase employee presence at community meetings, programs, outreach	Tasha Mosley	ongoing	Community Engagement Lead or Information Mgr and social media software	
Strategic or Departmental G3: Case Management:						

Increase efficiency of felony case prosecution	Cases moving accurately through the office from intake to disposition.		Tasha Mosley	ongoing	Updated technology	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction 4: Interagency Collaboration:						
Improve communication and collaboration with other law enforcement agencies	Increased partnership and collaborations with other law enforcement agencies	Increase routine & special project meetings attendance	Tasha Mosley	ongoing	n/a	
Strategic Direction 5:						
Strategic Direction 6:						

Long-term Departmental Issues for FY 2023 and Beyond

1. Request that the County Commission assist in a long-term plan for growth and expansion with the District Attorney's Office that meets the criminal justice needs of Clayton County.
2. Identify, develop and implement plans of action to partner the District Attorney's office with all criminal justice agencies and citizens to make our communities safer.
3. Review grants and alternative funding sources for solving "cold case" homicides.
4. Obtain more office space for personnel.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Felony counts filed:	12,203	12,343	0	0
Felony counts disposed:	12,493	5,389	0	0
Misdemeanor counts filed:	1,342	unknown	0	0
Misdemeanor counts disposed:	1,374	unknown	0	0
Cost per count filed:	340.87	~340	0	0
Cost per count disposed:	332.93	~333	0	0
Average number of cases per attorney: 22,500 cts/16 attys (12 in ct rms/2 CAW/2 Exec)	1,246	~750	0	0
Victims served:	5,020	3507	0	0

2022 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	4,699,021	5,082,121	5,351,781	5,492,402
Operations	262,033	225,778	315,285	283,353
Total:	4,961,054	5,307,899	5,667,066	5,775,755

Federal Narcotics Condemnation Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	61,822	38,239	39,400	29,400
Total:	61,822	38,239	39,400	29,400

State Narcotics Condemnation Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	118,934	145,330	121,776	147,787
Operations	0	0	0	0
Capital Outlay	0	0	138,000	0
Total:	118,934	145,330	259,776	147,787

Victim Assistance Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	184,613	228,664	268,315	233,467
Operations	9,433	14,492	12,000	0
Operating Transfers Out	0	0	0	0
Total:	194,046	243,156	280,315	233,467

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	445,075	488,359	366,147	0
Operations	35,881	15,915	5,706	0
Capital Outlay	35,580	0	0	0
Total:	516,536	504,274	371,853	0

2022 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

District Attorney Child Support Recovery Unit (Other County Grants Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	617,601	667,392	596,553	0
Operations	53,442	48,635	44,077	0
Capital Outlay	0	0	0	0
Total:	671,043	716,027	640,630	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
District Attorney	E	1	1	1
District Attorney (Child Support)	A	1	1	1
Executive Assistant District Attorney	35	1	1	1
Chief Administrator	35	0	1	1
Chief Investigator	33	1	2	2
Deputy Chief Assistant District Attorney	33	2	2	2
Sr. Prosecution Assistant	32	2	2	2
Sr. Prosecution Assistant (Child Support)	32	1	1	1
Assistant District Attorney	32	0	0	1
Senior Litigation Assistant DA	31	6	6	6
Unit Supervisor	30	3	3	3
Senior Assistant DA (Child Support)	29	1	1	1
Senior Assistant District Attorney	29	5	5	5
Investigator III	28	9	14	14
Task Force Investigator II	26	3	0	0
Administrative Manager	26	1	1	1
Investigator II	26	2	4	4
Program Development Coordinator	26	1	1	1
Child Support Administrator	25	1	1	1
Task Force Investigator	24	1	1	1
Investigator I	24	4	0	0
Assistant Administrative Manager	23	1	1	1
Victim Assistance Program Manager	21	1	1	1

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2022 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Administrative Supervisor	20	1	1	1
Assistant Child Support Administrator	20	1	1	1
Senior Felony Legal Support Staff	19	4	4	4
Victim Assistance Coordinator, Sr. (Grant)	19	1	1	1
Victim Assistant Coordinator, Sr.	19	1	2	2
Lead Case Manager (Child Support)	18	2	2	2
Victim Assistance Coordinator (Child Support)	17	1	1	1
Legal Assistant	17	4	4	4
Program Development Assistant Coordinator	17	1	1	1
Case Manager (Child Support)	16	7	7	7
Victim Compensation Advocate	15	2	2	2
Victim Advocate	15	1	2	2
Victim Advocate (Child Support)	15	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL # OF POSITIONS:		**79**	**83**	**84**

Significant Expenditure & Staffing Changes

Add: 1 Assistant District Attorney 32-7

2022 DEPARTMENTAL SUMMARY

ELECTIONS AND REGISTRATION

Mission Statement

The mission of the Clayton County Board of Elections & Registration is to uphold federal, state and local mandates; to ensure through efficient and effective processes, and by following applicable laws and established administrative rules, that we enfranchise eligible citizens in the voting process, to provide opportunities for all qualified citizens of the county to register to vote; to promote the integrity of the electoral process by maintaining accurate and current voter registration records; to be an information resource for citizens regarding voter registration and absentee voting with the highest level of standards, accountability, security, integrity and maintain public confidence in the voter registration process.

Functions

The Clayton County Board of Elections & Registration manages the elections & voter registration processes for Clayton County as required by federal, state, and local mandates.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Increase digital, web and social media communication.						
Create a communications plan for Elections. Communication & Image 3.1	Completed communication plan.	Meet with communication department to draft communication plan.	Director of Elections	July 2021- June 2022	Communication Department	Pending
Strategic or Departmental Direction G2:						
Enhance Elections public's experience viewing Election Night Results. Communication & Image 3.1	# of successful night results.	Utilize Election Night Reporting Software Utilize County Website and Social Media Develop Voter APP	Director of Elections	July 2021- June 2022	Information Technology Department	Pending

Strategic or Departments Direction G3: Increase public presence in community to provide more opportunities for the county to register to vote and provide voter education.						
Establish guidelines to use in measuring customer satisfaction and soliciting customer feedback. Governance 6.2	# of individuals who completed survey. # of positive feedback. # of improvement feedback.	Create a customer satisfaction survey.	Director of Elections	July 2021- June 2022	Print Shop $$	Pending
Provide voter education and increase voter registration through community programs. Economic Opportunity 2.4	# of special ballots processed correctly in elections annually. # of registered voters that voted during elections annually. # of voter educational programs.	Conduct voter education	Community Outreach Specialist Director of Elections	July 2021- June 2022	Georgia Secretary of State Elections Division Clayton County Public School System Municipal Clerks in Clayton County Clayton County Community	Pending

	# of participants. # of successful completion of program. # of trained voter registrants. # of trained community organizations.					

2022 DEPARTMENTAL SUMMARY

ELECTIONS & REGISTRATION

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Respond to requests within 48 hours when applicable. Communication & Image 3.1	# of request per 48 hours. # of request responses per 48 hours. # of voting equipment ready and open on time on election day. # of voter registration applications and updates submitted online. # of deceased voters removed from the voter registry.	Review and research request within one day of receipt and prepare response Election equipment preparation to start 5 weeks before election day Adhering to Voter Registration Deadlines and processing applications within 5 days after the voter registration deadline passed List maintenance monthly with 3	Administrative Manager Director of Elections	July 2021- June 2022	Click Clayton Email Mobile Devices	
	# of duplicate voters removed from the voter registry. # of non-resident voters removed from the voter registry. # of non-resident voters removed from voter registry.	days of approval from Board of Elections and Registration Meeting. List maintenance as provided by Georgia Secretary of State				
Strategic or Departmental Direction G5:						
Complete annual staff trainings. Growth Management 1.3	# of staff. # of staff training. # of poll workers who complete and submit required post-election	Complete trainings annually via Teams/Zoom. In person training on elections equipment	Elections Technician Manager Director of Elections	July 2021- June 2022	Teams Zoom	

	documentation annually.	Video Demonstrations Quarterly Staff trainings and Staff trainings per each election				
Strategic or Departmental Direction G6:						

Long-term Departmental Issues for FY 2023 and Beyond

1. Continue to strengthen voter education in the community and schools.
2. Continue to stay informed as well as implement information and/or changes in federal, state and local mandates.
3. Transition from paper files to electronic filing system.
4. Provide safe, healthy, functional and efficient work environment as well as storage for department.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number of Elections Held	5	7	0	0
Number of Optical Scan Ballots Used	5,800	0	0	0
Number of Registered Voters	199,222	204,111	206,590	227,249

2022 DEPARTMENTAL SUMMARY

ELECTIONS & REGISTRATION

Elections (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	641,902	666,339	496,773	790,000
Operations	108,876	257,654	215,211	149,868
Total:	750,778	923,994	711,984	939,868

Registration (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	429,144	456,071	569,514	928,216
Operations	6,428	14,239	19,360	18,792
Capital Outlay	0	0	0	0
Total:	435,572	470,310	588,874	947,008

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	1,614,579	0
Operations	0	0	2,844,749	0
Capital Outlay	0	0	239,968	0
Total:	0	0	4,699,296	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director, Elections & Registration	31	1	1	1
Registrar Manager	28	0	0	1
Absentee Manager	24	0	0	1
Elections Technician Manager	23	0	0	1
Elections Office Supervisor	21	1	1	0
Elections Technician	21	1	1	0
Administrative Assistant	16	1	1	1
Election & Registration Technician	15	0	0	1
Registrar	15	0	0	6
Community Outreach Specialist	15	0	0	1
Elections & Registration Official	13	5	5	1

2022 DEPARTMENTAL SUMMARY

ELECTIONS & REGISTRATION

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Elections & Registration Administrative Office Aide	13	0	1	1
Total # of Positions:		**9**	**10**	**15**

Significant Expenditure & Staffing Changes

Add:
1 Registrar Manager 28-1
1 Absentee Manager 24-1
1 Elections Technician Manager 23-1
1 Election & Registration Technician 15-1
6 Registrar 15-1
1 Community Outreach Specialist 15-1

Delete:
1 Election Office Supervisor 21-3
1 Election Technician 21-1
4 Election & Registration Official 13-4

2022 DEPARTMENTAL SUMMARY

EMERGENCY MEDICAL SERVICES (EMS)

Mission Statement

Clayton County Fire & Emergency Services is committed to providing our community with a safe place to live, work, and play through cutting-edge emergency response and education delivered with compassion and professionalism.

Functions

Clayton County Fire & Emergency Services is comprised of 415 personnel who operate from 14 fire stations, administrative offices and other supporting facilities, utilizing 14 companies, which include structure and wild land engines, ladder trucks, ALS ambulances, specialized and support units. CCFES is an all-hazards department that responds to calls for fire suppression, emergency medical, hazardous materials, technical rescue, and natural disaster situations throughout the entire 122 square mile jurisdiction of unincorporated Clayton County and the cities of Jonesboro, Riverdale, Lovejoy, and Lake City. Clayton County Fire & Emergency Services is governed by the Clayton County Board of Commissioners.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
FIRE: Enhance service delivery by exceeding the standards for fire service deployment. Enhance utilization of communication pathways to improve efficiencies within the department to include implementation of public awareness campaigns to better inform the community and retain staffing of certified employees through competitive wages, ongoing training, and career advancement opportunities.						
Strengthen and improve training programs to enhance professional growth and development. *Growth Management 1.1*	# of trainings # of staff to complete trainings successfully	Follow proposed Training calendar Utilize results and skills assessment to improve fire officer classes Create continuing education modules for currently certified personnel including: fire ground operations, Operative IQ, and FIREHOUSE data entry. Develop a policy regarding the completion of these modules.	Chief Medical Officer	Dates scheduled inside 2021 Training Calendar. FY July 1, 2021- June 30, 2022	*training room, activities, $ per training (instructor hourly rate) *	In progress
Establish and maintain modern technology to assist daily	Continue to research and update modern	Lexipol County Domain	Healthcare Information Coordinator	Turned in by December (yearly) during budget request.	County/Department Tech personnel.	Completed

operations and functions of the department	technology (annually). # of updates	Email platform *Desktop/Laptop Determine appropriate information technology hardware requirements to support department needs. Determine appropriate information technology infrastructure requirements to support department needs.		FY July 1, 2021- June 30, 2022		
Maintain recruiting efforts to keep vacancy rate at 6% or less to reduce employee fatigue through a consistent operation rotation. National average is 15%. *Growth Management 1.3*	Remain below 6% vacancy rate to encourage less than 25 vacancies at any given time. Track the number of vacancies within the organization per month	Hold at least 3 recruit classes annually.	Chief Medical Officer	Three times a year. FY July 1, 2021- June 30, 2022	Training and OPS.	Ongoing

	Track the number of applicants for all positions per month					
Enhance workforce development efforts by increasing the number of students entering the Fire/EMS Pathway program through CCPS by 50% in FYE 22. *Growth Management*	Due to COVID, the current Pathway students for the 2020 year started with 16 and is currently 11. (put in Envisio as a comment and remove as a success indicator) Increase the number of Pathway Students by 50% (22 students for 2022).	Hold recruiting events throughout the year. (Contact Chief Elliott)	Chief of Staff	Student must be enrolled by Aug. FY July 1, 2021- June 30, 2022	Training and CCPS	Ongoing
Retain staffing of certified employees through competitive wages, on-going training, and career advancement opportunities. *Growth Management 1.5*	Annual review of pay scale and job classification. # of staff retained	Completed by the Budget submittal process via County Finance. Develop competitive compensation packages that will provide economic opportunities by offering education incentives, sign-on bonuses, and pay	Fire Chief	Prior to July budget adoption. FY July 1, 2021- June 30, 2022	County Finance Tax Commissioner	Ongoing

		increases for certifications that will lead to employee retention.

Market existing training programs that will attract additional AEMTs. Paramedic, and certified firefighters to ensure adequate staffing as well as create revenue opportunities. | | | | |
| Enhance economic development by implementing a self-assessment model to maintain the departments Class 1 ISO Rating.

Economic Opportunity 2.1 | Class 1 ISO Rating

# of successful completion of ISO classes | Continuous/On-going

Create a self-assessment model

Record completion of ISO classes | Chief of Staff | TBD, we don't know when ISO will come back to rate us. They are not consistent.

FY July 1, 2021- June 30, 2022 | Logistics, Operations, Training, FMO, Clayton County Water Authority, Clayton County Dispatch, EMS, O.P.S., CFO, COO, Fire Chief | Ongoing |
| Complete a risk assessment and standard of cover service expansion plan for Stockbridge and Lovejoy to close service gaps and reduce response times. Goal is to have plan completed and ready by end of January 2020 for presentation during the FYE 21 budget cycle.

Economic Opportunity 2.2 | Currently being evaluated for our 2021-2026 Strategic Plan.

# of emergency responses to Stockbridge

# of Emergency responses to Lovejoy | 5-year span

Record completed risk assessment

Record amount of service expansion | Chief Fire Financial Officer | 2021-2026 Strategic Plan process. | Adding new stations, battalion, and resources to provide proper coverage. | On hold |
| Complete the Accreditation Annual Compliance Reporting Process and review with no strategic recommendations and less than three (3) specific recommendations.

Communication and Image 3.1 | Less than 3 specific recommendations.

Zero strategic recommendations. | Annual | Chief Fire Financial Officer | Due every July.

FY July 1, 2021- June 30, 2022 | OP | Ongoing |
| Enhance utilization of communication pathways to improve efficiencies within the department; implementation of public awareness campaigns to better inform the community.

Communication and Image 3.2 | A new (at least 12 annually) campaign set to release monthly. | Monthly

Develop a program that educates personnel on the importance of utilizing internal communication vessels

Implement program

Re-evaluate program | Deputy Direct OEM-HS | FY July 1, 2021- June 30, 2022 | Social Media

Print Service,

IT | Ongoing |

		through feedback Identify the key components of a strategic external communication plan. Reach community concerns and identify avenues to reach them more effectively Execute strategies in community research Open house demonstrations to raise public awareness/ customer service CCTV (channel 23) videos broadcast that inform the public (awards videos, reminders, etc.) Flyers handed out at community events and				

		county meetings (smoke detectors, fire extinguishers, etc.) Every 14th of the month.				
Develop a semi-annual external stakeholder forum for the dissemination of key performance indicator status, as well as, progress to date on initiative contained within the strategic plan. Goal is to have a mid-year update in December 2021 and a year-end recap in June 2022. *Communication and Image 3.3*	Hold two meetings per year. # of participants invited # of participants attended	Semi-annual Create mid year and end year status report	Chief Fire Financial Officer	December and June FY July 1, 2021- June 30, 2022	OPS (Accreditation Manager) Fire Chief BOC (determining stakeholders) Print Shop	Ongoing
Increase amount of people reached by the department's social media presence across all platforms by at least 20% through increased outreach campaigns through each division of the department. *Communication and*	Obtain at least 20% increase. # of outreach campaigns placed on social media	Outreach campaigns Monthly 14th of each month	Emergency Communications Officer	FY July 1, 2021- June 30, 2022	Social Media	Ongoing

Image 3.4	# of individuals reached by social media campaign # of community events per month					
Pride inspections will be conducted on each station by Shift Supervisors and reported monthly to the Deputy Chief of Operations. *Quality of Life 5.2*	# of inspections completed per month # of deficiencies noted	Complete 14 inspections Monthly Supervisors reporting by the 25th of each month.	Chief of Staff	July 1, 2021- June 30, 2022	Shift Supervisors OP IQ I-pads Tech Services	Ongoing
Risk reduction appraisal, to include inspection and fire drills at all public schools shall be performed annually by the Fire Marshal's office and reported monthly to the Assistant Chief, Chief Financial Officer. *Quality of Life 5.3*	Number of drills completed Number of schools inspected monthly Number of inspections completed	Fire Marshall Office complete inspection and fire drills at clayton county schools.	Chief Fire Financial Officer	July 1, 2021- June 30, 2022	Chief Vazquez Collaboration with Clayton County School	Ongoing
Implement a targeted operational strategy to reduce turnout time for all incidents by 25% in FYE 21 and 50% in FYE 22.	The current turnout time for 2020 (report ran 12/18) is 0:03:37.	Weekly supervisor meeting roster should be turned in by the end of each quarter.	Chief of Staff	July 1, 2021- June 30, 2022	Shift Supervisors ~~ImageTrend~~ Accreditation	Ongoing

Governance 6.4	Stride for a 0:02:42 turnout time for FYE 2021. Total # calls per month Average turnout time per call				Manager Turnout Time Report	
Increase the number of regionally attended classes at the regional training academy by 30% in FYE 21 and 50% in FYE 22. *Fiscal 4.1*	Current attended 1129 classes in 2020. # of outside students participating in regional training academy classes for FYE' 21.	Annual reports of class roster.	Chief Medical Officer	Annually, due by Oct 1st. FY July 1, 2021- June 30, 2022	Training Social Media OPS Communications Officer	Ongoing
Develop, construct, and maintain our infrastructure facilities and fleet. *Governance 6.2*	Continue to research and update modern facilities and fleet (annually). # of personnel costs of hiring apparatus mechanics	Yearly research Enhance the fleet management program to improve the longevity and turnaround time of the apparatus. Identify service gaps through	Chief Fire Financial Officer	July 1, 2021- June 30, 2022	Logistics T&D Director	Ongoing

		standard of cover evaluation Improve the department's regional training capabilities by identifying the need for additional on-site training structures 2021 SPLOST: 2 stations being relocated/ rebuilt (Station 1 and 2) 2 Station Remodels *Station 3 and 10				
Prepare for, pursue, achieve and maintain international accreditation *Governance 6.3*	# of goals and objective reported annually # of emergency response calls # of self-assessments # of stakeholder & work session meetings	Completed every 5 years for full accreditation. Approved ACR annually. Form committees as needed to pursue and maintain accreditation	Chief Fire Financial Officer	July 1, 2021- June 30, 2022	OPS (Accreditation Manger) Fire Chief COO CFO	Ongoing/Completed
	# of assigned & reviewed reference orders by accreditation committee team member	Prepare a community-driven strategic plan Facilitate a stakeholder meetings, and work sessions to determine a workplan Evaluate goals objectives of the plan and report annually Approved ACR each year. Commission on Fire Accreditation International accreditation process 2022. Prepare, apply, and follow the accreditation process to achieve Fire Accreditation International				

		Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document. Evaluate historical community emergency response performance and coverage Establish committees member criteria Determine the composition of the committee Develop and complete the selection process Conduct and document a self-assessment of the department utilizing the CPSE/CFAI and			

		Emergency Services Self-Assessment Manual criteria Accreditation committee team members will assign, review and ensure all reference items are in order			
Assess feasibility of implementing an Emergency Management High School Pathway to Bachelor's degree in association with Georgia State University.			Deputy Direct OEM-HS		
Continue relocation of Fire Station #9 and build out of Fire Station #15			Chief Fire Financial Officer		
Implement career pathway academy with Georgia State University as an adjunct facility			Chief Medical Officer		

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
EMS: Enhance Customer Service to the citizens, visitors, and employees of Clayton County within the Emergency Medical Services delivery system. Enhance service delivery through the assessment and continued development of existing programs and technology.						
Develop a process in conjunction with the Emergency Services Physician to review Nurse Practitioner charts and release for billing within one week from date of service to enhance revenue collection. *Fiscal 4.1*	# of charts generated per month # of charts billed within one week	Monthly Envisio update ImageTrend reporting approval	Chief Medical Officer	Monthly FY July 1, 2021- June 30, 2022	ImageTrend Tracie- Andres Billing (ImageTrend subscription.???	Ongoing
Review Community Treatment Unit Protocols and amend as necessary to keep the yearly increase of transports at or below 10% of the yearly call volume increase. *Governance 6.1*	The current number of transports for 2020 is 17,924 and we plan to reduce that by 20% to reach a goal of roughly 14,340. # of transports per month # of EMS calls per month	Review EMS calls per month Review transports per month Review protocol and amend	Chief Medical Officer	July 1, 2021- June 30, 2022	EMS ImageTrend	Ongoing

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Work with internal and external partners to develop public safety health and wellness program			Chief Medical Officer			
Enhance community health initiatives aimed at assisting citizens in achieving a healthy and safe lifestyle			Chief Medical Officer			
Develop and implement a clinical skills assessment program to identify quality and patient safety criteria						
Develop a process with the EMS Physician to streamline the revenue cycle for Nurse Practitioner Charts						
Implement new technology to reduce documentation errors and time in completing patient care reports resulting in a 100% validation score on 90% of all	# of patient care reports per month # of reports with 100% validation score within 72 hours	Supervisor review before being exported to the state. Kno2 implementation I-pads (New	Chief Fire Financial Officer	July 1, 2021- June 30, 2022	Shift Supervisors Tech Department	Ongoing/Complete

2022 DEPARTMENTAL SUMMARY

EMERGENCY MEDICAL SERVICES (EMS)

patient care reports within 72 hrs. of the date of service *Governance 6.5*		technology) New requirements on the PCR				

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
EMA: Ensure local government and community disaster preparedness through comprehensive planning and marketing.						
Apply for recognition under the FEMA Community Rating System as a Storm Ready Community by engaging in at least 9 of the 19 creditable activities. *Quality of Life 5.1*	# of creditable activities accomplished 310 "elevation activities" 510 "floodplain management activities."	Meet 9/19 application process Overall purpose is to reduce the cost of flood insurance premiums for the community. Annual recertification process.	Deputy Direct OEM-HS	Annual recertification process. FY July 1, 2021- June 30, 2022	EMA	In progress

Long-term Departmental Issues for FY 2023 and Beyond

1. Address recruitment and retention of paramedics to ensure adequate staffing levels are maintained.
2. Collaborate with SRMC to develop additional protocol to streamline ED flow.
3. Maintain EMS Accreditation through enhanced Continuous Quality Improvement Programs.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total Calls Received:	44,516	45,997	48,932	49,366
Medical Calls:	34,889	35,484	37,850	38,445
Total Number of Patients:	34,091	34,633	35,174	35,715
Number of Patients Transported:	19,725	18,998	18,774	18,550
Average Response Time (Minutes):	8:46	8:31	8:43	8:40
Total Stations:	14	14	14	14
Stations With Transport Units:	14	14	14	14

2022 DEPARTMENTAL SUMMARY

EMERGENCY MEDICAL SERVICES (EMS)

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	9,922,188	8,965,221	11,697,088	11,641,560
Operations	1,112,108	1,142,284	1,163,221	1,141,409
Capital Outlay	0	0	0	0
Total:	11,034,296	10,107,505	12,860,309	12,782,969

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Community Care Practitioner (APRN)	37	9	9	10
Deputy Chief EMS	31	1	1	1
Deputy Chief Fire Planning	31	1	1	1
Healthcare Information Coordinator	29	1	1	1
Fire Captain/EMS	28	4	4	4
Paramedic Lieutenant	27	11	11	11
Fire Lieutenant	26	1	1	1
Paramedic Sergeant	25	14	14	14
Fire Sergeant	24	22	22	22
Firefighter Paramedic	23	16	25	25
Paramedic	22	1	7	7
Master Firefighter/Relief Driver	21	11	10	10
Firefighter EMT	20	31	21	21
Firefighter Recruit	19	19	15	15
Administrative Secretary	15	1	1	1
Total # of Positions:		**143**	**143**	**144**

Significant Expenditure & Staffing Changes

Add: 1 Community Care Practitioner 37-4

2022 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Mission Statement

Clayton County Cooperative Extension extends lifelong learning to county residents through unbiased, research-based education in agriculture, the environment, communities, youth and families. Our goal is to help Clayton County residents become healthier, more productive, financially independent and environmentally responsible. Clayton County Extension agents stay in touch with issues relevant to people in our county. For over 100 years, University of Georgia Cooperative Extension has provided free, reliable, research-based information based on the latest scientific research in language that anyone can understand.

Functions

To provide unbiased research-based education in:

1. Agriculture & Horticulture
2. Family and Consumer Sciences
3. 4-H Youth Development

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Education Opportunity						
Design, implement, and evaluate online educational opportunities *Economic Opportunity 2.5*	# of opportunities evaluated	Monthly Performance Indicator Report (data and stats of programming, contacts, volunteers, etc. Provide at least 25% of the monthly programming in an online format.	Diandria Barber, Brandon Crumsey	July 2021- June 2022	Online services already provided by UGA and Clayton County.	Completed
Strategic or Departmental Direction G2: Education Awareness						
Provide education and awareness for youth and families under Extension services and programs *Economic Opportunity 2.4*	# of youth reached # of adults reached Total # of families reached # of participants	Monthly Performance Indicator Report Provide 24 unique educational programs for youth. Provide 48 unique adult educational programs.	Diandria Barber, Brandon Crumsey, Rose Samuels, Ariane Durden, Deborah Cannon	July 2021- June 2022	Program supplies, demonstration materials, travel, training ($25,000)	Partially Completed

		Reach 500 youth each month. Reach 200 residents each month.				
Deliver research-based educational programs *Economic Opportunity 2.5*	# of research based programs # of programs delivered or actively used	Monthly Performance Indicator Report Provide 24 youth-focused, research-based educational programs	Diandria Barber, Brandon Crumsey, Rose Samuels, Ariane Durden, Deborah Cannon	July 2021- June 2022	Program supplies, demonstration materials, travel, training ($25,000)	Completed
Strategic or Departments Direction G3:						
Design an effective volunteer development system that attracts, retains, and energizes a diverse group of youth and adult volunteers including extension leadership,	# of youth volunteer # of adult volunteer # of programs completed	Annually Train, screen, and utilize 24 volunteers for program success.	Diandria Barber, Brandon Crumsey, Rebecca Hardeman	July 2021- June 2022	Program supplies, demonstration materials, travel, training ($25,000)	Partially Completed
councils, and program focused volunteers *Economic Opportunity 2.5* *Governance 6.2. 6.3*	# of volunteers in total					
Offer annual training to extension services staff *Growth Management 1.3*	# of staff to complete training. # of trainings	Annually Provide 24 training opportunities for faculty and staff.	Rebecca Hardeman	July 2021- June 2022	Travel, training ($14,500)	Completed

2022 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Develop a new Clayton County extension brochure *Communication & Image 3.1. 3.4*	# of completed reviewed brochure.	Approval from UGA Distribute brochure via mail	Diandria Barber, Brandon Crumsey, Rebecca Hardeman	July 2021- June 2022	Printing	Not Completed
Strategic or Departmental Direction G5:						
Develop a fee-based model to support the development of program *Fiscal Responsibility 4.5*	# of programs # of participants # of completed programs	Annually Build a structure to assess cost vs. need for all local programs by performing the UGA-approved budget analysis.	Diandria Barber, Brandon Crumsey, Rose Samuels, Rebecca Hardeman	July 2021- June 2022		Not Completed
Strategic or Departmental Direction G6:						

Long-term Departmental Issues for FY 2023 and beyond

Childhood nutrition habits impact future health. Clayton Fresh Mobile Market and youth programs work to address poor diets, inactivity, knowledge of foods and where they come from, and provides access to fruits and vegetables. The habits formed, decisions made, and knowledge gained during childhood can have a significant impact on future health. The four focus areas of Clayton Fresh are the Pizza Farm, the school-based curriculum, the summer programming, and the special events/workshops.

2022 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Performance Measurements

	2019 Actual	**2020 Actual**	**2021 Unaudited**	**2022 Budget**
Number of youth reached through Extension programming:	10,580	14,065	10,000	10,000
Number of residents reached through Extension programming:	3,116	12,317	10,000	0
Number of unique educational programs for youth through Extension programming:	307	446	500	500
Number of unique educational programs for adults through Extension programming:	274	403	500	500
Number of volunteers trained, screened, and utilized for Extension programming:	202	29	200	200
Number of directly-related trainings/conferences staff attend:	9	28	15	15
Number of unique social media posts to Facebook and Twitter:	57	471	400	400
Clayton Fresh Mobile Market Contacts:	5,601	9,174	15,000	15,000

General Fund

Expenditures/Appropriations	**2019 Actual**	**2020 Actual**	**2021 Unaudited**	**2022 Budget**
Personnel Services	177,838	197,304	273,675	324,823
Operations	76,007	65,348	83,647	66,526
Total:	253,845	262,652	357,322	391,349

Drug Abuse Treatment and Education Fund

Expenditures/Appropriations	**2019 Actual**	**2020 Actual**	**2021 Unaudited**	**2022 Budget**
Personnel Services	0	0	0	0
Operations	3,367	0	8,000	2,500
Total:	3,367	0	8,000	2,500

2022 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	10,539	12,538	0	0
Operations	102,074	82,955	6,616	0
Total:	112,612	95,494	6,616	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Program Coordinator	18	1	1	1
Parent Aide Coordinator	14	1	1	1
Principal Secretary	13	2	2	2
Horticulture Program Assistant	10	1	1	1
Total # of Positions:		**5**	**5**	**5**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

FINANCE

Mission Statement

To manage the fiscal affairs of Clayton County on behalf of its citizens and the Board of Commissioners; and to prepare, monitor, analyze, and implement a financial plan for generating revenues and disbursing money in order to maintain fiscal integrity and accountability and to support effective decision-making.

Functions

To design and implement financial plans and manage County fiscal affairs.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction G1: Improve internal business processes to ensure continued sound financial management practices						
Review current financial policies and make revisions where necessary to ensure best practices in sound financial practices (*Fiscal Responsibility*)	Completed procedures by function available online.	Finance managers review and update procedures monthly. Current processes are documented online in Munis system.	Deputy CFO-Finance	Completion by 1/1/2022		
Maintain long-term budget plan which brings the County into operational and programmatic balance (*Fiscal Responsibility*)	Utilize Munis to expand into multi-year budget.	Build on three year budget included in Budget Summary Section of budget book.	CFO and Deputy CFO Budget, Grants and Special Projects	Initiated by 1/1/2023		
Operate within the budget, funding basic operating systems, liabilities and reserves with current resources for all departments and constitutional offices (*Fiscal Responsibility*)	Monthly Commissioners Report details the status of revenues and expenditures. Quarterly BOC updates.	Publish monthly budget update by department.	CFO/Deputy-CFO Budget, Grants and Special Projects/Reporting Manager	Initiated by 7/1/2021		

Invest County resources in ways which create additional ongoing revenue to reinvest in operations *(Fiscal Responsibility)*	Departments review services and revenue opportunities for their respective areas.	Departmental review quarterly with Chief Operating Officer and Chief Financial Officer.	CFO/Deputy CFO Budget, Grants and Special Projects	Initiated by 1/1/2022	
Strategic Direction G2: Improve County Government Operations					
Incorporate the Board of Commissioner's strategic plan in the county budget document tie departments' performance measures to the plan *(Fiscal Responsibility)*	Link strategic goals and objectives thru the Office of Performance Management to link department performance.	Link performance measures reported through Envisio to County Budget Document.	CFO/Deputy CFO Budget, Grants and Special Projects/	Completed 6/30/2021	None
Add limited Procurement Card functionality to improve purchasing and reduce manual check payments. *(Fiscal Responsibility)*	Improve operational efficiency with targeted use of procurement cards.	Establishment of specific criteria for procurement card use, approval, and reconciliation.	CFO, Deputy CFO-Finance, Financial Accounting Coordinator, and Accounts Payable Manager	Initial usage of Munis procurement card by 6/30/2022	None
Strategic or Departments Direction G3:					

Long-term Departmental Issues for FY 2023 and Beyond

1. Eliminate printing paychecks by having all employees use either direct deposit or pay cards.
2. Continue developing and conducting user department accounting training.
3. Work with Central Services to implement countywide purchase and travel card program.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Checks processed by AP per employee:	2,358	1,945	1,598	2,000
Budget per analyst (millions):	$87.1	$109.3	$120.3	$115.5
Monthly Journal entries:	2,180	2,999	2,592	2,450
Budget Amendments processed:	50	42	37	35
Received Certificate of Achievement for CAFR:	Yes	Yes	Yes	Yes
Received Distinguished Budget Award:	Yes	Yes	Yes	Yes

2022 DEPARTMENTAL SUMMARY

FINANCE

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	2,695,157	2,783,136	3,315,697	3,434,771
Operations	(85,418)	(53,619)	97,983	97,983
Capital Outlay	0	0	0	0
Total:	2,609,739	2,729,517	3,413,680	3,532,754

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	166,214	57,069	0	0
Capital Outlay	1,730,958	1,565,217	0	0
Total:	1,897,172	1,622,286	0	0

Mailroom (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	48,881	38,278	49,630	50,310
Operations	552,514	507,837	639,893	639,893
Operating Transfer Out	0	0	0	0
Total:	601,395	546,116	689,523	690,203

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Deputy CFO Finance	35	1	1	1
Deputy CFO Budget & Grants Special Projects	35	1	1	1
Financial Accounting Coordinator	34	1	1	1
Grants and Contracts Manager	32	1	1	1
Financial Reporting Manager	32	1	1	1
Finance Budget & Special Projects Manager	32	1	1	1
Systems Administrator	31	1	1	1
Payroll Manager	27	1	1	1
Pension Manager	30	1	1	1
AP/A/R Manager	30	1	1	1
ERP Systems Analyst	29	1	1	1
Financial Reporting Analyst	28	1	1	1
Senior Accountant	27	2	2	2

2022 DEPARTMENTAL SUMMARY

FINANCE

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Financial Management Analyst	27	2	2	2
Senior Treasury Manager	27	1	1	1
Senior S.P.L.O.S.T. Accountant	27	0	1	1
Finance Grants Analyst Senior	26	1	1	1
Assistant Payroll Manager	26	0	1	1
Procurement Card Specialist	25	1	1	1
Principal Accountant	25	1	1	1
Grants Analyst HUD	25	1	1	1
Accounts Payable Assistant Manager	25	1	1	1
Principle Accountant S.P.L.O.S.T.	25	1	1	1
Pension Accounting Analyst	25	1	2	2
Administrative Assistant/Stenographer	19	1	0	0
Assistant to CFO	19	0	1	1
Payroll Technician, Senior	18	1	0	0
Accounting Technician, Senior	17	1	2	2
Payroll Technician	16	4	4	4
Administrative Assistant/Records Ret Specialist	16	1	1	1
Accounting Technician	15	11	10	10
Administrative Coordinator/Receptionist	13	1	1	1
Mail Clerk	12	1	1	1
Total # of Positions:		**45**	**47**	**47**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Mission Statement

Clayton County Fire & Emergency Services is committed to providing our community with a safe place to live, work, and play through innovative emergency response and education delivered with compassion and professionalism.

Functions

Clayton County Fire & Emergency Services is comprised of 415 personnel who operate from 14 fire stations, administrative offices and other supporting facilities, utilizing 14 companies, which include structure and wild land engines, ladder trucks, ALS ambulances, specialized and support units. CCFES is an all-hazards department that responds to calls for fire suppression, emergency medical, hazardous materials, technical rescue, and natural disaster situations throughout the entire 122 square mile jurisdiction of unincorporated Clayton County and the cities of Jonesboro, Riverdale, Lovejoy, and Lake City. The Clayton County Board of Commissioners governs the Clayton County Fire & Emergency Services.

Departmental Goals, Objectives and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports) Fiscal or Not	Status
Strategic or Departmental Direction G1:						
Strengthen and improve training programs to enhance professional growth and development. *Growth Management 1.1*	# of trainings # of staff to complete trainings successfully	Follow proposed Training calendar Utilize results and skills assessment to improve fire officer classes Create continuing education modules for currently certified personnel including: fire ground operations, Operative IQ, and FIREHOUSE data entry. Develop a policy regarding the completion of these modules.	Fire COO	Dates scheduled inside 2021 Training Calendar. FY July 1, 2021- June 30, 2022	*training room, activities, $ per training (instructor hourly rate) *	In progress
Establish and maintain modern technology to assist daily operations and	Continue to research and update modern technology (annually). # of updates	Lexipol County Domain Email platform	Rose Lewin Position not Staff	Turned in by December (yearly) during budget request.	County/Department Tech personnel.	Completed

functions of the department *Growth Management 1.2*		*Desktop/Laptop Determine appropriate information technology hardware requirements to support department needs. Determine appropriate information technology infrastructure requirements to support department needs.		FY July 1, 2021- June 30, 2022		
Maintain recruiting efforts to keep vacancy rate at 6% or less to reduce employee fatigue through a consistent operation rotation. National average is 15%. *Growth Management 1.3*	Remain below 6% vacancy rate to encourage less than 25 vacancies at any given time. Track the number of vacancies within the organization per month Track the number of applicants for all positions per month	Hold at least 3 recruit classes annually.	Medical Director	Three times a year. FY July 1, 2021- June 30, 2022	Training and OPS.	Ongoing
Enhance workforce development efforts by increasing the number of students entering the Fire/EMS Pathway program through CCPS by 50% in FYE 22. *Growth Management*	Due to COVID, the current Pathway students for the 2020 year started with 16 and is currently 11. (put in Envisio as a comment and remove as a success indicator) Increase the number of Pathway Students by 50% (22 students for 2022).	Hold recruiting events throughout the year. (Contact Chief Elliott)	Fire Chief Operating Office	Student must be enrolled by Aug. FY July 1, 2021- June 30, 2022	Training and CCPS	Ongoing
Retain staffing of certified employees through competitive wages, on-going training, and career advancement opportunities. *Growth Management 1.5*	Annual review of pay scale and job classification. # of staff retained	Completed by the Budget submittal process via County Finance. Develop competitive compensation packages that will provide economic opportunities by offering education incentives, sign-on bonuses, and pay increases for certifications that will lead to employee retention.	Fire Chief	Prior to July budget adoption. FY July 1, 2021- June 30, 2022	County Finance Tax Commissioner	Ongoing

		Market existing training programs that will attract additional AEMTs. Paramedic, and certified firefighters to ensure adequate staffing as well as create revenue opportunities.				
Strategic or Departmental Direction G2:						
Enhance economic development by implementing a self-assessment model to maintain the departments Class 1 ISO Rating. *Economic Opportunity 2.1*	Class 1 ISO Rating # of successful completion of ISO classes	Continuous/On-going Create a self-assessment model Record completion of ISO classes	Medical Director	TBD, we don't know when ISO will come back to rate us. They are not consistent. FY July 1, 2021- June 30, 2022	Logistics, Operations, Training, FMO, Clayton County Water Authority, Clayton County Dispatch, EMS, O.P.S., CFO, COO, Fire Chief	Ongoing
Complete a risk assessment and standard of cover service expansion plan for Stockbridge and Lovejoy to close service gaps and	Currently being evaluated for our 2021-2026 Strategic Plan. # of emergency responses to Stockbridge	5-year span Record completed risk assessment Record amount of service expansion	Chief Fire Financial Officer	2021-2026 Strategic Plan process.	Adding new stations, battalion, and resources to provide proper coverage.	On hold
reduce response times. *Economic Opportunity 2.2*	# of Emergency responses to Lovejoy					
Strategic or Departments Direction G3:						
Complete the Accreditation Annual Compliance Reporting Process and review with no strategic recommendations and less than three (3) specific recommendations. *Communication and Image 3.1*	Less than 3 specific recommendations. Zero strategic recommendations.	Annual	Medical Director	Due every July. FY July 1, 2021- June 30, 2022	OP	Ongoing
Enhance utilization of communication pathways to improve efficiencies within the department; implementation of public awareness campaigns to better	A new (at least 12 annually) campaign set to release monthly.	Monthly Develop a program that educates personnel on the importance of utilizing internal communication vessels	Deputy Direct OEM-HS	FY July 1, 2021- June 30, 2022	Social Media Print Service, IT	Ongoing

inform the community. *Communication and Image 3.2*		Implement program Re-evaluate program through feedback Identify the key components of a strategic external communication plan. Reach community concerns and identify avenues to reach them more effectively Execute strategies in community research Open house demonstrations to raise public awareness/ customer service CCTV (channel 23) videos broadcast that inform the public (awards videos, reminders, etc.)				
		Flyers handed out at community events and county meetings (smoke detectors, fire extinguishers, etc.) Every 14th of the month.				
Develop a semi-annual external stakeholder forum for the dissemination of key performance indicator status, as well as, progress to date on initiative contained within the strategic plan. Goal is to have a mid-year update in December and a year-end recap in June. *Communication and Image 3.3*	Hold two meetings per year. # of participants invited # of participants attended	Semi-annual Create mid year and end year status report	Medical Director	December and June FY July 1, 2021- June 30, 2022	OPS (Accreditation Manager) Fire Chief BOC (determining stakeholders) Print Shop	Ongoing
Increase amount of people reached by the department's social	Obtain at least 20% increase.	Outreach campaigns Monthly	Deputy Direct OEM-HS	FY July 1, 2021- June 30, 2022	Social Media	Ongoing

					EMA/ Communications Officer	
media presence across all platforms by at least 20% through increased outreach campaigns through each division of the department. *Communication and Image 3.4*	# of outreach campaigns placed on social media # of individuals reached by social media campaign # of community events per month	14th of each month.			EMA/ Communications Officer	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Develop a process in conjunction with the Emergency Services Physician to review Nurse Practitioner charts and release for billing within one week from date of service to enhance revenue collection. *Fiscal 4.1*	# of charts generated per month # of charts billed within one week	Monthly Envisio update ImageTrend reporting approval	Medical Director	Monthly FY July 1, 2021- June 30, 2022	ImageTrend Tracie- Andres Billing (ImageTrend subscription ???	Ongoing
Increase the number of regionally attended classes at the regional training academy by 30% in FYE 21 and 50% in FYE 22.	Current attended 1129 classes in 2020. # of outside students participating in regional training academy classes for FYE' 21.	Annual reports of class roster.	Fire COO	Annually, due by Oct 1st. FY July 1, 2021- June 30, 2022	Training Social Media OPS Communications Officer	Ongoing

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Fiscal 4.1

Strategic or Departmental Direction G5:						
Apply for recognition under the FEMA Community Rating System as a Storm Ready Community by engaging in at least 9 of the 19 creditable activities. *Quality of Life 5.1*	# of creditable activities accomplished 310 "elevation activities" 510 "floodplain management activities."	Meet 9/19 application process Overall purpose is to reduce the cost of flood insurance premiums for the community. Annual recertification process.	Deputy Direct OEM-HS	Annual recertification process. FY July 1, 2021- June 30, 2022	EMA	In progress
Pride inspections will be conducted on each station by Shift Supervisors and reported monthly to the Deputy Chief of Operations. *Quality of Life 5.2*	# of inspections completed per month # of deficiencies noted	Complete 14 inspections Monthly Supervisors reporting by the 25th of each month.	Fire COO	July 1, 2021- June 30,2022	Shift Supervisors OP IQ Ipads Tech Services	Ongoing

Risk reduction appraisal, to include inspection and fire drills at all public schools shall be performed annually by the Fire Marshal's office and reported monthly to the Assistant Chief, Chief Financial Officer. *Quality of Life 5.3*	Number of drills completed Number of schools inspected monthly Number of inspections completed	Fire Marshall Office complete inspection and fire drills at clayton county schools.	Fire CFO	July 1, 2021- June 30, 2022	Chief Vazquez Collaboration with Clayton County School	Ongoing
Strategic or Departmental Direction G6:						
Review Community Treatment Unit Protocols and amend as necessary to keep the yearly increase of transports at or below 10% of the	The current number of transports for 2020 is 17,924 and we plan to reduce that by 20% to reach a goal of roughly 14,340.	Review EMS calls per month Revied transport per month Review protocol and amend	Medical Director	July 1, 2021- June 30, 2022	EMS ImageTrend	Ongoing

yearly call volume increase. *Governance 6.1*	# of transports per month # of EMS calls per month					
Develop, construct, and maintain our infrastructure facilities and fleet. *Governance 6.2*	Continue to research and update modern facilities and fleet (annually). # of personnel costs of hiring apparatus mechanics	Yearly research Enhance the fleet management program to improve the longevity and turnaround time of the apparatus. Identify service gaps through standard of cover evaluation Improve the department's regional training capabilities by identifying the need for additional	Fire CFO	July 1, 2021- June 30, 2022	Logistics T&D Director	Ongoing
		on-site training structures 2021 SPLOST: 2 stations being relocated/ rebuilt (Station 1 and 2) 2 Station Remodels *Station 3 and 10				
Prepare for, pursue, achieve and maintain international accreditation *Governance 6.3*	# of goals and objective reported annually # of emergency response calls # of self-assessments # of stakeholder & work session meetings # of assigned & reviewed reference orders by accreditation	Completed every 5 years for full accreditation. Approved ACR annually. Form committees as needed to pursue and maintain accreditation Prepare a community-driven strategic plan	Medical Director	July 1, 2021- June 30, 2022	OPS (Accreditation Manger) Fire Chief COO CFO	Ongoing/Completed

	committee team member _#_	Facilitate a stakeholder meetings, and work sessions to determine a workplan Evaluate goals objectives of the plan and report annually Approved ACR each year. Commission on Fire Accreditation International accreditation process 2022. Prepare, apply, and follow the accreditation process to achieve Fire Accreditation International			
		Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document. Evaluate historical community emergency response performance and coverage Establish committees member criteria Determine the composition of the committee Develop and complete the selection process			

		Conduct and document a self-assessment of the department utilizing the CPSE/CFAI and Emergency Services Self-Assessment Manual criteria Accreditation committee team members will assign, review and ensure all reference items are in order				
Implement a targeted operational strategy to reduce turnout time for all incidents by 25% in FYE 21 and 50% in FYE 22.	The current turnout time for 2020 (report ran 12/18) is 0:03:37. Stride for a 0:02:42 turnout time for FYE 2021.	Weekly supervisor meeting roster should be turned in by the end of each quarter.	Fire COO	July 1, 2021- June 30, 2022	Shift Supervisors ImageTrend Accreditation Manager Turnout Time Report	Ongoing
Governance 6.4	Total # calls per month Average turnout time per call					
Implement new technology to reduce documentation errors and time in completing patient care reports resulting in a 100% validation score on 90% of all patient care reports within 72 hrs of the date of serve *Governance 6.5*	# of patient care reports per month # of reports with 100% validation score within 72 hours	Supervisor review before being exported to the state. Kno2 implementation Ipads (New technology) New requirements on the PCR	Fire CFO	July 1, 2021- June 30, 2022	Shift Supervisors Tech Department	Ongoing/Complete

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Long-term Departmental Issues for FY 2023 and Beyond

1. Address gaps in service identified in the 2017 Standard of Cover analysis within the City of Lovejoy and Stockbridge.
2. Work with Fleet Maintenance to develop a Fire/EMS Vehicle Replacement Program.
3. Continue to assess and modify service delivery system to address gaps in community access to healthcare services.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total Incident Responses:	44,517	45,997	48,932	49,366
Number of Fire Calls:	866	930	842	914
Hazardous Situation Calls:	687	601	694	608
Other Call Types:	8,074	8,982	9,546	10,110
Medical Calls:	34,890	35,484	37,850	39,033
Average Response Time (Minutes):	8:46	8:31	8:43	8:40

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	19,124,755	17,139,849	22,723,792	23,491,155
Operations	3,035,493	2,868,151	3,575,781	3,651,980
Capital Lease Principal Payment	0	0	885,000	884,961
Capital Outlay	1,994,479	2,299,028	4,772,651	1,107,229
Operating Transfers Out	0	0	1,250,000	0
Total:	24,154,727	22,307,029	33,207,224	29,135,325

Emergency Management (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	141,600	165,412	263,000	266,329
Operations	37,922	179,320	134,376	64,970
Capital Outlay	7,122	223,108	0	0
Total:	186,644	567,840	397,376	331,299

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	72,320	0
Capital Outlay	0	0	0	0
Total:	0	0	72,320	0

Emergency Management (Other County Grants Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	100,000	100,000	54,200	0
Operations	3,734	0	94,550	0
Capital Outlay	0	0	32,000	0
Total:	103,734	100,000	180,750	0

Reimposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Lease Principal Payment	0	0	0	0
Capital Outlay	0	0	0	0
Total:	0	0	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Emergency Services Physician	A	1	1	1
Fire Chief Resilience Office/Director of Fire & Emergency Services	40	0	1	1
Fire Chief	39	1	0	0
Fire Chief of Staff	36	0	1	1
Fire/Chief Operations Officer	35	1	0	0
Fire/Chief Financial Officer	35	1	1	1
Deputy Chief Operations	31	1	1	1
Deputy Chief Prevention	31	1	1	1

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Battalion Chief	29	7	7	7
Fire Captain	28	5	6	7
Emergency Services Communications Officer	28	1	1	1
Paramedic Lieutenant	27	23	27	28
Fire Training Lieutenant	27	3	3	3
Public Safety Institute	27	0	1	1
Fire Lt/ Deputy Fire Marshall	26	4	4	4
Fire Lieutenant	26	38	35	35
Systems Analyst/Fire	25	1	1	1
Statistical Data Analyst	25	1	1	1
Paramedic Sergeant	25	16	16	16
Fire Sergeant/Inventory Control Supervisor	25	1	1	1
Fire Sergeant	24	35	38	38
Firefighter Paramedic	23	5	10	10
Paramedic	22	4	4	4
Master Firefighter/Relief Driver	21	28	28	28
Office Manager	20	1	1	1
Firefighter EMT	20	33	36	36
Firefighter Recruit	19	49	41	41
Fire Supply Specialist	19	1	1	1
Payroll Technician	16	1	1	1
Administrative Secretary	15	3	3	3
Total # of Positions:		**267**	**273**	**275**

2022 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Emergency Management (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Battalion Chief	29	1	1	1
Fire Captain Emergency Management Officer	28	1	1	1
Emergency Management Training & Exercise Officer	21	1	1	1
Administrative Secretary	15	<u>1</u>	<u>0</u>	<u>0</u>
Total # of Positions:		**4**	**3**	**3**

Significant Expenditure & Staffing Changes

Add: 1 Fire Captain 28-8
                    1 Paramedic Lieutenant 27-4

2022 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

Mission Statement

Human Resources will provide strategic, innovative, data-driven, timely approaches to executive leadership, leaders/managers, employees and external stakeholders. We are committed to develop and implement innovative practices, policies and procedures to address today's work environments.

Functions

The Human Resources team delivers outstanding, effective human resources management services to our partners through the following functions: Administration/Public Relations; Benefits Administration/Workers' Compensation; Compensation & Classification/Workforce Analytics; Professional Development/Employee Relations.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: To increase Public Relation in an effort to develop a positive brand, partnership with external business owners; and establish a service relationship with our citizens.						
Move toward an employment resource center with the focus on providing resources to assist citizens in obtaining employment. Growth Management 1.5	# of citizen contacts	Provide virtual and in person events	Human Resources Director - Primary Ryan Shaw, Human Resources Officer - Secondary	October 2021- July 2022 Date has been changed to start the last quarter of 2021.	Communications Economic Development Legal Additional resources may be needed as we plan this project	Ongoing – Start date has been changed to the last quarter of 2021. Planning will begin mid-March 2021
To increase external partnerships and promote positive branding through the enhancement of our Countywide internship program.	# of internship onboarded # of partners and individuals contacted	Provide virtual and in persons contacts	Human Resources Director Ryan Shaw, Human Resources Officer - Secondary	July 2021- June 2022	Communications	Implemented. Last intern placed for Commissioner Davis. Effort need to focus on advertising and revisiting the procedure.

Economic Opportunity 2.5						
Collaborate with local business owners to establish a discount program for County employees. Governance 6.1	# of partnerships established	In-person and virtual contacts. Establish parameters of program. Recruit partners	Human Resources Director Ryan Shaw Carol Lowe Victoria Robertson	October 2021- July 2022	Communications Economic Development Legal Employee Relations Committee	Has not been implemented. Will begin the planning phase Date revised moved to last quarter of 2021
Strategic or Departmental Direction G2: Employee Relation- To develop initiatives to promote employee satisfaction in an effort to increase the quality of the work environment with a focus on the employee and family.						
To increase employee relations through various strategies. Growth Management 1.3	# of activities aimed at employee relations	Host employee events in-person and virtual. Engage in various communication initiatives	Human Resources Director	October 2021- July 2022	Communications Employee Relations Committee	Employee Relations Committee has been established. No events have been hosted. Will explore virtual opportunities for events due to the COVID 19 environment
To implement a Countywide enhanced, robust onboarding and off-boarding process. Departmental	Implemented Number of employees on and off boarded without incident	Have implemented an offboarding process. Onboarding process is in place; however, we are reviewing the process for possible changes	Human Resources Director	July 2021- June 2022	No external resources requested.	Implemented – Ongoing Review
Enhance the 120-day Internal Touchpoint Survey for New employees Governance 6.1	# Number of surveys received	Have implemented an enhanced process. Will continue to make changes if necessary.	Human Resources Director Ryan Shaw Ebony Alston	July 2021- June 2022	Information Technology All County Departments	Implemented – Review ongoing
Re-vamp the Countywide Exit Interview Process to Increase Participation. Governance 6.1	# of interviews	Have implemented an enhanced process, which is part of the offboarding process	Human Resources Director Ryan Shaw Ebony Alston	July 2021- June 2022	All County Departments	Implemented – Review ongoing
Re-vamp and standardize the Biennial Stay interview process.	# of responses received	Have revised the stay document. Continuing planning regarding	Human Resources Director	July 2021- June 2022	Communications Information Technology	Implemented – procedure and process is still being reviewed.

Governance 6.1		actual process. Stay interview will be released in September 2021.	Ryan Shaw Ebony Alston			Next release date is September 2021.
Strategic or Departments Direction G3: Work Force Analytics- To promote data-driven decision-making.						
To implement this function to generate, capture, and analyze various human resources metrics. Departmental	Data from quarterly reporting	Implemented – most metrics are quarterly	Human Resources Director	July 2021- June 2022	None	Implemented
To implement the following Key performance Indicators: Claims Cost, Time to Hire, Average Performance, Turnover Rate, Quality of Hire, Human Resources Report Card. Governance 6.4	Data from quarterly reporting	Implemented – most metrics requires quarterly reporting. Human Resources Report Card has not been implemented.	Human Resources Director	July 2021- June 2022	None	Implemented

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: Professional development- To promote promotional development throughout the organization with a focus on becoming a learning organization.						
To implement a Countywide PEP that focus on career track and succession planning. Growth Management 1.1			Human Resources Director	June 2021- July 2022		
To develop Track 4 curriculum for executive leadership. Departmental			Human Resources Director	June 2021- July 2022		
To develop an eLearning training program. Economic Opportunity 2.4			Human Resources Director	June 2021- July 2022		

To implement knowledge management strategies. Departmental			Human Resources Director	June 2021- July 2022		
Strategic or Departmental Direction G5: To identify and implement cost saving measures to control heath cost.						
To implement an on-site employee health clinic. Growth Management 1.1			Human Resources Director	June 2021- July 2022		
To work closely with broker/consultant to identify various cost containment strategies. Governance 6.4			Human Resources Director	June 2021- July 2022		
To implement a comprehensive wellness program to include part-time employees.			Human Resources Director	June 2021- July 2022		

Long-term Departmental Issues for FY 2023 and Beyond
Hot Topics and Priorities

1. Continue to move towards becoming a Human Resources center for external stakeholders.
2. Continue efforts and strategies to become a data-driven Human Resources function.
3. Continue to work with broker/consultant to identify innovative solutions for benefits administration.
4. To implement an onsite employee health clinic.
5. To implement Countywide succession plans.
6. To become known as one of the best place to work through the implementation of various strategies.

2022 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number of Employment Applications Processed	26,380	15,415	0	0
Number of New Hires Processed	792	550	0	0
Number of Terminations Processed	698	581	0	0
Number of Personnel Actions Processed	4514	5260	0	0
Number of HR Resignations, Terms, Retirements	1	2	0	0
Human Resources Turnover Rate	.06%	.12%	0	0
Number of Active Employees	2515	2671	0	0
Number of HR Budgeted Positions	17	17	0	0
Human Resources Ratio	1.163	1:159	0	0
Number UI Claims Processed	53	272	0	0
Number of Employees Attending NEO	452	234	0	0
Number of Open Records Requests Processed	113	135	0	0
Number of Verifications of Employment	591	1010	0	0
Number of FMLA Requests Processed	341	786	0	0
Number of Civil Service Appeals Received	38	28	0	0
Number of Civil Service Grievances Received	1	0	0	0
Number Civil Services Cases Ruled for Appellants	0	0	0	0
Number of Civil Services Cases Heard by CSB	2	0	0	0
Employees Enrolled in Wellness Plans	--	--	0	0
Retirees Enrolled in Kaiser Senior Advantage	212	217	0	0
Retirees Enrolled in Aetna Medicare Advantage	314	322	0	0
Employees Enrolled in Kaiser Fully Insured	997	1017	0	0
Employees Enrolled in Self-Funded Medical	754	891	0	0
Employees not Enrolled in Medical Plans	764	792	0	0
Workers' Compensation Claims	114	208	0	0

2022 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,122,111	1,239,655	1,331,339	1,363,452
Operations	162,024	96,156	135,123	117,212
Capital Outlay	0	0	0	0
Total:	1,284,135	1,335,811	1,466,462	1,480,664

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	0	0
Total:	0	0	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director, Human Resources	38	1	1	1
HR Manager	31	2	2	2
HR Officer	27	1	0	0
HT Trainer Researcher	23	0	1	1
HR Assistant Manager	22	2	2	2
Executive Assistant/Human Resources	20	1	1	1
Office Admin/HR Leave Coordinator	20	1	1	1
HR Analyst II	18	7	2	2
Civil Service Administrative Assistant	16	1	1	1
HR Analyst	15	0	5	5
HR Technician	14	1	1	1
HR Assistant	14	0	1	1
Total # of Positions:		**17**	**18**	**18**

No Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Mission Statement

In partnership with Clayton County departments and constitutional offices, the Department of Information Technology provides business value through innovative thought, secure information, collaborative input and partnership with our customers, leveraging technology as an enabler of effective, safe, and efficient delivery of high-quality government services.

Functions

To serve as the example of outstanding use of technology to maximize business efficiencies that promote good government.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Effectively manage the delivery of Countywide technology services.						
Formalize the IT governance structure.	Process Efficiency	Present steering committee charter for approval.	Senior Staff	6 Months	Information from each division involved	In-Process
Provide a secure, resilient, and adaptable core IT infrastructure.	Measuring uptime of critical systems, county websites, and critical services such as email.	Software updates, backups, and cloud storage.	Senior Staff	On-Going	Existing Staff	In-Process
Dispose of overdue eligible records.	Number of records that are eligible for destruction, and number of actual destructions	Dispose of overdue eligible records.	Archives Division Manager	Monthly	Existing Staff	In-Process
Strategic or Departmental Direction G2: Advance the delivery of high-quality government services to our community by safeguarding information systems and records with appropriate governance, security, and availability.						
Develop and promote effective governance programs for our information resources.	Attacks Risk Report, DHS weekly Pen Test, and Annual CIS Cyber Security Assessment.	Evaluation and selection of security standards, and Homeland Security audits.	Chief Information Security Officer	On-Going	Existing Staff	In-Process
Promote and enhance employee awareness of security risks.	Phish email click-rate	Increase security protocols to automatically detect or prevent loss of County information	Chief Information Security Officer	On-Going	Existing Staff and continued funding of KnowBe4 platform	In-process
Increase County presence in cybersecurity communities.	Number of meetings attended, and number of training or exercises performed	Increase/maintain participation in cybersecurity working groups which include GMIS, UASI, GISAC,	Chief Information Security Officer (Co-Lead of UASI Working Group)	On-Going	Existing Staff	In-Process
		MS-ISAC, EI-GCC, and ISACA				
Strategic or Departments Direction G3: Continue to provide project planning, management, implementation, and support for the technology-centric projects.						
Align the IT organization and structure with the needs of the County departments.	Number of major projects completed	Software development, software integration, software implementation, and support services	Senior Staff	On-Going	Existing Staff	In-Process
Capacity and Succession Planning; Staff development and employee training.	Number of staff development hours, and number of Clayton County Employee training classes	Online and virtual courses	Senior Staff	On-Going	Existing Staff, and/or Contract Developers	In-Process
Phased replacement of public safety radios.	Number of Radios replaced	Procurement, programming, and issuing of radios	Communications Technology Division Manager	On-Going	SPLOST 2021 program funding	Planning

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Long-term Issue for FY2023 and beyond

1. Architect and develop a replacement for the custom-developed legacy comprehensive justice information system with a modern and sustainable system that will provide workflow automation and GUI improvements, innovative features, and needed enhancements that are not possible because of the limitations and dated technology used for the legacy system.
2. Continue to design and implement enterprise security controls to reduce risk and increase resiliency by promoting cybersecurity awareness through employee development and training.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Requests for IT Service Desk Support	23,895	23,408	23,107	26,500
Percent of First-call Resolution	17.82%	16.23%	15%	18%
Average Problem Closure Duration (Days)	5.17	5.5	5	4
Percent of Requests Resolved within 2 Business Days	75%	73.8%	76%	77%
Destroyed Records Past Retention Cycle (Boxes)	2,079	5,009	4,700	5,000
Submitted First Time Records to Archives (Boxes)	1,751	1,585	1,700	1,800
Retrieved Records from Archives (Boxes)	3,303	2,856	1,900	2,500
Return Records to Archives (Boxes)	3,018	2,982	2,500	2,500

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	4,558,661	5,151,022	6,161,835	6,675,474
Operations	2,463,634	3,521,394	6,005,956	6,106,600
Capital Outlay	300,037	297,244	1,153,629	29,988
Total:	7,322,332	8,969,660	13,321,420	12,812,062

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	26,260	0	188,760	0
Operations	78,970	137,876	0	0
Capital Outlay	2,883,983	4,198,923	(188,760)	0
Total:	2,989,213	4,336,799	0	0

Archives & Records Retention (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	213,618	218,447	218,761	222,812
Operations	17,056	17,666	25,512	21,260
Total:	230,674	236,113	244,273	244,072

Archives & Records (Reimposition SPLOST 2009 Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	961	473	2,000,000	0
Total:	961	473	2,000,000	0

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	55,000	0
Operations	0	0	20,000	0
Capital Outlay	0	0	7,200	0
Total:	0	0	82,200	0

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director, Information Technology	A	1	1	1
Assistant Director, Information Technology	34	1	2	2
Division Manager, Application Development	33	1	1	1
Division Manager, Net Infra & Operations	33	1	1	1
Division Manager, Client Services	33	1	1	1
Division Manager, IT Project Office	33	1	1	1
PSDN System Manager	33	1	1	1
Software Architect	33	1	1	1
Network Security Engineer	31	1	1	1
Systems Project Manager	31	1	1	0
Communications Services Coordinator	31	0	0	0
IT Services, Division Manager	31	1	1	1
Desktop Support Services Coordinator	31	1	1	1
Senior Web Technologies Developer	31	1	1	1
Senior IT Business Systems Administrator	31	3	3	3
Senior Software Developer	31	0	0	1
Division Manager, Archives and Records	30	1	1	1
GIS Technical Coordinator	30	1	1	0
Chief of Staff	30	0	0	1
IT Business Systems Administrator	29	12	11	10
Software Developer	29	4	4	5
Web Technologies Dev	29	1	1	1
Cybersecurity Operations Analyst	29	0	2	3
Business Intelligence Analyst	29	1	1	1
GIS Analyst	28	1	1	1
Telecommunications Services Coordinator	27	0	0	0
PSDN Services Coordinator	27	1	1	1
Systems Administrator	27	3	2	2
SQL Database Administrator	27	0	0	0
Service Desk Manager	27	1	1	1
Senior Desktop Support Tech	27	0	2	2

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
IT Asset Management Specialist	26	1	1	0
Communications Technician Senior	25	0	0	0
IT Technical Training Coordinator	25	1	1	1
Physical Sec Sup Tec	24	1	1	1
Communications Technician	24	2	2	2
Desktop Support Technician	24	8	4	4
Desktop Technician II	24	4	6	6
Wireless Support Technician	24	0	0	0
Virtual Infrastructure Administrator	24	0	0	0
Telecommunications Support Tec	24	2	2	2
IT Change Management Specialist	24	0	0	0
QA/QC Specialist	24	0	0	2
IT Project Implementation Specialist	23	1	1	1
IT Operations Specialist	23	0	1	1
Communication Specialist	22	1	1	1
IT Technical Training Specialist	22	0	0	0
Desktop Support Technician I	21	0	0	0
Software Support Specialist	21	4	3	2
Help Desk Services Coordinator	21	0	0	0
Audio Visual Support Specialist	21	0	0	1
Office Manager- Information Technology	20	1	1	1
Archives & Records Retention Specialist	19	1	1	1
Web Content Specialist	18	0	1	1
Desktop Support Specialist	16	0	0	0
Administrative Services Assistant	16	1	1	1
Enterprise Services Technician I	16	0	0	0
Service Desk Technician	16	3	3	3
IT Inventory Control Specialist	14	1	1	1
Archives Inventory Clerk	12	1	1	1
TOTAL # OF POSITIONS:		**75**	**77**	**79**

2022 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Significant Expenditure & Staffing Changes

Add:
1 Senior Software Developer 31-10
1 IT Chief of Staff 30-7
1 Software Developer 29-6
1 IT Cybersecurity Operations Analyst 29-1
2 QA/QC Specialist 24-3
1 Audio Visual Support Specialist 21-1

Delete:
1 Systems Project Manager 31-10
1 GIS Technical Coordinator 30-7
1 IT Business Systems Administrator 29-6
1 IT Asset Management Specialist 26-4
1 Software Support Specialist 21-3

2022 DEPARTMENTAL SUMMARY

INTERNAL AUDIT

Mission Statement

The Internal Audit Department is committed to working with departments countywide to improve the effectiveness of policies, procedures and internal controls that safeguard the assets and data of Clayton County. We will provide an independent and objective assurance that County departments are operating with efficiency and effectiveness that the taxpayers deserve.

Functions

To conduct financial and operational audits in accordance, investigate Ethical Advocate complaints with integrity and assist department directors in reviewing procedures for improvement. The department also provides support services for special projects and quality assurances.

Departmental Goals, Objectives and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Fiscal Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Maintain a risk assessment of departments, functions, grants, etc.						
Review Departmental Inventory Control/Cash Handling procedures on a risk based rotational schedule. *Governance 6.1*	Will have minimum or no risk as related to inventory control/ cash handling	Review of departmental inventory control/ cash handling quarterly	Director of Internal Audit	FY July 1, 2021- June 30, 2022		In Progress
Audit high-risk assets on a rotating basis. *Governance 6.4*	# of high-risk assets # of identified high risk assets	Audit high-risk assets quarterly	Director of Internal Audit	FY July 1, 2021- June 30, 2022		In Progress
Provide reasonable assurance that the internal control systems and processes are in place and actively used. *Governance 6.1*	Departments will have SOP in place that provides guidance and use of internal control systems and processes	Assure that internal control systems and processes	Director of Internal Audit	FY July 1, 2021- June 30, 2022		In Progress

Provide recommendations for improving and streamlining old processes within the department and across multiple departments. *Governance 6.4*	# of documented recommendations to departments for improving and streamlining old processes # of revised processes from provided recommendations	Collaborate with departments to improve and streamline old processes	Director of Internal Audit	FY July 1, 2021- June 30, 2022	County departments	In Progress
Strategic or Departmental Direction G2: To audit County departments to ensure their compliance with all County, State, and Federal grant regulations.						
Maintain a rotation of grant audits prior to close out based on risk. *Governance 6.1*	# of grant audits completed based on risks # of grant audits at risk	Audit grants based on risks	Director of Internal Audit	FY July 1, 2021- June 30, 2022		In Progress
Provide guidance to departments on compliance with guidelines. *Growth Management 1.3*	# of departments that received department guidelines # of departments that received compliance for guidance	Collaborate with departments on compliance and guidelines	Director of Internal Audit	FY July 1, 2021- June 30, 2022	County departments	In Progress
Strategic or Departments Direction G3: Manage the Ethics Tip Line and Special Projects						
Monitor the hotline and maintain open communications with management and departments regarding investigations. *Growth Management 1.2*	# of departments communicated with # of investigations discussed	Collaborate with management and departments regarding investigations	Director of Internal Audit	FY July 1, 2021- June 30, 2022	County management and departments	In Progress
Assist with special projects, such as the Quality Assurance for software implementations and special request from BOC and Elected Officials. *Governance 6.4*	# of special projects assigned to internal audit # of special projects completed	Assist with special projects	Director of Internal Audit	FY July 1, 2021- June 30, 2022	BOC Elected Officials	In Progress

2022 DEPARTMENTAL SUMMARY

INTERNAL AUDIT

Long-term Departmental Issues for FY 2023 and Beyond

1. Continue to provide quality assurance on implementation projects beyond ERP.

Performance Measurements

	2020 Actual	2021 Actual	2021 Unaudited	2022 Budget
Internal Audits:	26	11	18	20

General Fund

Expenditures/Appropriations	2020 Actual	2021 Actual	2021 Unaudited	2022 Budget
Personnel Services	396,207	424,985	414,904	470,864
Operations	11,700	9,405	16,546	12,756
Capital Outlay	0	0	0	0
Total:	407,907	434,390	431,450	483,620

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director, Internal Audit	34	1	1	1
Assistant Director/Senior Internal Auditor	31	0	0	1
Associate Auditor, Internal Audit	27	3	3	2
Total # of Positions:		**4**	**4**	**4**

Significant Expenditure & Staffing Changes

Add: 1 Assistant Director/Senior Internal Auditor 31-14

Delete: 1 Associate Internal Auditor 27-18

2022 DEPARTMENTAL SUMMARY

JUVENILE COURT

Mission Statement

The mission of the Clayton County Juvenile Court is to endeavor to protect and restore the children of the county as secure, and law-abiding members of society, and to strengthen families, and reduce the need for further intervention. This involves the prompt treatment, rehabilitation, and supervision of delinquent children, assessment and coordination of services for children in need of services, and decisive processing of dependency cases.

Functions

To ensure the due process of children and parents falling under the jurisdiction of and appearing before the Juvenile Court, and to attend to the provision of treatment, rehabilitation, and supervision of delinquent children, the assessment and coordination of services for children in need of services, and to ensure that children whose well-being is threatened are assisted and protected.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
To prevent unnecessary and often harmful penetration into the formal juvenile system by low-risk youth.						
Investigations will efficiently process cases through adjudication and disposition (Governance).	Equitable distribution of cases among court officers. 90% or more of cases assigned are processed within set time requirements.	Timely assignment of cases and efficient processing of cases from arraignment through disposition.	Director of Juvenile Court Operations; Chief of Investigations	July 1 – June 30	Investigations Unit with support from the Clerk's Office and Judiciary	
Restorative Justice will promote the successful completion of informal processes (Quality of Life).	Failure-to-appear rates lower than 40%. A minimum of 10 successful completions of informal processes each month.	Timely screening and scheduling of informal processes. Efficient scheduling of informal process meetings.	Director of Juvenile Court Operations; Chief of Restorative Justice; ADR Coordinator	July 1 – June 30	Restorative Justice Unit with support from the Clerk's Office and Intake	
Intake will process dependency cases to help ensure the safety of children	A minimum of 30 dependency cases processed	Screening and processing of dependency cases	Director of Juvenile Court Operations;	July 1 – June 30	Intake Unit with support from the	

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			Chief of Intake Operations		Clerk's Office and CASA	
in dependency cases (Quality of Life).			Chief of Intake Operations		Clerk's Office and CASA	
Strategic or Departmental Direction G2: **To protect the best interest of the child and community, while if possible leaving the child home.**						
Field Operations will effectively supervise moderate- and high-risk probationers (Quality of Life).	90% or more of moderate- and high-risk probationers receiving required contact. 30% or more probationers receiving services. Successful terminations from probation.	Supervision of probationers, response to technical probation violations, and efficient closure of cases.	Director of Juvenile Court Operations; Chief of Field Operations	July 1 – June 30	Field Operations Unit with support from the Clerk's Office and Judiciary	
Investigations will properly supervise juveniles released on Community Detention Orders (Quality of Life).	90% or more of youth on CDOs receiving weekly contact.	Supervision of youth released on CDOs	Director of Juvenile Court Operations; Chief of Investigations	July 1 – June 30	Investigations Unit	
Strategic or Departments Direction G3: **To rehabilitate children through evidence-based programs and services with the results being a secure and law-abiding member society.**						
CASA will recruit and retain volunteers to advocate for children (Quality of Life; Growth Management).	New volunteers screened and trained every 180 days. At least 250 children advocated for by CASA each month.	Recruitment, screening and training of new volunteers. Communication and support for current volunteers. GAL services and home evaluations for children in dependency proceedings.	Director of Juvenile Court Operations; Chief of Child Welfare	July 1 – June 30	CASA with support from the Friends of Clayton County CASA with support from the Clerk's Office and Judiciary	
Special Juvenile Justice Programs will effectively supervise designated felons (Quality of Life).	Maintenance of at least 5 cases assigned to the Second Chance Court. Fewer than 2 SCC cases receiving new charges each month. No revocations with restrictive	Efficient processing of designated felony cases. Frequent contact and effective supervision of designated felons assigned to SCC. Referral to EBPs for SCC youth.	Director of Juvenile Court Operations; Chief of Special Juvenile Justice Programs	July 1 – June 30	Special Juvenile Justice Programs Unit with support from the Clerk's Office and Judiciary	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
	custody for SCC cases each month.					
Restorative Justice will promote community-based programs and services (Quality of Life).	Fewer than 30% of referrals to diversion workshop that fail to appear. A minimum of 2 referrals to the CCSC each month.	Efficient screening informal cases and referral to diversion workshops and the CCSC.	Director of Juvenile Court Operations; Chief of Restorative Justices; ADR Coordinator	July 1 – June 30	Restorative Justice Unit with support from Intake and the Clerk's Office.	
JDAI will impact and reduce the use of detention in delinquency and CHINS cases (Quality of Life).	Use of detention alternatives. Fewer than 3 CHINS cases requiring court intervention. At least 2 FAST Panel hearings a week.	Efficient referral and utilization of detention alternatives. Effective implementation of the FAST Panel and Quad-CST processes.	Director of Juvenile Court Operations; JDAI Coordinator	July 1 – June 30	JDAI Unit with support from Intake, the Clerk's Office, and Judiciary	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: **To promote collaboration with families, community organizations, and governmental agencies to treat dependency and delinquency.**						
Judicial Citizen Review Panels will efficiently review foster care cases (Quality of Life; Governance	A minimum of 3 JCRPs scheduled each month, with less than a 50% cancellation rate.	Efficient scheduling and processing of Panel Reviews.	Director of Juvenile Court Operations; JCRP Coordinator	July 1 – June 30	Judicial Citizen Review Panels Unit with support of the Clerk's Office, Judiciary, CASA, and DFCS	
Intake will monitor delinquency case filings and process cases in the least restrictive means possible (Quality of Life).	A minimum of 10 referrals to Restorative Justice each month. Fewer than 20 referrals received from SROs each month.	Screening of low-level delinquency cases for diversion.	Director of Juvenile Court Operations; Chief of Intake Operations	July 1 – June 30	Intake Unit with support from Restorative Justice and the Clayton County School Police	
Strategic or Departmental Direction G5: **To upgrade existing technology and expand those resources to maximize efficiency and to provide security for court records and electronic file.**						
Juvenile Court Administration will utilize grant funding to offset expenses to the County (Fiscal Responsibility).	Efficient use of grant funding (utilizing funds to the extent allowed through the specific grant.	Efficient processing of invoices and reimbursement requests for expenditures	Director of Juvenile Court Operations; Grants & Staff	July 1 – June 30	Grants and Staff Development Coordinator with support from Field Operations, CASA, Special	
		covered by grants.	Development Coordinator		Juvenile Justice Program, and Office Administrator	
Strategic or Departmental Direction G6:						

2022 DEPARTMENTAL SUMMARY

JUVENILE COURT

Long-term Departmental Issues for FY 2023 and Beyond

1. Expansion of evidence-based, and promising practices for the treatment of juveniles, falling under the jurisdiction of the Juvenile Court.
2. Securing and expanding funding, and support for reform initiatives, including dose-based probation services and restorative justice practices.
3. Expansion of technology to promote remote-working capabilities for court staff.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total # of youth served	3,067	2,489	1,113	2,594
Total # of court hearings	2,642	1,586	1,086	2,133
Total # of intake detention decisions	395	357	61	240
Total # of dependency complaints	630	472	203	636
Total # of informal adjustments (delinquency)	173	64	68	124
Total # of mediations (delinquency)	78	31	9	36
Total # of children placed on probation	285	164	62	191
Total # of commitments to DJJ	38	29	5	26
Total # of children advocated by CASA	2,047	1,529	1,606	1,727
Total # of Citizen Review Panel hearings	61	32	18	43

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	4,019,302	4,156,669	4,335,454	4,398,286
Operations	399,300	367,505	450,389	436,045
Capital Outlay	0	27,891	0	0
Total:	4,418,602	4,552,066	4,785,843	4,834,331

Juvenile Supplemental Services Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	2,880	2,381	6,500	6,000
Total:	2,880	2,381	6,500	6,000

2022 DEPARTMENTAL SUMMARY

JUVENILE COURT

Other County Grants Fund (County Grants)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	240,655	255,236	206,729	0
Operations	348,433	341,565	419,119	0
Operating Transfer Out	0	0	20,032	0
Total:	589,088	596,801	643,880	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Juvenile Court Judge	A	3	3	3
Director of Juvenile Court Operations	35	1	1	1
Director of Juvenile Court Program & Resource	33	1	1	1
Juvenile Court IT Coordinator	26	1	1	1
Chief Child Welfare	26	1	1	1
Coordinator JC Grants and Staff Dev	24	1	1	1
Mediation Program Coordinator	23	1	1	1
Chief Restorative Justice	23	1	1	1
Chief Court Operations	23	1	1	1
Chief Field Operations	23	1	1	1
Chief Special Juvenile Justice Program	23	1	1	1
Chief Intake Operations	23	1	1	1
Coordinator JC Program D&S	23	1	1	1
Clerk of Court	23	1	1	1
Juvenile Detention Alternatives Initiative Coordinator	23	1	1	1
Paralegal Senior	23	1	1	1
Citizen Review Panel Coordinator	22	1	1	1
CASA Volunteer Supervisor	19	6	6	6
CASA Training Supervisor	19	1	1	1
Juvenile Court Officer II	19	4	4	4
Juvenile Court Officer	18	20	20	20
Office Administrator Senior	18	1	1	1
Judiciary Secretary	17	3	3	3
Assistant Clerk of Court	17	1	1	1

2022 DEPARTMENTAL SUMMARY

JUVENILE COURT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Deputy Court Clerk Senior	16	7	7	7
Intake Assistant	14	1	1	1
Office Assistant, Senior	10	1	1	1
Total # of Positions:		**64**	**64**	**64**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

LIBRARY SYSTEM

Mission Statement

To contribute to the success of the citizens of our diverse community by offering a full range of library services that meet their informational, educational, and leisure interests, fostering the love of reading in our youth and the lifelong pursuit of knowledge for all.

Functions

To fuel Clayton County's passion for reading; personal growth and learning; expand access of information; ideas and stories; and empower vibrant knowledge-focused neighborhoods by building strategic communities around life-long learning and facilitating interactions with innovative technology for all citizens of Clayton County.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction G1: Foster an Organizational Culture of Innovation.						
Harness innovative approaches to improving operations and services through redesign of library spaces, operational systems and enhancement of the customer experience. *Growth Management 1.1.5* *Quality of Life 4.2*	Patrons increase usage of space and report improved experience in the library. # of patrons to use space? Furnishings have been refreshed, carpet replaced and/or other interior improvements are made to the branches. # of branches # of furnisher replaced # of improvements	Monthly Upgrade furnishings and/or carpet in all branches built before 2019. Redesign library spaces to ensure functionality and usability.	Director Deputy Director Branch Managers	July 2021-June 2022	Funding for furnishings, carpet replacement and structural repairs as needed. Support for the Comprise System and the Self-Check System.	

Strategic Direction G2: Transform the Library into a learning environment where anyone can experiment with new technologies, utilizing our Maker Spaces to serve as Business Incubators for STEAM ventures and workforce development training sites.						
Facilitate access to relevant and engaging materials, including state-of-the-art technology and digital resources. *Economic Opportunity 2.1 & 2.4*	Increase usage of new technologies to support STEAM, Workforce Development and Literacy. # of Hotspots, Chromebooks, Interplay Licenses and STEAM equipment? Increase in enrollment in Interplay Virtual Learning Program. # of programs # of participates expected?	Weekly Invest in more Hotspots, Chromebooks, Interplay Licenses and STEAM equipment that supports workforce development and career explorations. Offer at least two new programs that incorporate the use of innovative technologies to enhance workforce development.	Director Assistance Library Director Virtual Service Librarian Assistance Library Director Youth Service Supervisor Youth Service Supervisor	July 2021-June 2022	Funding to support Computer upgrades for public and staff computers. Funds to support increasing the number and availability of Hotspots, Chromebooks and Interplay licenses as well as other new technologies.	
Strategic Direction G3: Establish the Library as a civic focal point and resource hub through the enhancement of the library's dynamic public image.						
Offer STEAM-focused materials, workshops and interactive learning experiences that encourage our citizens from school-aged children to adults to become involved with science, technology, engineering, arts, aviation and math learning opportunities. *Communication & Image 3.4*	Increase in Interactive STEAM programs engagement. Public Opinion surveys indicate positive outlook on discovery of STEAM opportunities for growth and career enhancement.	Quarterly Create interactive STEAM program kits that advance the public's engagement in and knowledge of STEAM opportunities and careers. We will offer 3 programs for Kids, 3 for Teens and 4 for Adults during the year.	Assistance Library Director Assistance Library Director Virtual Service Librarian Access Service Manager Branch Managers	July 2021-June 2022	Funding for materials to create and design STEAM Make & Take Interactive Tool Kits	

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction G4: Lead the movement to provide crucial early learning experiences, support school curriculum through collaborative relationships, and close the educational achievement gaps.						
Pursue opportunities to support adaptive and self-paced education, allowing school-aged children and adults to actively participate and learn in a personalized way. *Governance 5.3*	Increase the rate of engagement for our Adaptive/Self Paced programs participants. # of new participants # of children actively participating # of adults actively participating. # of participants in the program.	Monthly Create and maintain our programs that offer self-paced learning and adaptive education opportunities for all citizens of Clayton County.	Assistance Library Director Assistance Library Director Branch Managers	July 2021-June 2022	Continued support of Learning Spaces. Financial Support to increase our Interplay Licensing for workforce development and financial support for offering more needed Hotspots, & Chromebooks for public use. Support for other adaptive learning tools.	
Strategic Direction G5: Establish a system-wide, coordinated outreach program to ensure Library staff know and participate in the life of the communities and neighborhoods we serve.						
Focus on professional development for all librarians to ensure a well-trained staff with early childhood development expertise, experiential learning skills, and scientific discovery for home school groups and other citizens with inquisitive minds. *Quality of Life* *Growth Management 1.3*	# of employees # of surveys that should be complete to confirm goal as being successful Motivated, skilled, and technically expert staff # of development opportunities (digital course, coaching) # of staff participation	Quarterly Provide more staff development opportunities, including digital CE courses and presentations offered by PLA, ALA, MLA and SLA. Assessment of employee performance and job competence is improved Increased participation in staff development opportunities (digital courses, niche academy, State skills base	Assistance Library Director Deputy Director Director	July 2021-June 2022	Support to hire subject specialist and experts to present CE programs and offer interactive staff development	

		usage increase, more on-the-job coaching)				
Strategic Direction G6: Fiscal Responsibility: Assess service strategies and staffing models regularly to ensure the Library is using public dollars wisely to meet the needs of the community.						
Engage patrons through surveys, observation and interviews to learn about their needs and interests, and proactively design collaborative approaches with relevant organizations to meet those needs. *Fiscal Responsibility 4.5*	% of who are confident in searching for and retrieving information resources to satisfy digital learning. # of library patrons who are confident in navigating electronic library resources.	Quarterly Survey patrons about classes, programs, and services. Increase digital training in the use of library resources. Increase classes that demonstrate effective means of navigating electronic resources.	All Managers Assistance Library Director Virtual Service Librarian Grant Coordinator	July 2021-June 2022	Supplies for duplication of paper surveys, access to online survey tools, laptops and tablets for training and soliciting responses from the public	.

Long-term Departmental Issues for FY 2023 and Beyond

1. Development of a System-wide technology plan to include the expansion of digital services, lendable technology, smartphone apps, hot spots and improvements to our website.
2. Development of the Library Foundation to support the initiatives identified in the master building and construction development plan as well as operational plans.
3. Develop a system-wide Disaster Preparedness Plan to prepare the library for emergencies and disasters.
4. Continue to commit resources to nurture learning, support economic advancement and strengthen communities.
5. Build Library staff and institutional capacity to innovate by improving the library staff's compensation, retention, enrichment opportunities and capacity development.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number of Library Branches:	6	7	0	0
Average Operating Hours per week:	67	45	0	0
Library Visits:	998,468	453,175	0	0
Public Use Computers Available:	570	192	0	0
Average Monthly Public Computer Use:	34,674	8366	0	0
Attendance at Children's Program:	56,785	19384	0	0

2022 DEPARTMENTAL SUMMARY

LIBRARY SYSTEM

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	2,438,935	2,447,999	3,502,080	3,312,866
Operations	527,594	832,540	901,415	1,021,506
Capital Outlay	0	10,479	0	0
Casualty and Other Losses	0	(11)	0	0
Total:	2,966,529	3,291,007	4,403,495	4,334,372

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	296,632	389,724	505,741	0
Operations	226,230	186,681	213,061	0
Operating Transfer	0	0	0	0
Total:	522,862	576,405	718,801	0

Reimposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	361,600	0	0
Capital Outlay	686,357	3,900,491	0	0
Total:	686,357	4,262,091	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director- Library Services	36	1	1	1
Virtual Services Librarian	24	1	1	1
Headquarters Managing Librarian	24	1	0	0
Associate Dir Youth Services	24	1	0	0
Access Services Manager	24	0	1	1
Branch Librarian	24	6	6	6
Collections Management Librarian	24	0	1	1

2022 DEPARTMENTAL SUMMARY

LIBRARY SYSTEM

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Office Manager	20	1	1	1
Circulation Manager	18	1	1	1
Library Technical Supervisor	18	0	0	0
Youth Services Supervisor	18	2	2	2
Administrative Assistant	16	2	2	2
Library Youth Services Assistant	15	8	8	8
Library Assistant, Senior	15	8	8	8
Library Technical Assistant	14	2	2	2
Library Assistant	12	<u>16</u>	<u>20</u>	<u>20</u>
Total # of Positions:		**50**	**54**	**54**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

MAGISTRATE COURT

Mission Statement

The mission of Magistrate Court is to 1) Provide timely and accurate information to all individuals who come in contact with the Court and 2) Remain accountable to all citizens who require the Court's assistance with resolving their respective criminal and civil legal disputes. In providing these services, both the judicial and administrative staff of the Magistrate Court shall strive to treat all individuals, regardless of their station in life, with honor, dignity, respect, and compassion.

Functions

Magistrate Court exercises jurisdiction over civil claims of $15,000 or less; county ordinance violations; dispossessory proceedings (landlord/tenant); applications for and the issuance of both arrest and search warrants; and child abandonment hearings. In many instances, Magistrate Court sits by designation for the Superior Court judges by handling the following: T.P.O. (Temporary Protective Orders) hearings, Preliminary/Probable Cause hearings (for both felony and misdemeanor arrests), and Bond hearings. In addition, the Magistrate Court judges are available to sit as needed, upon request from State and Superior Court, to assist with various civil and criminal matters.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction G1: Reduce the number of displaced Clayton County citizens by implementing the Eviction Prevention Project						
Remain abreast of the role that the Magistrate court plays in assisting families affected by the pandemic with rental assistance and case management services for stable housing. *(Quality of Life)*	$1 million has already been allocated. # of landlord/tenant cases that are dismissed in the Magistrate Court	Weekly reporting of eviction cases Weekly check disbursements to participating landlords/property owners Increase the amount of funds available	Magistrate Court Staff	July 1, 2021 - June 30, 2022	Clayton County Board of Commissioners	Ongoing
Monitor statistics that show the actual number of individuals being affected						
Research and attend conferences and training designed to inform judges how to obtain more grants or information on other program resources that are offered. *(Growth Management)*						

Departmental Direction G2: Address the importance of timely handling of TPOs by: 1) reducing the length of time it takes for petitioners to acquire ex parte TPO's, and 2) reducing the length of time it takes to have 12 Month Protective Order Hearings heard by a judge

Offer same day ex parte protective orders online safely through zoom proceedings	14 TPOs can be issued in a day		Magistrate Court Staff	July 1, 2021 - June 30, 2022	Additional funding for support staff and judicial staff	
Conduct TPO hearings safely through the ZOOM application	9 hearing can be heard per calendar				Additional funding for support staff and judicial staff	
Increase number of weekly TPO calendars from two to three					Additional funding for support staff and judicial staff	

Strategic or Departments Direction G3: To upgrade existing technology and expand those resources to maximize efficiency and to provide security for court records and electronic files.

Effectively handle paperwork that is to be scanned in and securely keep paper files			Magistrate Court Staff	July 1, 2021 - June 30, 2022		

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: To promote collaboration with families, community organizations, and governmental agencies to educate the public on the Magistrate Court						
Educate the community related to public safety and inform citizens of the due process rights through just resolution, sound decisions, and fair application of court judgments and orders. *Communication & Image*	4 of community trainings. 50+ participates per session	Monthly community education training.	Magistrate Court Staff	July 1, 2021 - June 30, 2022	Collaborate with Youth Services, Clayton County Sheriff's Department, Solicitor's Office and District Attorney's Office	Ongoing
Strategic or Departmental Direction G5: Sustain collaboration with citizens the faith-based community, various civic organizations local schools and other agencies within the community to insure all citizens received needed services through access to and partnership with Magistrate Court						
Insure involvement of Magistrate Court Judges with various community driven programs and partnerships. *Communication & Image*	Quarterly community events		Magistrate Court Staff	July 1, 2021 – June 30, 2022		

2022 DEPARTMENTAL SUMMARY

MAGISTRATE COURT

Long-term Departmental Issues for FY 2023 and Beyond

1. Eliminate the massive Magistrate Court caseload backlog, which is a combination of the immense backlog inherited by the previous administration and the backlog created from COVID-19.

2. Ensure that the Clayton County Magistrate Court is run as fairly and efficiently as possible.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Bond Hearings:	1,747	762	804	2,272
Claims Cases:	9,433	102	6,895	12,263
Dispossessory Cases:	22,618	1,344	11,381	29,404
Ordinance Violations:	956	47	0	1,243
Abandoned Motor Vehicle Cases:	3,290	108	1,987	4,277
Temporary Protective Orders:	2,144	112	311	2,788
Search Warrants:	1,075	637	59	1,398
Arrest Warrants:	4,875	4,817	1,739	6,338
Warrantless Arrest: Felony:	4,330	5,215	1,918	5,629
Warrantless Arrest: Misdemeanor:	15,478	17,343	7,022	20,122
Total Warrants Issued:	25,758	27,375	10,679	33,487
Preliminary Hearings:	14,615	2,620	3,946	19,005
First Appearance:	25,937	27,066	1,964	33,719
Child Abandonment:	342	20	10,608	445
Criminal Pre-Issuance Warrants:	1,243	37	0	1,616

2022 DEPARTMENTAL SUMMARY

MAGISTRATE COURT

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	962,417	1,000,625	1,076,005	1,072,861
Operations	164,067	162,961	171,298	183,000
Capital Outlay	10,363	27,684	14,500	0
Total:	1,136,847	1,191,270	1,261,803	1,255,861

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Chief Magistrate Court Judge	E	1	1	1
Associate Magistrate Court Judge	A	3	3	3
Chief of Staff/Magistrate	29	1	1	1
Judiciary Secretary	17	3	3	3
Principal Secretary	13	2	2	2
Total # of Positions:		**10**	**10**	**10**

Significant Expenditure & Staffing Changes

No significant changes.

Mission Statement

The mission of the Clayton County Parks and Recreation Department is to foster leisure activities, pursuits and experiences through the provision of a safe and well-maintained park system, comprehensive and affordable recreation programs and facilities to the residents of Clayton County.

Functions

To provide recreational programs and manage parks, facilities and greenspace.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Provide outstanding facilities, parks and programming to the citizens of Clayton County.						
Provide safe environment on trails.	Monitor monthly reports from 9-1-1 call center.	Installation of four (4) security cameras and four (4) call boxes.	Troy Hodges	January 2022	CDBG grant Funds of $121,000.	Pending
	Monitor volunteer feedback regarding trail activity.	Implement Trail Ambassador Program with at least 4 (four) active volunteers.		January 2022		
Quality of Life 5.1	90% positive feedback on customer survey regarding safety	Install QR Codes signage along trails for linking to a Customer Satisfaction Survey for customer feedback on safety		January 2022		

2022 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

Strategic or Departmental Direction G2: Provide outstanding facilities, parks and programming to the citizens of Clayton County.						
Improve overall customer experience. *Quality of Life 4.2*	90% Positive Customer Satisfaction Surveys on restroom facilities and employee service	Installation of at least 6 vandal-proof modular restrooms throughout the park system. Require all Clayton County Parks and Recreation employees attend Customer Service Training.	Troy Hodges	January 2022 January 2022	CDBG grant funds of $319,000.	Pending

Strategic or Departments Direction G3: Provide outstanding facilities, parks and programming to the citizens of Clayton County.						
Foster efficient and goal-centered productivity. *Growth Management 1.3*	Quarterly Org Chart Review Monitor division goals quarterly 90% Satisfaction Rate on Employee Survey for efficiency	Evaluate and restructure the current organizational chart Evaluate and balance individual workload responsibilities Establish clear division goals	Troy Hodges	January 2022	No budgetary changes at this time.	Pending

Long-term Departmental Issues for FY 2023 and Beyond

1. To be awarded the Georgia Recreation & Parks Association Agency of the Year Award.
2. To be awarded national awards on behalf of the National Recreation and Parks Association.
3. The hiring and retention of qualified staff.
4. Development of new partnerships and sponsorships to assist in decreasing dependency of the General Fund.
5. Implementation, management, and completion of 2015 SPLOST projects.
6. Continue marketing and branding program to increase visibility in the community.
7. Maintain our national accreditation.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Percent of Citizens satisfaction with appearance of parks:	92%	94%	94%	94%
Number of park acres per 1,000 population:	8.1	7.6	7.6	7.6
Percent of 2004 SPLOST spending plan encumbered:	93%	99.9%	99.9%	100%
Percent of users satisfied with recreation services:	87%	88%	89%	89%
Ratio of developed and underdeveloped park acres per grounds maintenance FTE:	1:25	1:25	1:25	1:24

2022 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	5,144,935	5,390,937	6,368,701	6,498,916
Operations	1,190,149	909,331	1,117,648	1,172,172
Capital Outlay	104,452	110,617	235,022	266,080
Casualty and Other Losses	34	17	120	0
Total:	6,439,570	6,410,902	7,721,491	7,937,168

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	50	12,500	8,039	0
Capital Outlay	0	0	0	0
Total:	50	12,500	8,039	0

Roads & Recreation Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	3,509	55,635	1,062	0
Capital Outlay	2,101,758	12,967,114	298,938	0
Total:	2,105,267	13,022,749	300,000	0

Reimposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	152,884	114,173	(510)	0
Capital Outlay	861,704	3,686,464	510	0
Total:	1,014,588	3,800,637	0	0

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	89,222	0	87,809	0
Capital Outlay	1,397,379	3,008,421	4,636,054	0
Total:	1,486,601	3,008,421	4,723,863	0

2022 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

Other Capital Projects Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	0	0	0
Total:	0	0	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of Parks and Recreation	38	1	1	1
Assistant Director/Parks and Recreation	34	1	1	1
Recreation Administrator	28	0	1	1
Park Administrator	28	0	0	1
Administrator Leisure Services	28	0	0	1
Deputy Administrator International Park	26	1	0	0
Deputy Administrator	26	1	1	0
Deputy Administrator of Administrative Services	26	1	1	1
Deputy Administrator Athletics	26	1	1	2
Deputy Administrator Greenspace	26	1	1	1
Deputy Administrator Marketing & Communications	26	1	1	0
Recreation Center Manager	21	5	6	6
Recreation Manager - Therapeutics	21	1	1	1
Park Maintenance Manager	21	1	1	1
Special Services Manager	21	1	1	1
Aquatic Manager	21	1	1	1
Athletic Manager	21	1	1	0
Greenspace Maintenance Manager	21	1	1	1
Marketing & Communications Superintendent	20	1	1	0
Parks Maintenance Coordinator, Senior	19	3	3	3
Recreation Coordinator - Therapeutics	18	1	1	1
Athletic Coordinator	18	5	5	6
Program Coordinator	18	8	10	10
Aquatics Coordinator	18	1	1	2
Administrative Services Specialist	18	5	5	4
Executive Assistant	18	1	1	1

2022 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Greenspace Coordinator	18	1	1	1
Administrative Secretary	15	4	5	5
Parks Maintenance Crew Leader	14	4	4	4
Athletic Recreation Leader	14	1	1	0
Tree Service Crew Leader	14	0	0	1
Parks Maintenance Worker, Senior	12	9	9	9
Center Maintenance Worker, Senior	12	8	8	7
Parks Maintenance Worker	10	10	10	8
Assistant Program Coordinator	10	1	2	2
Total # of Positions:		**82**	**87**	**84**

Significant Expenditure & Staffing Changes

Add:
- 1 Park Administrator 28-11
- 1 Administrator Leisure Services 28-5
- 1 Deputy Administrator Athletics 26-4
- 1 Aquatic Program Coordinator 18-8
- 1 Athletic Coordinator 18-1
- 1 Tree Service Crew Leader 14-1

Delete:
- 1 Deputy Administrator Marketing & Communications 26-30
- 1 Deputy Administrator 26-11
- 1 Athletic Manager 21-5
- 1 Marketing & Communications Superintendent 20-7
- 1 Administrative Services Specialist 18-4
- 1 Athletic Recreation Leader 14-1
- 1 Center Maintenance Worker Senior 12-4
- 2 Park Maintenance Worker 10-4

2022 DEPARTMENTAL SUMMARY

POLICE

Mission Statement

To serve and protect all citizens with an emphasis on integrity, transparency and professionalism.

Functions

The Clayton County Police Department is dedicated to establishing safer communities by building community partnerships based on a foundation of trust, confidence, communication, transparency and professionalism. Integrating these partnerships with the skills and knowledge of our officers, investigators and technology will assure a safer and better quality of life in Clayton County.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Recruitment of qualified candidates and retention of quality personnel within the Clayton County Police Department						
Interview military personnel separating from service (TAP Class participation) and college visits.	Completed weekly reports of number of vacancies Completed weekly reports of disqualified candidates Completed monthly reports of attrition rate This goal is successfully completed when the department has filled all of its vacancies. The department continuously evaluates this goal on a weekly basis.	increase the number of hiring events that Background and Recruiting officers will attends Promote active recruitment by the officers by offering recruitment bonus Workable subscription	Background and Recruiting Division which consist of a Lieutenant, Sergeant, and four (4) officers assigned to these responsibilities.	Fiscal Year July 1- June 30	Recruitment incentive bonus $500 per recruitment of officer that successfully completes Field Training program Funding to cover cost of recruiting events Sign on bonus Workable recruiting subscription for potential candidates $1200	In Progress

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Establish educational, employment and mentorship pathways for local citizens/students to positions within the department.	High school students interested in careers in public safety Design and implement program with high schools for dispatch # of students # of schools	Partnership with local schools to teach public safety courses to promote careers in law enforcement provides dispatching instruction to interested students where they are tested on trained material and skills required for successful dispatchers.	Dispatch Supervisors	Fiscal Year July 1, 2021-June 30, 2022	PowerPoint Critically Elite Pre-Employment Testing Software $1495.00 (Also used to test potential dispatching candidates when screening applications)	Not Yet Started Due to COVID and closure of the schools, this goal has been delayed. Researching if virtual learning is possible.
Complete UGA promotional Assessment	Officers review of daily bulletin for available positions Officers notified of policy changes and changes to Gateway program	Completed daily bulletin to promote openings for available positions Update GATEWAY program	Commanders and supervisors Promotional assessors Human Resources	Constant review of recommended GATEWAY program requirements/ recommendations Submission of daily bulletin via email to officers with posting of	Departmental email Power DMS $12,749.00 CALEA Dues $5,530.00	In Progress
	# of policy changes # of trainings # of successful completed trainings # of trainings offered for specialized job duties # of qualified employees eligible for promotional to next rank # of gang unit liaisons (to be reviewed by Dr. Smith)	recommendations and requirements provided through meetings with commanders Attend roll calls to discuss job availabilities and promote submission of applications for positions Provide formal promotional assessment utilizing program implemented by University of Georgia to establish qualified candidate list for Human Resources Maintaining CALEA accreditation		available positions and opportunities Review and acknowledgement by employees of policy changes via PowerDMS Fall 2021 hold promotional assessment to establish new promotional list Fiscal Year July 1, 2021-June 30, 2022 Every 2 years	UGA Promotional Assessment $40,000.00	

		standards and policies New officers attending academy are trained on various specialized job duties/ skills within department such as SWAT, Negotiation, etc.				
Strategic or Departmental Direction G2: Reduce, solve and prevent crime within Clayton County Police jurisdiction.						
Cultivating stronger alliances with all law enforcement agencies to ensure maximum crime prevention/solvability in an effective and expeditious manner.	Number of law enforcement agencies operating in Clayton County # of collaborations # of meetings quarterly # of attendees quarterly	Explore partnerships Collaborate weekly, monthly and quarterly with commanders of various agencies for partnered solutions Maximizing resources by	Commanders of Department and individual units of Clayton County Police Department Commanders of other law enforcement agencies	Fiscal Year July 1, 2021-June 30, 2022	Agency directors Key leadership participation of commanders Clear Investigative research tool $26,400.00 Leads Online $19,800.00	In Progress

		comparing resources and investigative tools Completing and scheduling of joint law enforcement details such as roadside safety check points. Weekly stat review in CAPS (Crime Analysis in Police Services) meetings Monthly stat review Quarterly stat review			Magnet Forensics $8,000.00 Graykey Forensics $18,000.00	
Reduce gang violence, using proven methods and non-traditional civil enforcement remedies.	Number of officers interested in working with gang unit Gang Unit Gang Liaisons	Creation of Gang Liaisons to work between Uniform Division and Gang Unit Law Enforcement details specific to	Narcotics Major Gang Unit Lieutenant Other local departments	Stats reviewed weekly CAPS meetings, monthly and quarterly to make sure on track with reduction of gang violence. Fiscal Year July 1, 2021-June 30, 2022	Clear Investigative research tool $26,400.00 Leads Online $19,800.00 Magnet Forensics	In Progress

	Reports completed based on crime stats weekly and monthly	investigations of crimes involving gang activity	Federal Agencies Criminal Investigation Division Titan Unit (Crime Analysts)		$8,000.00 Graykey Forensics $18,000.00 RMS Database being implemented to assist with documenting gang incidents	
Increase high visibility presence through aggressive traffic enforcement.	Traffic and safety infractions # or % of traffic and safety infractions # of roadside safety checkpoints Gauge/ no baseline # of contacts	Conducting weekly traffic details Maintaining traffic unit to promote advanced traffic enforcement Promote motor unit details for traffic enforcement Weekly roadside safety checkpoints to be conducted in	Officers Supervisors Assisting agencies when joint operations	Conducted weekly and results published at command meetings Fiscal Year July 1, 2021-June 30, 2022	Traffic Speed signs (provide traffic detail and identify percentage of violators) Lidar speed detection devices $2055 each Rader speed detection devices for moving speed detection Marked Police vehicles	In Progress

		areas identified by commanders Conducted weekly and results published at command meetings			Grant	
Strategic or Departments Direction G3: Integrate technology within our organization for improved internal and external communication						
Provide internal training and external education regarding current technological capabilities being utilized by the department.	External- Citizens Internal- District Attorney's office, Solicitor General's Office, Sheriff's Department # of meetings weekly # of meeting attendees # of events # of event attendees	Attending community meetings and educating the citizens on technology Open house events to allow citizens to view new technologies and equipment utilized by police department Educate and promote transparency by	Community Affairs officers Officers on calls Internal affairs with complaints Citizen's academy (on hold due to COVID)	Community events and neighborhood watch meetings (typically weekly) Internal education typically conducted at weekly command meetings Fiscal Year July 1- June 30	Driving simulators for citizen training (procured fiscal 2020, delayed due to COVID) Body Camera and In-Car Contract with Utility and Associates (promotes transparency) Approximately $330,000.00 Helicopter Drones	In Progress

	Social Media Analytics # of videos for new technology	use of body camera technology for quality control Social Media Videos highlighting new technology capabilities Update of Departmental Webpage				
Public dissemination of meetings held within the department on current local issues and citizen's concerns	Neighborhood Watch Programs # of programs or meetings # of meeting requests Concerned Citizens	Social Media post of neighborhood meeting Coordination with Communication Department for release Departmental App for Android and Iphone Devices	Community Affairs officers Sector/ District Commanders Department Leadership	At request of District Commissioner Monthly neighborhood watch scheduled meetings Fiscal Year July 1- June 30	Photographic equipment for social media post Departmental Facebook account Departmental App for Android and Iphone Devices, Subsplash $2400.00	In Progress

Provide information utilizing enhanced public facing technology.	# of website visits from Public	Implementation of RMS with outward facing public portal for information Departmental Application	DOIT Titan Unit	Project started in 2020 and plan to implement April 2021. Delayed due to issues with previously procured software.	Central Square Records Management System with NIBRS integration (SPLOST Project)	In Progress

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Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4: Operational and Tactical Equipment Enhancement						
Provide tactical first aid training and improved first aid equipment to sworn and field personnel	# or % of Officers trained

or % Specialized tactical units

or % of Recruits in academy | Researched training course appropriate

Mandated existing officers to take as fourth quarter training in 2020

Research grant opportunities for funding | Academy First Aid instructors | October 1, 2020 to December 31, 2020 | Tourniquets Provided under Byrne Grant

Gloves

IFAK Kits

First Aid Instructors | Completed |
| Purchasing enhancing tactical options for our sworn and field personnel. | # or % Officers

or % Specialized tactical units

Aviation Unit (Helicopter) | Research grant opportunities for funding

Procurement of Rifles

Implement rifle training program | SWAT Team

EOD Unit

Crisis Negotiation Unit

Aviation Unit

Uniform Patrol | Procurement of Rifles 2019 fiscal

Rifle Training Program 2020

Breaching equipment for Sectors 2020 | Rifles completed

Ballistic Shields in progress

Breaching equipment in progress

SPLOST funding for Helicopter | In Progress |

		Procurement of ballistic shields

Implementation of training for use of shields

Procurement of ballistic vest for specialized units (SWAT, Negotiations and EOD)

Procurement of breaching equipment for Sector Precincts

Creation of SPLOST project for replacement and enhancement of new helicopter for Aviation Unit | | | Funding for support Armored Vehicle for SWAT $222,000.00

(Grant options $$$_) | |

		Procurement of Support Armored vehicle for SWAT Procurement for updated tactical equipment for SWAT				
Strategic or Departmental Direction G5: Improve quality of life						
Decrease response time to priority calls.	Response time decrease by 3 different priorities Weekly reports provided to Command during CAPS meetings	Increase number of officers on each sector/ district Sufficient number of vehicles to support operations Implementation of Mobile CAD Terminal	DOIT Officers Titan Unit	MCT Implemented in 2019 Fiscal. MCT integrates with RMS system for reporting. MCT partially completed Evaluated on a weekly basis	Vehicles for Uniform Division MCT Radios Increased number of officers in Uniform Division	In Progress
Create a special needs database/registry for missing persons (adults/juveniles).	Database for Missing Persons	Build within Central Square RMS system a module to help with special needs	Titan DOIT	December 2021	Computer programmers in Titan and DOIT	In Progress

		database/ registry for missing persons (adults and juveniles)			Implementation of RMS System in April 2021	
Establish a partnership with a mental health crisis resource to respond/ aid with mental health crisis and non-criminal related calls for service	Clinical Social Worker hired Collaboration with Mental Health Resources	Research funding Creation of Clinical Social Worker Position Implement program to allow clinical social worker to assist officers with response to mental health crisis calls	Clinical Social Worker	2021 Fiscal Year July 1- June 30	Finance Department Human Resources Clinical Social Worker $95,795	In Progress
Strategic or Departmental Direction G6: Long-term Departmental Issues for FY 2022 and Beyond						
Hiring new employees and the retention of current employees.	# or % of Additional officers weekly and retention of the officers monthly	Research grant funding such as HEAT grant (Expand traffic officers that also allows more aggressive traffic enforcement such	Clinical Social Worker Police Financial Officer Additional Officers	When funding allows and approved by County Fiscal Year July 1- June 30	Human Resources HEAT Grant Increase in Departmental Budget for Salaries	In Progress

	# or % of Additional non-sworn support staff Address pay disparities with positions Research of programs to expand personnel under grants	as Driving Under Influence investigations) Hire additional officers Provide established career pathways with GATEWAY program Collaborate with Departments to locate additional funding sources	Additional Sergeants Veterinarian Technician Kennel Technicians Police Services Clerks			
Continue replacing the departments ageing vehicle fleet and repairs with fleet maintenance. Additional vehicles	# or % Vehicles assigned to Police Department	Personal Patrol Vehicle Program funded under SPLOST to allow purchase and addition of vehicles to the Department fleet Replacement of wrecked vehicles	Procure additional vehicles to add to Department Fleet. Collaborate with Fleet Maintenance to repair and replace vehicles	Fiscal 2022	Funding from SPLOST, general and drug funds	In Progress

		Repair of Vehicles				
Southeast Police Precinct SPLOST Project/Commission District 4, Police Precinct Sector 4 .	Establish permanent precinct for District 4 for Sector 4 Officers	Locate appropriate Sector 4 Precinct land Collaborate with Building and Maintenance to design new precinct Utilize SPLOST funding to build facility	Major over SPLOST projects Building and Maintenance Finance	Fiscal 2022- 2024	Funding from SPLOST	Not Yet Started
Restructure/ Growth regarding outgrowing area and facility grounds (i.e., parking lot needs to be expanded to parking deck, Headquarters security and lighting).	Headquarters- Parking lot Security Lighting	Research funding sources Work with Building and Maintenance, and transportation and Development for solutions for parking issues Research cost of parking deck	Research funding SPLOST Possible Drug funds	Fiscal 2022-2024	Funding from SPLOST, General and drug funds	Not Yet Started

		Research cost for fencing for perimeter of police department for security Build fence around headquarters Research cost of additional lighting Install additional lighting in parking lot				
Police Department Training Facility for Academy and Firing Range	New training facility and firing range	Locate property with Building and Maintenance for new Firing Range and Police Training Academy SPLOST funding Collaborate with Departments to coordinate	Building and Maintenance Police Academy Firing Range	2021-2024	SPLOST	Not Yet Started
		construction and relocation of Training Division				

Long-term Departmental Issues for FY 2023 and Beyond

1. Hiring new employees and the retention of current employees.
2. Continue replacing the departments ageing vehicle fleet and repairs with fleet maintenance.
3. Southeast Police Precinct SPLOST Project/Commission District 4, Police Precinct Sector 4.
4. Restructure/ Growth regarding outgrowing area and facility grounds (i.e., parking lot needs to be expanded to parking deck, Headquarters security and lighting).
5. Police Department Training Facility for Academy and Firing Range

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Police (Performance Measurements)

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Calls Dispatched	410,970	427,978	417,597	424,546
Incident Reports	18,937			
Traffic Accident Reports	11,835	11,866	11,434	11,600
Family Violence Reports	2,263	2,342	3,402	3,052
DUI Arrests	379	346	349	348
Citations	26,112	24,706	25,611	25,500

Narcotics (Performance Measurements)

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total Narcotics Cases:	810	1,195	1,025	1,100
Total Value Narcotics Removed from the Streets:	44,591,151	16,652,386	60,950,000	65,000,000
Total Arrests:	1,114	1,191	924	1,000

Central Communications/E-911 (Performance Measurements)

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total 911 Calls:	647,997	648,248	598,262	605,000
911 Calls Dispatched Within 1 Minute:	88%	88%	93%	90%
Law Enforcement Calls for Service:	325,477	338,247	331,351	335,000
Officer Initiated Law Enforcement Calls:	131,685	141,112	147,688	151,000

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	30,258,930	28,723,488	40,193,062	35,709,547
Operations	2,762,555	2,830,217	2,777,413	2,356,355
Capital Outlay	28,070	335,316	(28,350)	673,291
Casualty and Other Losses	(5)	(1)	0	0
Total:	33,049,550	31,889,020	42,942,125	38,739,193

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Special Operations (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Total:	0	0	0	0

Narcotics (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	0	0
Operations	25,372	20,089	21,446	19,216
Capital Outlay	0	0	0	30,000
Casualty and Other Losses	0	0	0	0
Total:	25,372	20,089	21,446	49,216

Central Communications (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	125,033	140,870	100,302	103,977
Operations	453	601	223	0
Total:	125,486	141,471	100,525	103,977

E-911 Fund (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	2,784,737	2,855,630	4,077,893	4,204,284
Operations	659,751	682,911	616,957	619,215
Capital Outlay	346,130	0	59,780	620,000
Total:	3,790,618	3,538,541	4,754,630	5,443,499

Federal Condemnation Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	281,355	244,750	190,815	205,000
Capital Outlay	0	0	14,185	0
Total:	281,355	244,750	205,000	205,000

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Narcotics (Federal Condemnation Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Total:	0	0	0	0

Narcotics (State Condemnation Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	107,340	1,146	134,319	133,819
Capital Outlay	61,227	0	2,000,000	1,000,000
Total:	168,567	1,146	2,134,319	1,133,819

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	104,506	57,266	183,762	0
Capital Outlay	0	684,755	137,440	0
Casualty and Other Losses	0	0	0	0
Total:	104,506	742,020	321,202	0

Re-imposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	113,475	0	0
Capital Outlay	117,049	1,966,725	0	0
Total:	117,049	2,080,199	0	0

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	151,415	56,093	0	0
Total:	151,415	56,093	0	0

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2021 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	0	5,400,000	0
Total:	0	0	5,400,000	0

School Patrol (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	0	0
Operations	0	0	0	0
Capital Outlay	0	0	0	0
Total:	0	0	0	0

Animal Control (Re-imposition SPLOST 2009 Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	0	0	0
Total:	0	0	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Chief of Police	A	1	1	1
Animal Control Veterinarian	36	1	1	1
Deputy Chief of Police	35	2	2	2
Police Major	31	7	7	6
Legal Advisor	31	1	1	1
Aviation Manager	31	1	1	1
Aviation Mechanic	29	1	1	1
Police Captain	28	16	16	14
Assistant Aviation Manager	28	1	1	1
Police Social Worker	28	0	1	1
Program Analyst	27	1	1	1
Police Training Instructor II	26	1	1	1
Police Lieutenant	26	30	30	30

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Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Police Pilot	26	1	1	1
Police Statistical Analyst	25	0	0	1
Police Sergeant	24	41	41	43
Tactical Flight Officer	24	3	3	3
Police Sergeant/Crime Analyst	24	1	1	1
Paralegal Senior	23	1	1	1
Field Training Officer	22	30	30	30
Crime Scene Investigator	22	11	11	11
Police Detective	22	49	49	51
Master Police Officer	21	43	43	43
Police Community Relations	20	1	1	1
Police Officer	20	156	156	156
Helicopter Mechanic	20	1	1	1
Animal Control Facility Coordinator	20	1	1	1
Office Manager	20	0	1	1
Civilian Supervisor- Code Enforcement	19	2	0	0
Code Enforcement Supervisor	19	2	2	2
Crime Analyst	18	2	2	1
GCIC Terminal Agency Coordinator	18	1	1	1
Code Enforcement Officer II	18	3	0	0
Civilian CSI Technician II	18	0	0	2
Civilian Crime Scene Technician	17	3	3	3
Animal Control Veterinary Tech	17	1	1	1
Commercial Code Enforcement Officer II	17	2	2	2
Police Service Supervisor	17	0	0	1
Administrative Assistant	16	1	1	1
Police Payroll Technician	16	1	1	1
Commercial Code Enforcement Officer	16	2	2	2
Code Enforcement Officer I	16	20	0	0
Code Enforcement Office/ CDBG-HUD	15	1	1	1
Animal Control Supervisor	15	2	2	2
Animal Control Rescue Coordinator	15	1	1	1
Administrative Secretary	15	2	2	2
Police Records Custodian	15	1	1	1
Police Services Supervisor	14	1	1	0
Animal Control Officer	13	14	14	14

2022 DEPARTMENTAL SUMMARY

POLICE

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Principal Secretary	13	6	6	7
Animal Control Kennel Technician	12	4	4	4
Police Services Clerk	12	13	11	13
Secretary	12	5	5	5
Total # of Positions:		**492**	**467**	**473**

Central Communications (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Office Manager	20	0	0	0
False Alarm Administrator	16	1	1	1
Administrative Secretary	15	1	1	1
Total # of Positions:		**2**	**2**	**2**

E-911 (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
E-911 Communications Administrator	27	1	1	1
E-911 Operations Manager	27	1	1	1
Training & Professional Standards Coordinator	25	2	2	2
Communications Supervisor	23	4	4	4
Communications Dispatcher, Senior	20	6	6	6
Communications Dispatcher, III	19	13	13	13
Communications Dispatcher, II	18	13	13	13
Communications Dispatcher, I	17	13	13	13
Digital Records Custodian	15	1	1	1
Call Taker	14	0	6	7
Total # of Positions:		**54**	**60**	**61**

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<u>Significant Expenditure & Staffing Changes</u>

Add:

1 Police Statistical Analyst 25-3
2 Police Sergeant 24-4
2 Police Detective 22-4
2 Police Civilian CSI Technician II 18-4
1 Police Service Supervisor 17-4
1 Call Taker 16-4
1 Police Principal Secretary 13-8
2 Police Services Clerks 12-4

Delete:

1 Police Major 31-11
2 Police Captain 28-11
1 Police Crime Analyst 18-8
1 Police Service Supervisor 14-4

2022 DEPARTMENTAL SUMMARY

POLICE (CENTRAL COMMUNICATIONS/E-911)

Functions

The Clayton County E-911 Communications Department is a 911 primary Public Safety Answering Point (PSAP) where 9-1-1 calls from landline, wireless, and VoIP devices are directly routed. We provide emergency and administrative communications for the citizens of Clayton County by placing them in touch with public safety and related government service agencies. In addition to the primary services of 9-1-1 call taking and emergency services dispatch, E-911 Communications provides services for its participating agencies. The department is prepared for daily communication traffic and emergencies by maintaining an adequate number of highly trained personnel. The opportunity to save lives and property is greatly increased by having advanced computerization along with radio and telephone technology. All E-911 Communications personnel are trained as call takers and radio dispatchers on all phone and radio positions in the communications center. They are also trained as emergency medical dispatchers (EMD) using the nationally recognized and certified Priority Dispatch System.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Ensuring that all emergency calls for service received by the E-911 Communications center are promptly answered, entered and dispatched in a timely manner.						
Answer all E-911 calls in 5 seconds or less, 90% of the time.	911 Emergency phone calls Report weekly, monthly and quarterly stats call times for dispatchers calls in 5 seconds or less, 90% of the time	Provide necessary personnel to manage call volume for 911 phone calls Minimize non-emergency calls that go into dispatch that take away from their availability Provide additional training to assist with best practices of clearing phone calls to answer emergency calls	Dispatchers Dispatcher supervisors E-911 Commanders	Reviewed weekly, monthly and quarterly FY July 1, 2021- June 30, 2022	Central Square CAD Motorola/ Carousel phone system $620,000.00	In Progress
Answer E-911 abandoned calls	911 Hang-ups	Utilize phone system to run reports	Dispatchers	Reviewed weekly, monthly and quarterly	Central Square CAD	In Progress

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within 3 seconds 90% or better.	Report weekly, monthly and quarterly stats call times for dispatchers within 3 seconds, 90% or better	Supervisors ensure dispatchers are answering 911 abandoned calls within 3 seconds	Dispatcher supervisors E-911 Commanders	FY July 1, 2021- June 30, 2022	Motorola/ Carousel phone system	
Process the telephone call and dispatch of all Priority 1 calls for service in 90 seconds or less (telephone call in 60 seconds; dispatch on 30 seconds) 85% of the time.	Report weekly, monthly and quarterly stats call times for dispatchers in 90 seconds or less (telephone call in 60 seconds; dispatch on 30 seconds) 85% of the time.	Utilize phone system to run reports Supervisors ensure sufficient dispatchers to dispatch priority 1 calls for service in 90 seconds or less	Dispatchers Dispatcher supervisors E-911 Commanders	Reviewed weekly, monthly and quarterly FY July 1, 2021- June 30, 2022	Central Square CAD Motorola/ Carousel phone system Additional dispatchers	In Progress
Strategic or Departmental Direction G2: Provide improved technology in conjunction with level of services in the processing of calls						
To have a new 911 phone system installed and implemented within the Communications Center.	Outdated hardware and computer equipment in 911 center. System running on Windows 7 needs to be upgraded to Windows 10 due to	Research funding Research best practices and recommended equipment	DOIT Dispatchers Dispatcher supervisors	FY July 1, 2021- June 30, 2022	Funding $620,000.00 911 fee funding Central Square CAD	In Progress
	no longer being supported.	Contract with company to install new equipment	E-911 Commanders		New Updated phone system compatible with other current systems	
The ability to provide a texting service to handle 911 calls efficiently at a level of 99%.	Add texting capabilities for 911 phone system 911 calls efficiently at a level of 99%.	Research funding Research best practices and recommended equipment Contract with company to install new equipment	DOIT Dispatchers Dispatcher supervisors E-911 Commanders	FY July 1, 2021- June 30, 2022	Funding Included in new system for $620,000.00 911 fee funding Central Square CAD New Updated phone system compatible with other current systems Training	In Progress
Training for new system	Training for new system	Implementation of new phone system	DOIT Dispatchers	FY July 1, 2021- June 30, 2022	Funding 911 fee funding	In Progress

	Completed training of a new 911 phone system with personnel at a level of 100%.	Provide train the trainer more in depth training for instructors to teach back to new dispatchers	Dispatcher supervisors E-911 Commanders		Central Square CAD New Updated phone system compatible with other current systems Training	
Strategic or Departments Direction G3: Attract diverse, qualified candidates and retain a high-performing work force.						
Recruit, hire, and maintain qualified and diverse individuals.	Highly qualified candidates hired Reduce number of vacancies fluctuates (tracking only)	Partnership with local school system to promote recruitment and training program in high school Provide training to high school students interested in dispatching and provide resources of continuous testing on Critically to ensure readiness of typing skills	DOIT Dispatchers Dispatcher supervisors E-911 Commanders	FY July 1, 2021- June 30, 2022	Dispatchers Critically Training system 3 Call Taker positions $156,654	In Progress
Increase retention Rate and support personnel	Increase support personnel (call takers) 3 Achieve an annual retention rate of 90% or greater.	Provide survey to employees for feedback about any issues Research the operations of other dispatch centers Hire call takers to provide support to dispatchers that are overly tasked	Call Takers Dispatchers Dispatcher supervisors E-911 Commanders	FY July 1, 2021- June 30, 2022	3 Additional Call Taker positions $52,218 each	In Progress
Support the professional development of the E-911 Communications staff.	Additional Training Tracking only # of trainings # of staff or %	Providing career path for entry dispatchers as a call taker to progress to a Dispatcher III	Call Takers Dispatchers Dispatcher supervisors E-911 Commanders	FY July 1, 2021- June 30, 2022	Training	In Progress
Obtain EMD certification for dispatching staff.	Specific Emergency Medical Dispatch Training	Implement new EMD training and tablets	Dispatchers Dispatcher supervisors	January 2022	EMD tablets New EMD training requirements	In Progress

2022 DEPARTMENTAL SUMMARY

POLICE (CENTRAL COMMUNICATIONS/E-911)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
	Certification to be maintained by staff Increase # of trainings # of staff or % Tracking only	Hire additional support staff to provide relief to Dispatchers to increase moral Supervisors make sure senior dispatchers are maintaining certifications for minimum 90% of staff	E-911 Commanders		Funding	
Long Term Departmental Issues FY 2022 and Beyond						
Increase awareness and knowledge of Emergency Communications.	# of social media posts specific to 911 communication # of classes taught at schools Social media analytics	Provide educational Operations Support to the community. Provide educational Operations Support to our Public Safety partners. Utilize social media outlets to enhance educating the community.	Tonya Logan and Antwonette Boyer E-911 Communication Commanders	FY July 1, 2021- June 30, 2022	Social Media PowerPoint	In Progress
Support operational effectiveness by maintaining and enhancing technological capabilities.	Texting to 911 feature Replacing equipment	Research best practice protocols for E-911 operations and backup facilities Research funding to support	Tonya Logan and Antwonette Boyer E-911 Communication Commanders	FY July 1, 2021- June 30, 2022	Fill-In	In Progress
		implementation of new technologies				

Long-term Departmental Issues for FY 2023 and Beyond

1. **Increase awareness and knowledge of Emergency Communications.**
    a. Provide educational Operations Support to the community.
    b. Provide educational Operations Support to our Public Safety partners.
    c. Utilize social media outlets to enhance educating the community.
2. **Support operational effectiveness by maintaining and enhancing technological capabilities.**
    a. Continuous review of technology for potential upgrades and enhancements.
    b. Maintain oversight of all critical technological systems and infrastructure reliability and functionality (i.e., CAD, Radio, E-911 phone systems and E-911 Communications facilities).
3. **Continuous collaborative efforts with county, regional, and statewide technology workgroups.**
    a. Intergovernmental agency agreements between regional governments for 911 coverage
    b. Statewide working groups with Georgia Emergency Communications Authority
        c. Memorandum of Understandings with city governments within the county.

2022 DEPARTMENTAL SUMMARY

PROBATE COURT

Mission Statement

The mission of the Probate Court is to serve the citizens of Clayton County by fairly and efficiently determining the outcome of matters such as: the probate of wills, administration of estates, appointments of guardians and conservators for incapacitated adults and minor children, involuntary treatment for people with mental illnesses, and temporary guardianships of minor children.

Functions

To service the residents of Clayton County in all matters related to the probate of wills, appointment of guardians for minors and incapacitated adults, awarding year's support, monitoring of fiduciaries of guardianships and estates, issuing commitment orders for mentally ill individuals, issuing marriage licenses, weapons carry licenses and certificates of residence.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: *Efficiency*						
Implement updated procedures to improve speed and efficiency of processing petitions	Complete 75% of cases within 90 days # of estate cases in 90 days # of completed cases in 90 days	*Efficient Processing of Incapacitated Adult Cases* *Efficient Processing of Temporary Guardianship Cases* *Efficient Processing of Estate Cases*	Chief Clerk Jackson & Estates Clerks	July1-June 30	CJT software Easy Court Pay	
Streamline workflow for clerks to monitor and drive compliance	50% of appointees compliant each month # of compliant guardianship/conservatorship	*Monitoring compliance of guardianship/conservatorship appointees*	Chief Clerk` & Fiduciary Clerks	July1-June 30	Accurate CJT data import/conversion	

2022 DEPARTMENTAL SUMMARY

PROBATE COURT

Strategic or Departmental Direction G2: Technical Advancement						
All clerks to become more efficient with new CJT software system.	Clerks advancing cases within established time frames # of clerks trained quarterly	Provide ongoing training quarterly	Sarah Starr-Perez & Estates clerks	July1-June 30	Internal/external trainers	
Resolve data conversion issues with new software system.	Maintain weekly progress on completion of identified issues # of identified issues # of issues resolved	Weekly meetings with the CJT development team and I.T.	Katherine Reeves and admin team	July1-June 30		
Strategic or Departments Direction G3: Retention and Recruitment of Staff						
Hire qualified applicants & retain current employees	Increase retention rate by 50% # of staff employed annually	Provide training, equipment and resources to employees; Weekly supervisor meetings; Mentor supervisors weekly	Judges and admin team	July1-June 30		

Long-term Departmental Issues for FY 2023 and Beyond

1. To effectively and efficiently handle the ever increasing caseload.
2. To move towards better technology to ease the process of handling petitions.
3. To recruit and retain quality employees.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Marriage Licenses:	1,392	1026	990	1089
Firearms Licenses:	4562	5882	6418	6100
Minor Guardianships:	161	182	112	124
Death Certificates:				

2022 DEPARTMENTAL SUMMARY

PROBATE COURT

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personal Services	1,133,200	1,310,535	1,437,655	1,556,178
Operations	95,919	120,849	138,463	139,782
Capital Outlay	0	0	0	0
Total:	1,229,119	1,431,385	1,576,118	1,695,960

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Probate Court Judge	E	1	1	1
Associate Probate Court Judge	A	1	1	1
Probate Director/Chief Clerk	30	1	1	1
Paralegal Senior/Probate Court	23	1	1	1
Administrative Assistant	22	0	0	1
Supervisor Licensing Division	27	1	1	1
Supervisor Estates Division	27	1	1	1
Law Clerk	27	0	0	1
Paralegal/Probate Court	18	1	1	1
Fiduciary Clerk	18	0	2	2
Administrative Assistant	16	1	1	0
Probate Court Clerk, Senior	16	6	6	6
Probate Court Clerk	12	6	4	4
Total # of Positions:		**20**	**20**	**21**

Significant Expenditure & Staffing Changes

Add: 1 Law Clerk 27-1
                   1 Administrative Assistant 22-1

Delete: 1 Administrative Assistant 16-4

2022 DEPARTMENTAL SUMMARY

PUBLIC DEFENDERS

Mission Statement

Clayton County Public Defender's office will provide competent, ethical, and zealous representation throughout the criminal justice process in order to protect our clients' rights, as guaranteed by both the U.S. Constitution, Georgia State Constitution, and Georgia Indigent Defense Act of 2003 (O.C.G.A. § 17-12-1 (c)).

Functions

To fulfill the Constitutional requirement to provide competent, ethical, and zealous legal representation to those charged with felonies in Clayton County who cannot afford to hire their own attorney.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Retain Employees to administer adequate legal fees						
Hire and maintain the optimal ratio of attorneys, support staff, and investigators per courtroom.	Need 20 attorneys; 9 administrators; 6 investigators	Continue posting job announcements on state websites	CPD	Ongoing hiring; FY2025.	Indigent defense funds to incrementally move towards target.	Ongoing
Retain staff to ensure competent, ethical and zealous representation	Maintain staff – 12 attorneys; 8 administrators; 5 investigators	Changing office climate to one of respect. Providing in office training classes.	CPD	Immediately change climate.	None	Ongoing
Establish and maintain consistent updates and communication with our clients and their families.	Reduction in number of client update calls by 25%.	Requiring attorneys to visit, write, or call clients regularly.	CPD and attorneys.	Immediately.	Appropriate attorney staffing.	Ongoing

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G2: Correct the pay parity between comparable county entities.						
Increase the salaries of our staff to a level that is comparable with counties of similar size.	-Courtroom administrative base pay at $42,000. Senior pay at $48,000. - Newly barred attorney pay at $60,000. -Senior Attorney pay starting at $75,000. Investigator pay $60,000.	Periodic increase in indigent defense budget by county.	County commissioners approve incremental budget increase requests.	Goal FY2025.	Periodic increase in indigent defense budget by county.	Ongoing requests.
Strategic or Departments Direction G3: Increase the training of investigators and attorneys.						
Identify scheduled training programs throughout county and state to participate in on areas and topics strategic to case management and criminal defense.	-Attorneys CLE compliant prior by May of fiscal year. - Investigators receive annual refresher course on techniques.	Review the upcoming schedule on state bar website. Review upcoming schedule on GPDC website.	CPD	FY2022	Funding to attend classes.	Ongoing

2022 DEPARTMENTAL SUMMARY

PUBLIC DEFENDERS

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Create office-based training that allows for more in depth discussion on areas of law unique to criminal defense	All staff	Picking topics and securing instructors	CPD	Began in office training sessions in March 2021 and have continued monthly.	Subject matter expert instructors. Training funds to pay instructors.	Ongoing
Strategic or Departmental Direction G4: Secure building that will accommodate our existing future growth						
Locate a space that will house our current employees and allow for growth.	Office space that has built space for attorneys	Visiting multiple locations. Driving around county looking.	CPD	FY2022	Possible additional funds for expansion	Ongoing

Long-term Departmental Issues for FY 2023 and Beyond

1. Preserving the highest quality legal representation for the economically vulnerable through pay parity.
2. Continually improving customer service.
3. Maintain adequate office space to house current employees, future growth, and technological upgrades.
4. Ongoing in-house training program for lawyers, legal interns, and investigators.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Total Open/Closed Cases:	12,218	12,218	10,325	10,325

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	2,081,006	2,128,450	2,436,914	2,727,573
Total:	2,081,006	2,128,450	2,436,914	2,727,573

Personnel

No personnel in this department.

2022 DEPARTMENTAL SUMMARY

REFUSE CONTROL

Mission Statement

To provide a labor force of State of Georgia convicted offenders to offset costs of labor services to the citizens of Clayton County and to ensure all offenders are housed in a safe, secure, and humane facility while providing opportunities for each to self-improve through educational and technical skills programs that enable and assist offenders to become useful, skilled and employable law-abiding citizens upon their release.

Functions

Provide Clayton County Government offices and departments with custodial, landscaping, furniture moving services, and mail courier services, as well as grass cutting of all public right of ways, roadside litter pickup and graffiti abatement. We also provide low cost debris and waste removal services for all Clayton County residents.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction G1: Beautification of Clayton Count through clean-up efforts						
Service all unsheltered MARTA bus stop locations in the unincorporated county by removing trash and litter daily *(Quality of Life)*	All MARTA bus stops and surrounding areas remain free of litter and trash.	Utilize 2 crew workers, 2 vehicles, assigned to separate areas of the county	Leroy Benn	Daily	2 crew workers and 2 pick-up trucks.	Currently in place and active.
Work with Code Enforcement to cite violators of County's litter codes. *(Quality of Life)*	Less citations issued for bulk trash and debris from violations	Utilize inmate labor to remove items.	Cpt. R. Boyd	Daily	Officers, crew workers, inmates, vans, and dump trucks.	Currently in place and active.
Participate in clean-up initiatives as organized by County Commissioners and county Leadership *(Quality of Life)*	Participation in clean-up projects such as "Road of the Month"	Utilize crew workers and inmate labor to remove items.	Cpt. A. Gooden	Daily	Officers, crew workers, inmates, vans, and dump trucks.	Currently in place and active.
Strategic Direction G2: Improve the efficiency of Refuse Control front office						
Continue to reduce the use of paper in everyday operations *(Quality of Life)*	Cut the use of paper in half.	Use the computer for communications.	Barbara Camp	Daily	Office staff and computers.	
Provide training for clerical staff on customer service skills *(Growth Management)*	Increase office personnel efficiency.	Cross training and office etiquette classes.	Barbara	Daily	Office staff.	
Strategic Direction G3: Staff and operate a small engine repair facility in support of the grass cutting and debris removal crew						

Reduce taxpayer cost by providing inmate labor to perform mechanical repairs	Decrease the cost of labor for repairs.	Have inmates perform small engine repairs.	Sgt. L. Freeman	As needed	Officers and inmates.	Currently in place and active.
Assist other county departments with small engine repairs	Decrease the cost of outsourcing for labor.	Have mechanics perform minor engine repair and maintenance for Sheriff.	Juan Andrade	As needed	2 mechanics.	Currently in place and active
Maintain a state of operational readiness of daily use and emergency equipment used to support these functions	Have equipment on hand and personnel trained to activate during disasters.	Remove fallen trees and debris.	Cpt. A. Gooden	As needed	Crew workers, officers, inmates, vehicles, and tools.	Currently in place and active.
Provide classroom space for inmate technical skills training program *(Growth Management)*	Decrease inmate's recidivism by providing a skill.	Offering self help classes and technical training programs.	Wesley Baker	Daily	Instructors, officers, books, and supplies.	Currently in place and active.

Long-term Departmental Issues for FY 2021 and Beyond

1. Service additional MARTA stop locations as new routes are added.
2. Eliminate all paper use.
3. Handle trash and grass cutting of all highways and highway systems in Clayton County currently under the Georgia Department of Transportation.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Number County Facilities Cleaned:	46	44	47	47
Number County Facilities Landscaped:	57	46	46	46
Number County Dumpsters:	55	56	56	56
Number of County Roads Cleaned:	1340	1150	1032	1400
Number of Dead Animals removed:	671	551	464	600

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,649,630	1,704,593	2,061,588	2,073,726
Operations	278,716	308,675	307,658	334,760
Capital Outlay	0	0	0	5,751
Total:	1,928,346	2,013,268	2,369,246	2,414,237

2022 DEPARTMENTAL SUMMARY

REFUSE CONTROL

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Corrections Captain	28	1	1	1
Corrections Sergeant	24	1	1	1
Grass Cutting Crew Leader	17	3	3	3
Heavy Equipment Operator	15	1	1	1
Administrative Secretary	15	1	1	1
Small Engine Mechanic	13	2	2	2
Equipment Operator Senior	13	4	4	4
Refuse Control Inspector II	13	1	1	1
Custodian Supervisor	12	3	3	3
Equipment Operator	11	8	8	8
Refuse Control Inspector	11	1	1	1
Office Assistant, Senior	10	1	1	1
Crew Worker III	10	1	1	1
Crew Worker II	9	1	1	1
Office Assistant	8	1	1	1
Crew Worker I	8	4	4	4
Custodian	8	10	10	10
Courier	8	1	1	1
Total # of Positions:		**45**	**45**	**45**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

SENIOR SERVICES

Mission Statement

To deliver services and programs that promote independence, dignity and enhances the quality of life while providing a safe and caring environment for older adults, relative caregivers, youth, teens and adults.

Functions

Clayton County provides a wide variety of programs and services through the Aging Program, Senior Centers, and Kinship Resource Center. Services strive to meet seniors through education, recreation and leisure, transportation, physical health, and in-home services.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Senior Center and Intergenerational Center Programs and Services						
Goal I: Strengthen services that encourage healthy, active and engaged lives for seniors and relative caregivers within the Senior Centers and Intergenerational Centers *(Quality of Life 4.1)*	1. Maintain Standards for Senior Centers Accreditation.	1. Ensures all (9) nine standards established by the National Institute of Senior Centers are met.	1. Director, Assistant Director and Deputy Administrator of Senior Centers.	July 1, 2021- June 30, 2022	No Additional resources needed the Deputy Administrator position was funded FY'2	
	2. Maintain Departmental Programming Standards	2. Ensures Senior Centers are providing programs based upon five core areas: Arts, Culture, Education, Health/Wellness and Socialization.	2. Director, Assistant Director and Deputy Administrator of Senior Centers.	July 1, 2021- June 30, 2022	No Additional resources needed funds in the Senior/Intergenerational Center's operational budget.	
	3. Offer evidence-based programs to promote health and self-management.	3. Implement Evidence-Based Programs offered by the Atlanta Regional Commission within Senior Centers and Intergenerational Centers.	3. Director, Assistant Director, Deputy Administrator of Senior Centers.	July 1, 2021- June 30, 2022		

Strategic or Departmental Direction G2: Financial Management						
Goal II: Expand funding source while assuring accountability, demonstrating stewardship, and increasing sustainability. *(Economic Opportunity 2.3)* *Fiscal Responsibility 4.2)*	1. Establish a 501(c) (3) Arm, Friends of Clayton County Senior Services, to expand outreach and provide additional services to adequately meet the needs of homebound seniors and caregivers, by means other than the general fund.	1. Identify Individuals with diverse business backgrounds within in the county who have a sincere interest in fundraising for the senior population.	1. Director Assistant Director and Deputy Administrator of Finance.	September 1, 2021	None	
Strategic or Departments Direction G3: Access, Awareness and Expansion of In Home Services						
Goal III: Improve access and awareness about resources and services that support home bound seniors and family caregivers. *(Communication & Image 4.3)* *Quality of Life 5.1*	1. Plan and implement a Caregivers Symposium in the County.	1. Partner with the Alzheimer's Association of Georgia to provide a robust Care Givers Symposium.	1. Director, Assistant Director, Deputy Administrator of Senior Centers and Aging Program Administrator.	November 2021	$8,000.00 None	
	2. Assess and expand in-home service delivery model to meet the needs of aging adults in Clayton County.	2. Conduct a County –Wide Needs Assessment survey.	2. Director, Assistant Director, and Aging Program Administrator.	January 2021	No Additional Resources Needed	

Goal (What)	**Success Indicator** (Target)	**Key Activities** (How)	**Lead** (Who)	**Timelines/Completion** Dates (When)	**Resources** **Required** (Supports)	**Status**
Strategic or Departmental Direction G4: Human Resources						
Goal IV: Attract, grow and retain top talent to serve our seniors and their families with passion, pride and professionalism. *(Growth Management 1.4)*	1. Implement a professional development plan, succession plan, and cross-training plan for staff.	1. Establish a professional development training track for employees, develop and sound succession plan, cross-train employees in other positions they have interest.	1. Director, Assistant Director, Deputy Administrator of Finance, Office Manager, Deputy Administrator of Senior Centers and Aging Program Administrator.	July 1, 2021- June 30, 2022		

2022 DEPARTMENTAL SUMMARY

SENIOR SERVICES

Long-term Departmental Issues for FY 2023 and Beyond

1. Funding for grant funded services (Home Delivered Meals, In Home Services) and programs (Kinship Summer Camp
2. Facility Capital Improvements.
3. Expansion of Griswell Senior Center

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
# of Art Programs:	78	86	86	86
# of Cultural Programs:	29	24	24	24
# of Educational Programs:	70	83	83	83
# of Life-skills Development Programs:	89	96	96	96
# of Sports & Fitness Programs:	89	85	85	85
# of Prevention & Awareness Programs:	65	80	80	80
# of Classes:	333	469	469	469
# of Day Trips:	99	122	122	122
# of Overnight Trips:	0	0	0	0
# of total Programs offered:	401	446	446	446
Senior Center Volunteers:	117	131	131	131
# of Total Memberships:	3,228	3937	3937	3937
# of Partnerships:	49	60	60	60
# of Grants Received:	3	3	3	3
# of Home Delivered Meals Served:	40,854	37,998	37,998	37,998
# of Congregate Meals Served:	7,531	6562	6562	6562
# of Case Management Hours:	500.75	1012	1012	1012
#of Information and Referral Hours:	2,292	1260.6	1260.6	1260.6
# of Personal Care Hours:	2,693	2028.5	2028.5	1260.6
# of Homemaker Hours:	2,612	2083.5	2083.5	2083.5
# of In-Home Respite Hours	2367	2367	2367	2367
# of Transportation Trips/Medical/Non:	3,998	3,998	3998	3998

2022 DEPARTMENTAL SUMMARY

SENIOR SERVICES

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,815,666	1,834,678	3,526,792	3,404,326
Operations	703,654	614,091	1,273,552	1,160,642
Capital Outlay	0	0	218,500	0
Casualty & Other Losses	(16)	0	0	0
Total:	2,519,304	2,448,769	5,018,844	4,564,968

Aging Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	544,159	620,047	653,160	643,373
Operations	534,084	598,250	953,273	16,627
Capital Outlay	0	0	0	0
Casualty & Other Losses	0	0	0	0
Total:	1,078,243	1,218,297	1,606,433	660,000

Roads & Recreation Projects Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlay	0	0	0	0
Total:	0	0	0	0

Re-imposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	207,961	0	0
Capital Outlay	495,749	7,180,784	0	0
Total:	495,749	7,388,745	0	0

2022 DEPARTMENTAL SUMMARY

SENIOR SERVICES

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of Senior Services	34	1	1	1
Assistant Director of Senior Services	28	1	1	1
Deputy Administrator	26	1	1	1
Aging Program Administrator	25	1	1	1
Senior Center Manager	21	2	4	4
Kinship Care Manager	21	1	1	1
Office Manager	20	1	1	1
Office Administrator Senior	18	1	1	1
Senior Center Program Coordinator	18	3	4	5
Health & Fitness Coordinator	18	1	4	4
Health & Wellness Coordinator	18	1	1	1
Aquatics Coordinator	18	1	1	1
Intergenerational Program Coordinator	18	0	2	2
Senior Services Financial Coordinator	16	1	0	0
Congregate Site Coordinator	16	1	4	4
Fitness Instructor	16	2	0	0
Event Marketing Coordinator	16	0	1	1
Administrative Secretary	15	3	5	5
Case Manager/Aging	14	2	2	2
Principal Secretary	13	1	1	1
Administrative Coordinator	13	1	1	1
Special Programs Coordinator	12	3	5	4
Center Maintenance Worker Senior	12	1	2	2
Information & Referral Specialist	12	2	2	2
Kinship Care Leader	12	0	1	1
Kinship Leader Unclassified	12	0	1	1
Site Coordinator Assistant	11	1	0	0
Office Assistant Senior	10	<u>3</u>	<u>4</u>	<u>4</u>
Total # of Positions:		**36**	**52**	**52**

Significant Expenditure & Staffing Changes

Add: 1 Program Coordinator 18-8

Delete: 1 Special Programs Coordinator 12-11

2022 DEPARTMENTAL SUMMARY

SHERIFF

Mission Statement

It is the mission of the Sheriff's Office to serve civil papers and warrants in the most efficient and effective manner possible. To assist all law enforcement agencies via request or responding to 911 calls for service. To prevent and control crime instead of responding to it. To proactively and consistently maintain order by enforcing quality of life in deterring crimes such as loitering, loud music, littering, panhandling, truancy, drugs, prostitution, etc., and by not ignoring any disorder no matter how small. To offer "quality customer service" to the public and "leave no citizen behind" that may be stranded and in need of any type of assistance. To maintain the safety, order, and the dignity of the courthouse. To staff all courtrooms and entrances for the courts. To conduct daily searches and thorough screening at all entrances to prevent any weapons or destructive devices from entering the courthouse. To proactively monitor the courtrooms, hallways, stairwells, perimeters, and common areas of the court facilities for any conduct that may threaten the security and dignity of the courts. To ensure the highest quality of service to citizens conducting business with the courthouse.

Functions

The Sheriff's Office serves in many capacities to the citizens of the county. The primary roles of the Sheriff's Office include; Security of the Justice Complex, Courtrooms and Judges. Service of all civil papers that are generated by the courts. Service of all criminal warrants. Responsibility for running and supervising court ordered work release inmates. Running and maintaining the Sheriff's Klean Initiative Program, and assisting the Police Department in deterring and controlling crime within the County.

Departmental Goals, Objectives, and Issues

*Department did not submit requested Operation Plan.

Long-term Departmental Issues for FY 2023 and Beyond

1. Recruiting, hiring and training career minded employees.
2. Increase sworn personnel to meet the increased demands of the Sheriff's Office.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Warrants Received:	17,093	19,108	16,451	18,519
Warrants Served/Cleared:	17,215	18,411	5,112	3,120
Civil Processes Served/Cleared:	46,635	50,789	20,348	18,415
Sentenced Inmates to Work Release:	39	54	27	32
Courthouse Visitors Screened:	793,059	849,703	0	0
Citations Issued:	5,415	7,516	9,721	8,498
Incident Reports:	2,742	3,853	4,956	5,654
Inmates Transported:	3,297	2,325	1,610	1,719
Evictions Completed:	3,410	1,615	0	0
Medical Appointment Hours:	430	350	520	460
Inmate Hospital Hours:	6,086	8,030	7,485	5,856
Inmates Sent to Court:	21,792	24,940	25,657	23,947

2022 DEPARTMENTAL SUMMARY

SHERIFF

Sheriff (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	26,147,127	25,358,712	26,292,900	25,718,847
Operations	634,183	786,116	852,365	747,658
Capital Outlay	0	42,557	0	0
Total:	26,781,310	26,187,384	27,145,265	26,466,505

Courthouse Security (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	837,623	734,975	825,400	968,850
Operations	0	0	0	0
Capital Outlay	0	0	0	0
Total:	837,623	734,975	825,400	968,850

Jail Operations (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	10,203,293	10,957,630	10,725,696	10,890,584
Capital Outlay	0	0	0	0
Total:	10,203,293	10,957,630	10,725,696	10,890,584

Special Operations (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	192,690	276,731	279,413	400,000
Total:	192,690	276,731	279,413	400,000

Federal Narcotics Condemnation (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	142,975	0	0	0
Capital Outlay	84,015	0	0	0
Operating Transfer Out	0	351,290	0	0
Total:	226,990	351,290	0	0

2022 DEPARTMENTAL SUMMARY

SHERIFF

Sheriff State Narcotics

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlays	0	0	0	103,608
Total:	0	0	0	103,608

2015 SPLOST Capital Project Fund (Jail Operations)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	3,153	0
Capital Outlay	0	973,903	458,205	0
Total:	0	973,903	461,358	0

Jail Construction and Staffing Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlay	0	0	0	0
Operating Transfer Out	742,000	584,500	742,500	418,000
Total:	742,000	584,500	742,500	418,000

Sheriff DOJ Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	25,102	2,039	25,000
Capital Outlay	0	42,390	197,961	150,000
Total:	0	67,492	200,000	175,000

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	58,373	0
Capital Outlay	0	29,864	0	0
Total:	0	29,864	58,373	0

2022 DEPARTMENTAL SUMMARY

SHERIFF

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Sheriff	E	1	1	1
Chief Deputy Sheriff	35	1	1	1
Assistant Chief Deputy	34	1	0	0
Sheriff/Major	31	3	3	3
Legal Advisor	31	1	1	1
Chief of Staff	31	0	1	1
Sheriff/Captain	28	6	6	6
Sheriff Correctional Captain	27	1	1	1
Chaplain, Senior	27	1	1	1
Work Release Coordinator	26	1	1	1
Sheriff/Lieutenant	26	12	13	13
Sheriff Correctional Lieutenant	25	5	6	6
Chief Clerical Supervisor	25	1	1	1
Chaplain/Sheriff	24	1	1	1
Sheriff Sergeant	24	14	14	14
SHF Public Information Officer	23	1	1	1
Sheriff Correctional Sergeant	23	14	14	14
Assistant Clerical Supervisor	23	1	0	0
Bond Administrator Supervisor	23	0	1	1
Investigator/Sheriff	22	16	16	16
Deputy Sheriff III	21	21	21	21
Deputy Sheriff II	20	57	57	62
Sheriff Correctional Officer	19	159	123	123
Administrative Supervisor	17	2	4	4
Bond Administrator	17	1	1	1
Sheriff Personnel Administrator	17	1	1	1
Sheriff Finance Administrator	16	1	1	1
Administrative Assistant	16	1	0	0
Accounting Technician	15	4	4	4

2022 DEPARTMENTAL SUMMARY

SHERIFF

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Administrative Secretary	15	1	1	1
ID Technician	14	0	3	3
Principal Secretary	13	4	5	5
Sheriff Services Clerk	12	49	49	49
Security Specialist	12	<u>0</u>	<u>36</u>	<u>36</u>
Total # of Positions:		**382**	**389**	**394**

Significant Expenditure & Staffing Changes

Add: 5 Deputy Sheriff II 20-4

Mission Statement

To restore public trust and confidence in the criminal justice system through a commitment to community outreach and excellence in prosecution by pursuing justice for victims of crimes through competence, integrity and fairness to all.

Functions

(1) To attend each session of the state court when criminal cases are to be heard.

(2) To administer the oaths required by law to the bailiffs or other officers of the court and otherwise to aid the presiding judge in organizing the court as may be necessary.

(3) To file accusations on such criminal cases deemed prosecutable and to prosecute all accused offenses.

(4) To attend before the appellate courts when any criminal case in which the solicitor-general represents the state is heard, to argue the same, and to perform any other duty therein which the interest of the state may require.

(5) To prosecute civil actions to enforce any civil penalty set forth in Code Section 40-6-163.

(6) When authorized by the local governing authority, to be the prosecuting attorney of any municipal court, recorder's court, or probate court.

(7) To prosecute on behalf of the state any criminal action which is removed from the state court to a United States district court pursuant to Chapter 89 of Title 28 of the United States Code.

(8) To represent the state or any officer or agent of the county in a superior court in any habeas corpus action arising out of any criminal proceeding in the state court.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:Communication/Image						
Enhance Community outreach efforts through implementation of Community Prosecution Program	Hold three successful townhall meetings (success indicator is 20-50 participants) # of town meetings annually # of registered participants # of participants attending event	Townhalls (Youth/Educators, Clergy/faith leaders, Business, Civic Orgs) Schedule townhall Secure location Market event	S.G./ Chief ASG/ Dep. Chief ASG	July 1-June 30	Budget Supplement Zoom Webinar Account Survey Monkey Subscription promotional items educational/informative brochures Community Relations Liaison (40+ hours weekly) Communications Coordinator (40+ hours weekly) Public-Private Partnerships (Community Partners) Budget Supplement	Ongoing
See above	Hold one successful shop per year # of registered participants	Shop Talks	See Above	2021-2024	See above	Ongoing

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
	# of participants attending shoptalk					
See above	Hold two panels/forums year # of registered participants # of participants attending forum	Info. Panels/Forums	See Above	2021-2024	See above	Ongoing
	Hold one coffee talks annually # of registered participants # of participants attending coffee talk	S.G. Coffee Talks	See Above	Annually	See above	Ongoing
Goal (What)	**Success Indicator** (Target)	**Key Activities** (How)	**Lead** (Who)	**Timelines/Completion** Dates (When)	**Resources Required** (Supports)	**Status**
See above	Hold one open house every 2 years # of registered participants # of participants attending open house	Open House (Internal/ External)	See Above	Bi Annually (2021)	See above	Ongoing
See above	Inaugural graduating Class # of registered participants # of participants graduating Justice 101	Justice 101-Citizen	See Above	Bi-Annually	See above	Ongoing
See above	Hold one parades annually	Parades	See Above	Dependent on parade sponsors (up to 3 annually)	See above	Ongoing
See above	Published annual report of critical areas of advisement	Citizen's Advisory Panel (7 person)	See Above	4th quarter of 2021	See above; large Conference/ board room	Ongoing
See above	Offer a quarterly newsletter	Solicitor-General Newsletter for	See Above	Quarterly (Inaugural 2021)	Digital Platform Printing Assistance	Ongoing

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
		continued public interest				
See above		Charitable Outreach (Areas in Need, CCPS-Division of Homeless Edu., phenomenal woman, Lions for Justice, etc)	See Above	Seasonally	See above	Ongoing
See above	Hold quarterly HOA/neighborhood meeting	HOA/Neighborhood Watch Meeting	See Above	TBD	See above	Ongoing
	Build a network of community partnership with CCPS Foundation	Top Honors Initiative (Val/Sal)	See Above	Spring 2021	Sponsorship partners	Ongoing
Goal (What)	**Success Indicator (Target)**	**Key Activities (How)**	**Lead (Who)**	**Timelines/Completion Dates (When)**	**Resources Required (Supports)**	**Status**
Strategic or Departmental Direction G2: Efficient and Effective Prosecution						
Enhance Tech. equip./capacity of office	Increased efficiency/ remote readiness and effectiveness # number of staff in the office	Equip. all staff w/ laptops	S.G. /Admin. Mgr.	2021 (Dependent upon IT dept allocation of laptops)	In-house Technologist County IT Dept.	Pending IT approval
	# of staff assigned laptops					
See above	Waiting rooms equipped with audio/visuals for individuals waiting in office	Outfit victim waiting rooms (2) w/ Audio/Visual equip.	S.G/ Victim Svr Superv.	Feb. 2021	Equipment pending installation	Anticipated completion Feb. 2021
See above	Completed zoom account with license	Acquire Zoom Accnt	S.G.	Completed		Completed
See above	See above	Enhance Sharepoint Cloud Capacity	S.G./ Chief Inv.	Third quarter of 2021		Pending specification review
See above	See above	enhance connectivity in interior of office	S.G.	Completed		Completed
	Twenty-five cellphones assigned to staff	Obtain cellphone for remainder of office staff.	Admin. Mgr	Feb./March 2021	25 cellular phones	Request pending IT approval/allocation
Obtain Trial Presentation Aids	Enhanced trial presentations	Crash Dummy/mannequin	S.G./ Dep. Chief ASG			
See above	Secured OnCue software subscription	Trial Director/ OnCue Software Subscriptions	Dep. Chief			Pending review of overall specs
See above	See above	General Trial Prep aids	Dep. Chief	March 2021	Evidence guide, trial notebook tabs, etc.	

Enhance Legal Research capacity	Increased likeliness of success in Motion/Appellate Practice	LexisNexis Advance	S.G	Ongoing	Annual Subscription	Active Ongoing Subscription
Goal (What)	**Success Indicator** (Target)	**Key Activities** (How)	**Lead** (Who)	**Timelines/Completion Dates** (When)	**Resources Required** (Supports)	**Status**
Review and Revise Back Office Processes, Policy and Procedures	streamline case flow (w/ goal of paperless casefile) # of policies reviewed # of policies revised # of new policies drafted and approved	Review and Revise	S.G./ Admin. Mgr.	Bi-Annual Review	Performance Analyst	Pending creation of review matrixes
Increase case eligibility for diversion program to include domestic violence and limited traffic	10 % increase of total cases accepted in the program	Increased vendor offerings; broader case review process	Pre-Trial Diversion Director	First quarter of 2022	Treatment providers	In review

Strategic or Departments Direction G3: Quality of Life/ Efficient and Effective Prosecution

Create Special Purpose Unit(s)	Expansion of expert prosecutors Created and funded DV unit	Domestic Violence Unit	S.G./ Chief ASG	2024	County funded/ Grants (State/Federal)	Research and Development
	Created and funded DUI unit	DUI Unit	S.G./ Chief ASG	2024	County funded/ Grants (State/ Federal)	Research and Development
	Created and funded merchant affairs unit	Merchant Affairs Unit	S.G./ Chief ASG	2024	County funded/ Grants (State/ Federal)	Research and Development
	Created and funded airport crimes unit	Airport Crimes Unit	S.G./ Chief ASG	2024	County funded/ Grants (State/Federal)	Research and Development
	Created and funded human trafficking unit	Human Trafficking Unit	S.G./ Chief ASG	2024	County funded/ Grants (State/Federal	Research and Development

Strategic or Departments Direction G4: Integrity/ Fairness

Goal (What)	**Success Indicator** (Target)	**Key Activities** (How)	**Lead** (Who)	**Timelines/Completion Dates** (When)	**Resources Required** (Supports)	**Status**
Review and Revise Courtroom Processes, Policies and Procedures	Increased chances of successful prosecution # of trial/motion practices held	Trial/ Motion practice	S.G/Chief ASG	Continuous	Live observation of court calendars	Ongoing
Cont. Legal Education Training	Completion of preset required hours as dictated by Ga. Post and Ga. Bar Assoc. and HR accrediting agency	CLE credits POST credits Implicit Bias Awareness Training Cultural Sensitivity Training HR certification/credits	SG/Chief ASG/Chief Investigator/ Admin. Mgr	Continuous	Course providers Travel accommodations Registration fee Credit Fee Digital courses (if offered)	Ongoing

2022 DEPARTMENTAL SUMMARY

SOLICITOR

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G5: Increase Back Office Effectiveness and Efficiency						
Capital Improvements	Increase efficiency/effectiveness in case processing	Paint Interior of all offices and communal spaces	Admin. Mgr.	Jan. 2021	County Building and Maintenance	80% Completion
	See above	Replace failing furniture to include desk/chairs and shelving	See above	Dec. 2021	County Central Services Purchasing -Budget Allocation	Pending
	See above	buildout dedicated victim services suite to include office, work stations, and furniture	See above	Feb. 2021 (dependent upon building and maintenance timetable for flooring)	Building/Maint; Central Serv; IT dept.	85% Completion
	See above	buildout of two additional office spaces in SG primary office	See above	TBD	Building/Maint; Central Serv; IT dept.	Pending review/approval
	See above	Replace carpet flooring with more durable hypoallergenic alternative	See above	Spring 2021	Building/Maint; Central Serv; IT dept.	Pending Installation
	See above	update staff breakroom to better accommodate increase in office personnel	See above	TBD	2 full-sized Refrigerator/Freezer Combo 6 foot table Cabinets/Counter Coffee Maker Microwave	Research and planning

Long-term Departmental Issues for FY 2023 and Beyond

1. Update and enhance our website and social media presence to facilitate communication with the citizens of Clayton County.
2. Build a community prosecution unit of community based prosecutors in each district of the county
3. Establish an appellate conviction integrity unit to guard against future trial error.
4. Continue capital improvements to replace failing furniture to improve employee performance and office economy.

2022 DEPARTMENTAL SUMMARY

SOLICITOR

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Traffic Cases Received	22,854	20,007	25,000	2,000,000
Criminal Cases Received	11,575	10,174	12,000	2,000,000

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	2,213,172	2,349,976	2,744,199	2,803,241
Operations	168,657	133,673	214,812	204,488
Capital Outlay	0	0	395	385,563
Total:	2,381,829	2,483,649	2,959,406	3,393,292

Victim Assistance Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	343,557	357,529	375,541	0
Operations	0	0	0	0
Total:	343,557	357,529	375,541	0

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	80,794	78,785	75,615	0
Operations	653	3,302	2,344	0
Total:	81,447	82,087	77,959	0

2022 DEPARTMENTAL SUMMARY

SOLICITOR

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Solicitor General	E	1	1	1
Chief Assistant Solicitor General	34	1	1	1
Chief Investigator	33	1	1	1
Deputy Chief Assistant Solicitor General	32	1	1	1
Deputy Chief Investigator	31	1	0	0
Senior Assistant Solicitor General II	31	2	3	3
Senior Assistant Solicitor General I	29	4	3	3
Senior Investigator, Solicitor General	28	3	3	3
Assistant Solicitor General	27	3	3	3
Administrative Manager	26	1	1	1
Investigator I	24	2	1	1
PreTrial Diversion Director	22	1	1	1
Victim Services Supervisor	21	1	1	1
Executive Assistant	20	1	1	1
Victim Services Officer, Senior	19	8	7	7
Legal Assistant II	18	2	2	2
Legal Assistant	17	3	3	3
Accusations Specialist	16	3	3	3
Investigative Assistant	16	0	1	1
Legal Secretary	15	3	3	3
Senior Assistant Solicitor General, Temporary		0	2	2
Total # of Positions:		**42**	**42**	**42**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

STATE COURT

Mission Statement

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

Functions

To exercise jurisdiction over misdemeanors, traffic violations and civil actions, and ensure compliance with all judicial orders.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
DUI Court 1. Reduce recidivism rates. 2. Reduce substance abuse among participants. 3. Address access and fairness needs.	1) Jail Reports. Participants remain on Probation after program completion and Probation Officer reports reoffenders to program. 2) Graduations. Drug Testing 3) We have standard criteria all prospects must meet. We keep up with the demographics. Submit demographic info with	1) Obtain jail reports from the Probation Office to identify reoffenders. Also, since many participants continue their probation after program completion, we will continue to monitor Defendant's activity with Probation. 2) Provide the best suitable treatment program for the	1) Deborah Boddie and DUI Court Team 2) Deborah Boddie and DUI Court Team 3) Deborah Boddie and DUI Court Team	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	The program will need partnerships with community agencies to assist with participant community relations. The program will also need close partnerships with county departments to provide effective resources for the participants. Overall, the program will need a budget of	Pending

	CJCC quarterly report and BJA performance report	participant and monitor the status from entry to program completion and graduation. Offer standardized and random drug testing. 3) Ensure that all criteria for program entry is standard and equal for all to enter program. Maintain demographic profile of participants. Submit demographics with regular grant			approximately $750,000 to accomplish all of its goals. The source of funding will be a combination of county and grant funds and participant fees.	
		performance reports.				
Drug Court 1. Reduce recidivism rates. 2. Reduce substance abuse among participants. 3. Address access and fairness needs.	1) Jail reports will reflect whether there are any reoffenders. Success of participants' Probation term will assist in monitoring recidivism. 2) The number of program graduation participants. The number of negative drug test results. The number of GED graduations. 3) Monitor participant demographics	1) Obtain jail reports from the Probation Office to identify reoffenders. Also, since many participants continue their probation after program completion, we will continue to monitor Defendant's activity with Probation. 2) Provide the best suitable treatment program for the participant and monitor	1) Deborah Boddie and Drug Court Team 2) Deborah Boddie and Drug Court Team 3) Deborah Boddie and Drug Court Team	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	The program will need partnerships with community agencies to assist with participant community relations. The program will also need close partnerships with county departments to provide effective resources for the participants. Overall, the program will need a budget of approximately $750,000 to	Pending

	to ensure they reflect county and defendant population demographics. CJCC Quarterly Report and BJA Performance Report.	the status from entry to program completion and graduation. Offer standardized and random drug testing. 3) Ensure that all criteria for program entry is standard and equal for all to enter program. Maintain demographic profile of participants. Submit demographics with regular grant performance reports.			accomplish all of its goals. The source of funding will be a combination of county and grant funds and participant fees.	

Long-term Departmental Issues for FY 2023 and Beyond

1. Continue collaboration and work to implement the CJIS case management system.
2. Seek and provide opportunities for employee training and development.
3. Seek funding resources to support the State Court – DUI Accountability Court, including but not limited to DATE Funds and grants.
4. Ensure all indigent persons of Clayton County continue to receive professional and efficient representation.

2022 DEPARTMENTAL SUMMARY

STATE COURT

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Civil Cases:	2,170	2,636	1,682	2,200
Criminal Cases:	10,831	10,026	5,768	10,000
Traffic Cases:	21,463	21,299	11,204	21,000
Civil Cases Closed:	2,333	2,187	996	2,300
Criminal Cases Closed:	10,618	8,951	2,673	9,500
Traffic Cases Closed:	21,129	17,670	5,500	21,000
Total Case Disposition Rate:	101%	85%	51%	100%
Jury Trials:	127	91	0	100
Total Cases – Panel Attorney, Public Defender, Lister/Holt:	18,487	22,361	21,000	22,000
Total Cases-Panel Attorneys Only:	174	79	150	175
Cost per case (Average) Panel Attorneys Only:	$705	468	600	700

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,748,490	1,818,045	1,851,464	1,828,048
Operations	358,894	285,754	426,815	385,870
Total:	2,107,384	2,103,799	2,278,279	2,213,918

Probation Services (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	988,983	1,080,065	1,149,938	1,187,872
Operations	9,926	11,708	113,122	15,587
Total:	998,909	1,091,773	1,263,060	1,203,459

State Court Technology Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	84,075	89,963	157,050	111,935
Capital Outlay	403,000	0	37,000	0
Total:	487,075	89,963	194,050	111,935

2022 DEPARTMENTAL SUMMARY

STATE COURT

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	7,089	6,975	388,436	0
Operations	57,897	69,930	432,563	0
Total:	64,986	76,905	820,999	0

Drug Abuse Treatment & Education Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	10,802	44,718	50,000	57,180
Total:	10,802	44,718	50,000	57,180

Drug Abuse Treatment & Education Fund (Probation Services)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	31,022	21,164	43,200	0
Total:	31,022	21,164	43,200	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
State Court Judge	E	5	5	5
Law Clerk Senior, Career	31	1	1	1
Director of Probation	29	1	1	1
Law Clerk, Career	29	1	1	1
Budget & Financial Coordinator	28	1	1	1
Law Clerk Senior	27	3	3	3
DUI/Drug Court Case Manager	20	1	1	1
Probation Officer, Senior	19	4	4	4
Probation Officer	18	8	8	8
Judiciary Secretary	17	5	5	5
Administrative Assistant	16	1	1	1
Drug Test Clinician	16	1	1	1

2022 DEPARTMENTAL SUMMARY

STATE COURT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Probation Aide	15	3	3	3
Cashiers/Collection Clerks	15	2	2	2
Total # of Positions:		**37**	**37**	**37**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Mission Statement

To provide for the effective, efficient, and neutral adjudication of felony criminal, civil, and domestic cases filed in the Superior Court of Clayton County jurisdiction.

Functions

To exercise general jurisdiction over felony criminal, habeas corpus, civil actions, domestic relations, quo warrantor and prohibition, mandamus, equity, title to land, and adoption matters, and to ensure compliance with all judicial orders.

Departmental Goals, Objectives, and Issues

Strategic or Departmental Direction G2:						
Alternative Dispute Resolution: 1. Increase agreements between parties. 2. Conduct more in person mediations. 3. Increase magistrate mediator roster.	1) Provide report of numbers of agreements reached compared to number of cases referred for mediation to the Georgia Office of Dispute Resolution. 2) Keep track of in person mediations compared to total mediations 3) Keep record of available mediators.	1) Contract experienced mediators. 2) Recommend in person meetings to parties once pandemic ends. 3) Increase number of magistrate mediators available to 5.	1) Kathleen Sterne and Staff 2) Kathleen Sterne and Staff 3) Kathleen Sterne and Staff	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	Overall, to achieve is goals, ADR will need a budget of approximately $200,000.	Pending
Strategic or Departments Direction G3:						

Court Administration: 1. To provide exceptional service to both the internal customer (judges and employees) and external customer (patrons of the courthouse). 2. To increase technology accessibility in the courtrooms. 3. Ensure that interpreters are provided for non-English speaking persons and deaf persons. 4. Ensure that the Law Library is furnished with up to date publications and forms, to which attorneys and	1) Annual approval of funds by the BOC. 2) Annual approval of funds by the BOC. 3) Annual approval of funds by the BOC. 4) Annual approval of funds by the BOC.	1) Ensure the judges and employees have enough funds available to maintain necessary equipment and supplies for chambers, courtrooms and Law Library. 2) Ensure adequate funds are available for regular technology updates. 3) Ensure adequate funds are available to compensate interpreters as necessary.	1) Will Simmons and Court Administration Team 2) Will Simmons and Court Administration Team 3) Will Simmons and Court Administration Team 4) Will Simmons and Court Administration Team	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022 4) July 1, 2021 – June 30, 2022	Overall, to achieve its goals herein, Court Administration will need a budget of $6,400,000.	Pending
patrons have access.		4) Ensure adequate funds are available to maintain updated Law Library.				

2022 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Indigent Defense: 1. To provide legal representation in a timely manner to indigent defendants who have been charged with a criminal offense. 2. To continue to oversee all conflict case assignments in order to ensure quality representation for the indigent. 3. To continue to build and strengthen the relationship with the Office of the Public Defender,	1) Monitor daily case inflow by case outflow. 2) Monitor preparedness of counsel and feedback from judges. 3) Open line of communication is maintained.	1) Ensure assignment counsel within the same day of referrals Magistrate Court (1st Appearance), PDs Office, Lister and Holt Conflict Assignments and Felony Drugs. 2) Make sure the attorney assigned to case is qualified for the case and is assigned	1) Angela Purvis 2) Angela Purvis 3) Angela Purvis	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	Overall, Indigent Defense will need a budget of approximately $260,000 to complete its goals.	Pending
as well as the Law Office of Lister, Holt, & Dennis, in order to freely communicate and provide services as needed.		within same day. 3) Ensure requests are completed timely and serve as liaison between Courts and PD office and Lister and Holt.				
Strategic or Departmental Direction G5:						
Office of Probation Services: 1. Be more flexible and patient than usual with our defendants, as everyone adjusts to new ways of meeting, new	1) Daily reporting to keep track of appointments. 2) Participants have to submit proof of prosocial activities to the Probation and DUI Court	1) Meeting with the clients once a month through technology (Zoom, phone, email) will eliminate reporting in person or by mail.	1) Shonda Gilkey and Probation Staff 2) Shonda Gilkey and Probation Staff 3) Shonda Gilkey and	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	The Department will need close partnerships with other county departments and programs such as the prosecutor's office, Sheriff's Office, Accountability Courts and etc. Overall, the Office	Pending

expectations, and new stressors. 2. Focus on monthly contacts on building the defendant's skills, related to prosocial behavior change. 3. Offer additional forms of communications such as videoconferencing, telephone, or email reporting.	Team and participants provide feedback. 3) We will know we achieved this goal when the usage of technology increases.	2) Implement monthly prosocial activities for those involved in treatment program. 3) Upgrade technology.	Probation Staff		of Probation Services will need a budget of approximately $1,220,000. The source of funding will be a combination of county general and DATE funds and supervision fees.	
Strategic or Departmental Direction G6:						
Veterans Treatment Court: 1. Provide treatment based programs for justice involved Veterans.	1) Treatment is tracked in Connexis. 2) Keep track of state or other sources of	1) Establish in-house counselors instead of contracted counselors.	1) Lakisha Dixson and Veterans Treatment Court Team	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	Overall, the program will need approximately $500,000. The source of funding will be a combination of	Pending
2. Provide housing, community support and accountability for Veterans in need. 3. Reduce reliance on incarceration.	housing in Connexis. 3) The increased number of participants and referrals from county prosecutors' office.	2) Seek funding and/or space from county to provide housing for participants. 3) Create an alliance with DA & SG office to allow reliance on treatment, rather than automatic incarceration.	2) Lakisha Dixson and Veterans Treatment Court Team 3) Lakisha Dixson and Veterans Treatment Court Team		county and grant funds and participant fees. Additionally, the program will need county support in funds and property to assist the program with housing and providing for homeless veterans. Lastly, The program will need to form close partnerships with the DA's Office and Magistrate Court to guide and inform potential participants about the program and rely more on treatment versus incarceration.	
Strategic or Departmental Direction G7:						

Mental Health Court: 1. Reduce criminal recidivsm. 2. Increase community partnerships. 3. Increase community education regarding mental health.	1) Daily report of rearrest. Monitoring of reoffending for 3 years post program completion. 2) Documentation of new MOUs. 3) Record number of presentations and roster of those in attendance.	1) Hire permanent clinicians/case managers to conduct individual and group therapy using evidence based curriculum. Supervision through case management and surveillance office. Drug screens and medication management. 2) Create new MOUs. Visit facilities. Host stakeholder meetings.	1) Jonathan Tucker and Mental Health Court Team 2) Jonathan Tucker and Mental Health Court Team 3) Jonathan Tucker and Mental Health Court Team	1) July 1, 2021 – June 30, 2022 2) July 1, 2021 – June 30, 2022 3) July 1, 2021 – June 30, 2022	Overall, the program will need county and grant funds. The overall budget will be approximately $300,000. Additionally, the program will need support and partnerships with county departments such as PD's and DA's office.	Pending
		3) Host presentations. Presentations at least twice a year with PD's and DA's office.				

Long-term Departmental Issues for FY 2023 and Beyond

1. Continue collaboration and work to implement the CJIS case management system.
2. Seek and provide opportunities for employee training and development.
3. Seek grant funding opportunities to support the Adult Felony Drug Court.
4. Seek grant funding to implement a Family Law Information Center for Clayton County Pro-Se Litigants.
5. Seek grant funding to implement two (2) Accountability Courts: Veterans Treatment Court and a Mental Health Treatment Court.
6. Ensure all indigent persons of Clayton County continue to receive professional and efficient representation.

2022 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Civil Cases	5,055	4,022	1,889	4,800
Criminal Cases	4,017	3,523	1,334	3,600
Criminal Cases Closed	3,738	3,213	773	3,700
Civil Cases Closed	4,915	3,418	1,261	4,800
Total Case Disposition Rate	95%	88%	63%	102%
Jury Trials	86	42	0	90

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,448,882	1,624,350	1,963,124	2,027,324
Operations	727,503	690,581	818,352	823,645
Capital Outlay	0	209,680	0	0
Total:	2,176,385	2,524,610	2,781,476	2,850,969

Indigent Defense (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	59,632	62,258	65,511	61,208
Operations	2,205,844	2,624,743	2,524,500	2,388,500
Total:	2,265,476	2,687,001	2,590,011	2,449,708

Court Reporters (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	554,146	651,128	749,959	754,447
Operations	5,610	3,736	6,750	5,025
Total:	559,756	654,864	756,709	759,472

Drug Court (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	0	0
Operations	32,909	22,871	45,879	28,980
Total:	32,909	22,871	45,879	28,980

2022 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Veterans Court (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	1,306	6,275	0
Total:	0	1,306	6,275	0

Drug Abuse Treatment & Education Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	5,091	6,500	11,500	13,000
Total:	5,091	6,500	11,500	13,000

Alternative Dispute Resolution Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	161,243	105,009	136,993	128,873
Operations	23,020	22,859	53,786	52,986
Total:	184,263	127,868	190,779	181,859

Domestic Seminars Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	4,500	4,590	7,000	7,000
Total:	4,500	4,590	7,000	7,000

Law Library Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	54,624	61,738	66,634	66,466
Operations	79,143	80,506	110,646	110,646
Total:	133,767	142,244	177,280	177,112

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	42,399	70,194	252,509	0
Operations	322,792	216,764	745,891	0
Total:	365,191	286,958	998,400	0

2022 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Superior/State Court Administrator	38	1	1	1
Court Information Technology Coordinator	31	1	1	1
Superior Court Law Clerk Senior/CA	31	1	1	1
Superior Court Law Clerk, Career	29	1	1	1
Law Clerk Senior	27	3	3	3
Court Reporter 1	27	1	1	1
Court Reporter 2	27	1	1	1
Court Reporter 3	27	1	1	1
Court Reporter 4	27	1	1	1
Court Reporter 5	27	1	1	1
ADR Program Director	25	1	1	1
Accountability Courts Coordinator	24	1	1	1
Chief Court Orderly Officer	23	1	1	1
Indigent Defense Manager	23	1	1	1
Felony/Drug Court Case Manager	22	1	1	1
ADR Case Manager	20	0	1	1
Law Clerk	21	1	1	1
Court Calendar Clerk	17	5	5	5
Judiciary Secretary	17	3	3	3
ADR Program Assistant	17	1	0	0
Office Administrator	17	1	1	1
Administrative Assistant	16	1	1	1
Administrative Assistant (Law Library)	16	1	1	1
Administrative Secretary	15	2	2	2
Legal Transcriber	15	5	5	5
Special Programs Coordinator	12	1	1	1
Veterans Court Coordinator (Grant)		1	1	1
Total # of Positions:		**39**	**39**	**39**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

TAX ASSESSOR

Mission Statement

To consistently and uniformly appraise the taxable property of Clayton County.

Functions

To determine the value of property within Clayton County in order to submit a timely tax digest.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
Produce Year-End Digest (Annual) *(Envisio Fiscal 4.1)*	• Median Ratio: 40 • COD: 15 • PRD: 1	Auditing (daily) and Reviewing Sales Transactions	• Emitte George (Residential Mgr) • Khelsey Daniels (Commercial Mgr) • Twana Hudson (Personal Property Mgr)	Due in July Annually	• Staff Wages and Salaries ($2,295,765) • Dues & Subscriptions ($26,758) • Equipment & Supplies ($34,166) • Vehicles ($54,000) • Other Contract Services ($19,931)	In-progress
Complete 19,000 Audits *(Envisio 6.4)* *(Governance)*	1,600 audits (Monthly)	Auditing (daily)	• Emitte George (Residential Mgr) • Khelsey Daniels (Commercial Mgr)	Tracked Monthly & Annually	• Staff Wages and Salaries ($2,295,765) • Equipment & Supplies ($34,166) • Vehicles ($54,000)	In-progress
			• Twana Hudson (Personal Property Mgr)		• Other Contract Services ($19,931)	
Strategic or Departmental Direction G2:						
Establish policies and practices to insure quality customer service *(Envisio 6.1.)* *(Governance)*	A Completed Policy and Procedure Manual.	Reviewing existing Office Handbook Consulting with Trade Organizations to establish best business practices. Consulting with IT to establish written technical procedures.	• Kenneth Pettaway • Dennis Higgins (IT) • Angela Miller (IT)	December 2021	• Training & Travel ($32,525) • Equipment & Supplies ($34,166) • Dues & Subscriptions ($26,758)	In-progress

2022 DEPARTMENTAL SUMMARY

TAX ASSESSOR

Long-term Departmental Issues for FY 2023 and Beyond

1. Utilize mobile devices to make data changes during onsite visits.
2. Incorporate real property sketches and photos to the CAMA Data.
3. Import all relative data from Real Vision to Tyler Content Management.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Commercial parcels audited per appraiser:	468	774	412	500
Residential parcels audited per appraiser:	3107	1607	2277	2500
Personal property parcels audited per appraiser:	148	0	100	100
New deed transactions processed:	7524	6271	NA	7500
New subdivision Lots processed:	192	49	NA	150

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,976,824	2,049,075	2,267,777	2,282,618
Operations	134,928	121,138	132,562	111,998
Capital Outlay	0	0	0	0
Total:	2,111,752	2,170,213	2,400,339	2,394,616

Redisposition SPLOST 2015 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Capital Outlay	1,357,770	363,580	0	0
Total:	1,357,770	363,580	0	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Chief Appraiser	36	1	1	1
Deputy Chief Appraiser	32	1	1	1
Appraisal Manager	27	4	4	4
Appraiser, Senior	25	1	1	1
GIS Property Mapping Manager	25	1	1	1
Appraiser IV	24	5	5	5

2022 DEPARTMENTAL SUMMARY

TAX ASSESSOR

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Commercial Appraiser III	22	1	1	1
Office Manager, Senior	22	0	1	1
GIS Property Mapping Technician, Senior	21	1	1	1
Appraiser III	20	3	3	3
GIS Property Mapping Technicians	20	1	1	1
Appraiser II	18	1	1	1
Tax Appeal Coordinator	17	1	1	1
Appraiser I	16	3	3	3
GIS Mapping Clerk	15	1	1	1
Lead Appraiser Tech	15	3	3	3
Appraiser Technician	14	3	3	3
Total # of Positions:		**31**	**32**	**32**

Significant Expenditure & Staffing Changes

No significant changes.

2022 DEPARTMENTAL SUMMARY

TAX COMMISSIONER

Mission Statement

It is our Mission to provide outstanding customer service, while providing tax and tag services that are accessible and responsive to the needs of our citizens through a professional workforce, with integrity, innovation, and technology.

Functions

The Clayton County Tax Commissioner's Office recognizes that it exists to serve the citizens of our county. It is our role and responsibility both to administer the laws of the State of Georgia, and to collect and disburse all taxes to all state and local entities, while providing outstanding customer service to our citizens. It is our goal to educate our citizens, both of their rights and responsibilities, as well as continually find more efficient and effective ways to fulfill our Mission.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: To bill, collect, and disburse property tax revenue upon approval of the County Tax Digest.						
Disburse all tax collections to the proper governing authorities timely, accurately, and efficiently.	Delivery of disbursement checks are received by the 5th of each month without delay.	Upgrade to tax processing system, continual training to develop staff, continual process improvements.	Chief Deputy Tax Commissioner, Deputy Tax Commissioner (Property), Accounting Division	FY July, 2021 – June 30, 2022	Human Capital, innovative technology, training & development	In progress
Strategic or Departmental Direction G2: To administer homestead and all other exemptions available to homeowner.						
Continue the efforts to reduce the amount of delinquent property taxes outstanding.	Currently at a rate of 96% collections. Success would be determined by reducing the 4% delinquency rate.	Continued field work and utilization of third-party collections agencies. Removal of parcels deemed uncollectable from the Digest.	Chief Deputy Tax Commissioner, Deputy Tax Commissioner (Property), Delinquent Tax Division	FY July, 2021 – June 30, 2022	Continual enhancements of collections methods, third party collection agencies	In progress
Strategic or Departments Direction G3: To successfully implement iasWorld Tax Collection System.						

2022 DEPARTMENTAL SUMMARY

TAX COMMISSIONER

Continue to work in conjunction with Tyler and iasWorld to successfully implement the iasWorld system, thereby updating and improving the process of tax billing and collections, and improving the process of accounting and distribution to local entities.	Successful launch of the Tyler/iasWorld system.	Virtual go-live of the Tyler iasWorld system 2/15/21 with the help of Clayton's IT team and the Tyler team the week of 2-15-21 through 2-19-21. Continued training with Tyler in preparation for the State Digest Submission.	Chief Deputy Tax Commissioner, Deputy Tax Commissioner (Property), Chief Tax Accountant.	February, 2021- September 30, 2021	Additional equipment to enhance the Tyler/iasWorld processing system. Additional Training for Tyler upgrades and enhancements.	Went live with iasWorld on 2/15/21. First State Digest Submission in the iasWorld system in August, 2021. First tax billing cycle with Tyler/iasWorld September, 2021.

Long-term Departmental Issues for FY 2023 and Beyond

1. Implement strategic plans to continually accommodate the e-business environment, internal communication requirements, database, and infrastructure improvements.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Percent of tax levy collected:	98.0%	96%	0	98%
Delinquent taxes as a percent of total levy:	2.0%	4%	0	2%
Motor vehicle mail processing turnaround:	1 day	1 day	0	1 day

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,738,037	1,802,127	2,116,786	2,028,740
Operations	108,218	99,853	142,341	126,481
Capital Outlay	0	28,032	0	0
Casualty and Other Losses	0	0	166	0
Total:	1,846,255	1,930,012	2,259,293	2,155,221

2022 DEPARTMENTAL SUMMARY

TAX COMMISSIONER

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Tax Commissioner	E	1	1	1
Chief Deputy Tax Commissioner	31	1	1	1
Chief Tax Accountant	25	1	1	1
Deputy Tax Commissioner/ Property Division	24	1	1	1
Deputy Tax Commissioner / MV Division	24	1	1	1
Office Manager	20	1	1	1
Tax Accounting Specialist	19	3	3	3
Assistant Deputy Tag Agent	18	1	1	1
Deputy Tax Accountant	17	1	1	1
Accounting Technician, Senior	17	3	3	3
Assistant Deputy Tax Accountant	16	1	1	1
Tag/Title Supervisor	15	2	2	2
Accounting Technician	15	1	1	1
Property Tax Specialist	14	2	2	2
Tag/Title Specialist	14	2	2	2
Property Tax Technician	13	3	3	3
Tag/Title Technician	13	<u>10</u>	<u>10</u>	<u>12</u>
Total # of Positions:		**35**	**35**	**37**

Significant Expenditure & Staffing Changes

Add: 2 Title Technicians 13-4

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Mission Statement

Provide a quality transportation system through continuous planning, constructing, operating and maintenance such that the citizens enjoy safe and efficient mobility and quality of life throughout Clayton County. Provide an EPD compliant Landfill for the convenience of County citizens and County departments. Provide County employees safe vehicles through efficient and cost sensitive repairs and maintenance.

Functions

Planning, maintenance, operation and construction of the County's transportation infrastructure. Also, the daily operation of the County's Landfill and the maintenance of the County's vehicle fleet and fuel services.

Departmental Goals, Objectives, and Issues

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Provide Waste Disposal Services to Citizens						
Report a percentage of disposed waste producing revenue *Strategic Fiscal Opportunity*	% of waste disposeded provide revenue	Record Waste Intake monthly Record Revenue monthly	Landfill	July 1, 2021- June 30, 2022		Ongoing
Report the amount of waste disposed in Landfill *Strategic Quality of Life*	Tons of waste disposed in landfill	Record Waste Intake monthly	Landfill	July 1, 2021- June 30, 2022		Ongoing
Report the amount of recycled material *Strategic Quality of Life*	Tons of recycled material	Weight tickets from recycling vendors	Landfill	July 1, 2021- June 30, 2022		Ongoing

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Strategic or Departmental Direction G2: Provide Road Resurfacing Services						
Implement a Resurfacing Program for 2021 *Strategic Quality of Life*	100% Completion of program	Contractor performs resurfacing activities	T&D, Contractor(s)	End of December 2021, depending on contract time extensions	Central Services, Contractor(s), Good Weather, Cost TBD @ bidding. Estimate +/- $9.5M Total, $2.1M Grant, $7.4M SPLOST	@ CS for Bidding
Develop a Resurfacing Program for 2022 *Strategic Quality of Life*	50% Completion of program	Road selection Contract Bidding Contractor performs resurfacing activities	T&D, Contract o r	End of December 2022, depending on time extensions	Central Services, Contractor (s), Good Weather, Est. TBD SPLOST & Grant	Starts +/- July for planning activities
Strategic or Departments Direction G3: Pedestrian Safety Initiatives						
Establish Phase 4 - Design for Rex Rd Sidewalk, *Strategic Quality of Life*	100% Completion of sidewalk design	Engineering design of sidewalk	T&D Staff	TBD, June 30, 2022	Internal Labor	Ongoing
Establish Flint River Rd Ped Crossings *Strategic Quality of Life*	100% Completion of Ped Crossings	Contract or performed	T&D, Contractor	TBD, June 30, 2022	Contract or, Good Weather, Est. +/- $45K SPLOST	Hasn't started
Establish Pointe South Pkwy Ped Crossings *Strategic Quality of Life*	100% Completion of Ped Crossings	Design Contractor construction	T&D, Contractor	TBD, June 30, 2022	Contract or, Good Weather, Est. TBD SPLOST	Hasn't started
Establish Garden Walk Blvd Ped Crossings *Strategic Quality of Life*	100% Completion of Ped Crossings	Design Contractor construction	T&D, Contractor	TBD, June 30, 2022	Contract or, Good Weather, Est. TBD SPLOST	Hasn't started

Strategic or Departmental Direction G4: Provide Road Improvements

Construct Mt Zion Blvd / Battle Creek Rd Widening *Strategic* *Quality of Life*	Progress, specific % completion TBD based upon schedule provided to County after project kick-off meeting.	Contractor Construction Progress	T&D, Contractor, Utility companies	+/- 6 year project, end in 2027. Expecting contractor NTP April 2021?	Georgia DOT, Central Services, Legal, Contractor(s), Utility Companies (Georgia Power, AGL, CCWA, Comcast, AT&T), Good Weather, $50,385,611 Total $43,567,324 Grant $6,818,287 SPLOST	Waiting on Georgia DOT to provide construction contract for execution
Construct Valley Hill Rd Bridge Replacement *Strategic* *Quality of Life*	75% of construction completion	Contractor Construction Progress	T&D, Contractor, Utility companies	Completion in FY23	Georgia DOT, Contractor(s), Utility Companies (Georgia Power, AGL, CCWA, Comcast, AT&T), Good Weather, $7,282,709 Total $4,905,810 Grant $2,376,899 SPLOST Pending Change order, increase $	Waiting on utility companies to complete relocations
					due to utility delays	
Develop Morrow Roundabout *Strategic* *Quality of Life*	25% completion of construction	Construction Bidding Contractor construction progress	CS, T&D, Contractor, Utility companies	NTP Oct 2021?	Central Services, Contractor(s), Utility Companies (Georgia Power, AGL, CCWA, Comcast, AT&T), Good Weather, Cost TBD @ bidding. Estimate +/- $3.0M, SPLOST	Finishing design and ROW acquisitions

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Long-term Departmental Issues for FY 2023 and Beyond

1. The hiring and retention of qualified staff. The Department is struggling to fill vacant positions with qualified staff given the current applicant pool. Also, the starting pay of our engineering positions lag behind competitors in the metropolitan Atlanta area. With the inability to routinely hire up in the pay range, we have been unable to attract qualified applicants to fill the positions.
2. Technology/asset management data & software needs for department operations. With the recent implementation of MUNIS Work Orders and Asset Management, it is obvious the software has limited functionality in the public works and fleet maintenance fields. Additionally, there are major increases in data documentation and input needed to keep the system current. Identification of new processes, potential new staffing, and operational modifications will be vital for this program.
3. Reduction in the amount of transportation funding available. This includes federal and state funding as well as local SPLOST funds. At the federal/state level, the current trend is for competitive grants or state performed services/projects which require upfront design/planning efforts by the County. At the local SPLOST level, the amount of funds dedicated to transportation projects has been drastically reduced with each SPLOST program. The 2021 Program is only 27% of the funding from the 2004 Program, taking into consideration inflation, the percent reduction is even greater.
4. Financial stabilization of the Landfill and whether it remains in its current operation as an Enterprise Fund or becomes a General Fund operation.
5. Implementation, management, and completion of 2004, 2009, 2015, and 2021 SPLOST projects.

Performance Measurements

	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Miles of paved roads:	854.2	857.53	860.53	865
Miles of unpaved roads:	1.7	1.7	1.7	1.7
Cost per mile of roads maintained:	$273,144	$335,752.20	401,582.93	$421,.662.07
Traffic signals installed:	1	0	0	0
Traffic signals maintained:	263	263	263	263
Street signs installed:	3,122	1,545	2,897	2,408
Street lights added:	108	104	63	90
Landfill customers:	16,746	16,244	16,500	16,500
Fleet Work Orders:	4,605	5,542	6,687	7,355

General Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	3,399,009	3,635,051	3,979,489	4,098,138
Operations	436,791	643,570	821,980	820,612
Capital Outlay	172,836	34,051	2,395	0
Total:	4,008,636	4,312,672	4,803,864	4,918,750

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Garage (General Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	823,726	983,080	1,590,093	1,564,129
Operations	5,206,970	4,127,443	3,941,540	4,186,265
Capital Outlay	1,565,648	632,189	0	1,000,000
Loss Due to Tax Settlement	0	0	0	0
Total:	7,596,345	5,742,712	5,531,633	6,750,394

Street Light Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	187,491	201,965	213,118	220,043
Operations	1,122,470	537,520	1,479,255	1,546,265
Capital Outlay	0	0	0	0
Operating Transfers Out	38,000	38,000	38,000	38,000
Total:	1,347,961	777,484	1,730,373	1,804,308

Landfill

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	778,660	825,335	1,020,606	1,042,965
Operations	1,266,058	1,152,742	1,802,299	2,175,859
Capital Lease Payment	226,902	216,720	195,330	13,790
Capital Outlay	0	0	32,000	0
Casualty & Other Losses	(39)	10	0	0
Total:	2,271,581	2,194,806	3,050,235	3,232,614

Other County Grants Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	3,874,616	2,720,302	2,077,059	0
Capital Outlay	199,153	653,981	45,567,324	0
Operating Transfer Out	3,184,236	650,289	976,665	0
Total:	7,258,005	4,024,572	48,621,048	0

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

2015 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	8,125,585	5,578,760	8,454,744	0
Capital Outlay	3,772,899	2,361,683	3,759,179	0
Total:	11,898,484	7,940,443	12,213,923	0

2021 SPLOST Capital Project Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	0	100,000	0
Total:	0	0	100,000	0

Roads and Recreation Projects Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	0	0	0	0
Operations	(3,934)	0	(13)	0
Capital Outlay	13,179,311	12,501,717	1,828	0
Total:	13,175,377	12,501,717	1,815	0

Reimposition SPLOST 2009 Fund

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Personnel Services	1,450,616	1,293,047	0	0
Operations	2,776,851	2,363,054	1,536,853	0
Capital Outlay	306,896	1,127,378	(699,537)	0
Total:	4,534,363	4,783,479	837,316	0

Fleet (Reimposition SPLOST 2009 Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	209,299	0	0
Total:	0	209,299	0	0

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Fleet (2015 SPLOST Capital Project Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	228	294	3,060	0
Capital Outlay	998,319	1,558,995	669,084	0
Total:	998,547	1,559,289	672,144	0

Fleet (2021 SPLOST Capital Project Fund)

Expenditures/Appropriations	2019 Actual	2020 Actual	2021 Unaudited	2022 Budget
Operations	0	0	0	0
Capital Outlay	0	0	11,115,000	0
Total:	0	0	11,115,000	0

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Director of T&D	39	1	1	1
Assistant Director T&D	36	1	1	1
Chief Engineer/Engineering Svc	34	1	1	1
Chief Engineer/Traffic Engineer	34	1	1	1
Public Work Engineer	32	1	1	1
Senior Engineer	30	1	0	0
Operations Manager	30	1	1	1
Civil Engineer III	28	4	4	4
Public Works Manager	26	1	0	0
Civil Engineer II	26	8	9	9
Systems Administrator	24	1	1	1
Civil Engineer I	24	1	1	1
GIS Technician	23	1	1	1
Civil Engineer Inspector III	22	5	5	5
Transportation Specialist I	22	1	2	2
Engineering Technician VI	22	2	2	2
Public Works Supervisor	22	2	2	2
Office Manager	20	1	1	1
Signal Technician III	20	3	3	3
Engineering Technician V	20	4	4	4
Public Works Foreman	18	6	5	5
Signal Technician II	18	1	1	1

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Personnel

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Civil Engineering Inspector I	18	2	2	2
Transportation Account Manager	18	1	1	1
Engineering Technician IV	18	3	3	3
Field Services Technician	17	1	1	1
Engineering Technician III	16	4	4	4
Signal Technician I	16	2	2	2
Administrative Secretary	15	3	3	3
Equipment Operator II	15	15	10	10
Truck Driver II	15	5	5	5
Engineering Technician II	14	1	1	1
Equipment Operator I	13	4	11	11
Truck Driver I	13	10	10	10
Engineering Technician I	12	6	6	6
Crew Worker II	11	2	1	1
Custodian/Courier	9	1	1	1
Crew Worker I	9	<u>10</u>	<u>13</u>	<u>13</u>
Total # of Positions:		**118**	**121**	**121**

Street Light Fund (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Transportation Specialist II	24	1	1	1
Transportation Specialist I	22	1	1	1
Engineering Tech IV	18	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		**3**	**3**	**3**

2022 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Landfill Fund (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Landfill Manager	30	1	1	1
Landfill Specialist II	24	1	1	1
Landfill Specialist I	22	1	1	1
Landfill Foreman	19	1	1	1
Landfill Equipment Operator	16	7	7	7
Administrative Secretary	15	1	1	1
Landfill Gateman	11	3	3	3
Total # of Positions:		**15**	**15**	**15**

Fleet (Personnel)

Title	Pay Grade	FY 2020	FY 2021	FY 2022
Fleet Manager	30	1	1	1
Fleet Administrator	27	1	1	1
Fleet Technician Superintendent	23	1	1	1
Fleet Technician IV	23	2	2	2
Fleet Technician III	21	4	4	4
Fleet Technician II	19	6	6	6
Inventory Manager	18	1	1	1
Heavy Equipment Mechanic	17	1	1	1
Administrative Secretary	15	2	2	2
Fleet Technician Apprentice	15	1	1	1
Service Writer	15	2	2	2
Parts Assistant	13	1	1	1
Fuel Attendant	9	1	1	1
Total # of Positions:		**24**	**24**	**24**

Significant Expenditure & Staffing Changes

No significant changes.

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Appendix

CLAYTON COUNTY, GEORGIA
LEGAL DEBT MARGIN
GENERAL OBLIGATION DEBT
FOR THE FISCAL YEAR ENDED 2020

Clayton County follows the debt policies listed below in addition to the limits established by the Georgia Constitution. (1) Clayton County will confine long-term borrowing to capital improvements and moral obligations. (2) Clayton County will not use short-term debt for operating purposes. (3) Clayton County will follow a policy of full disclosure on every financial report and bond prospectus. (4) General obligation debt will not be used for Enterprise Fund activities. (5) Clayton County will use general obligation debt to fund general-purpose public improvements, which cannot be financed from current revenues, available fund balances, or other current sources of capital financing. (6) Clayton County will limit the use of capital lease purchases, certificates of participation and other types of short-term debt when possible.

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% 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 Clayton County at the beginning of the 2020 fiscal year is approximately $883,874,438. Because this amount is based on the latest tax digest (i.e., the 2019 calendar year) that has been approved by the State of Georgia Department of Revenue, one would expect a similar calculation based on January 1, 2020 assessments. (Debt limited is based on 2022 projected)

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 full faith and credit of the issuer. In layman's terms, when the majority of voters in a county approve a G.O. bond referendum, they are guaranteeing the purchaser of that bond that they will pay property taxes in an amount sufficient to redeem the bond upon maturity and pay the interest earned on the outstanding bonds.

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

TAX YEAR EXPENDITURES	ASSESSED VALUE	APPLICABLE PERCENTAGE	DEBT LIMIT	CURRENT G.O. DEBT	LEGAL DEBT MARGIN
2020	$8,974,744,380	10.00%	$897,474,438	$13,600,000	$883,874,438

maximum amount of new debt that could be legally issued should the need arise. The current General Obligation Debt has no impact on the County's General Fund. The debt was issued as part of the Special Purpose Local Option Sales Tax approved by voters dedicated for Capital projects. The debt was issued to start projects and debt payments are collected before any distribution of the SPLOST 1% sales tax. Adhering to the policies of fiscal conservatism is part of the reason that the County's general obligation bond rating is Aa2 by Moody's Investors Service, Inc. and AA by Standard and Poor's Rating Services.

Appendix

CLAYTON COUNTY, GEORGIA
STATEMENT OF LEGAL DEBT MARGIN
LAST TEN FISCAL YEARS

Fiscal Year	Net Assessed Value	Percentage	Debt Limit	Net Bonded Debt	Legal Debt Margin
2010	7,273,062,915	10%	727,306,292	27,730,000	699,576,292
2011	6,598,336,115	10%	659,833,611	24,055,000	635,778,611
2012	5,983,372,350	10%	598,337,235	23,290,000	575,047,235
2013	5,984,865,880	10%	589,486,588	20,870,000	568,616,588
2014	6,165,031,823	10%	616,503,182	20,035,000	596,468,182
2015	6,029,868,455	10%	602,986,845	75,000,000	527,986,845
2016	6,250,440,558	10%	625,044,056	63,550,000	561,494,056
2017	7,158,233,683	10%	715,823,368	51,700,000	664,123,368
2018	7,489,381,925	10%	748,938,193	39,435,000	709,503,193
2019	8,419,265,644	10%	841,926,564	26,740,000	815,186,564
2020	8,974,744,380	10%	897,474,438	13,600,000	883,874,438

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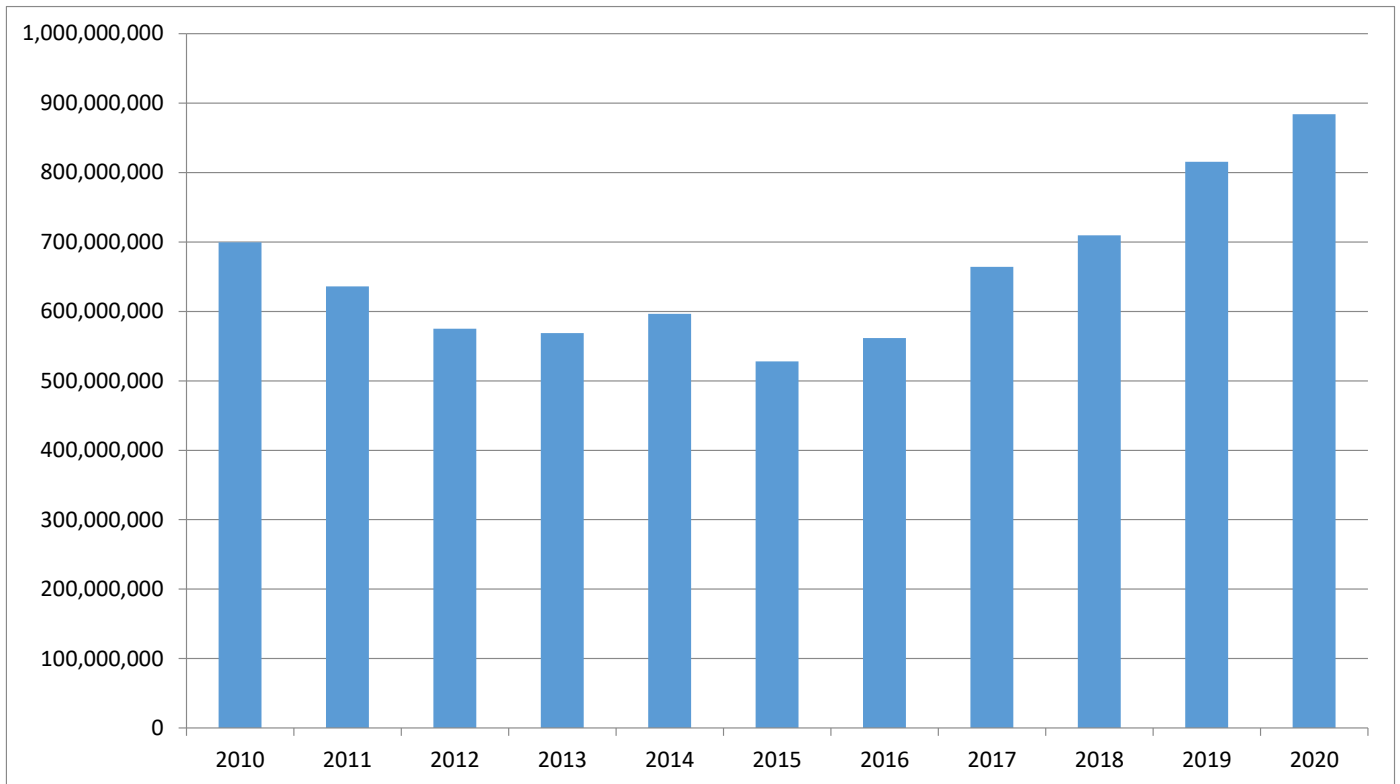
CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

LONG-TERM DEBT

1. Primary Government Revenue Bonds Payable – Direct Placement

    2019 Urban Redevelopment Refunding Bond Issue: $6,480,000 maturing from 2021 through 2028, with interest at 2.2%. The outstanding balance at June 30, 2020, is $6,380,000.

In December 2019, the Clayton County Board of Commissioners issued $6,480,000 of Urban Redevelopment Agency ("URA") of Clayton County Revenue Refunding Bonds (the Series 2019 Bonds). The proceeds from these bonds were used to partially refund the Series 2012 Urban Redevelopment Refunding Bond Issue. The County defeased $5,800,000 of the Series 2012 Bonds by placing the proceeds of the refunding issuance in an irrevocable trust to provide for all future debt service payments on the old bonds. The advanced refunding resulted in a decrease of total debt service payments of approximately $388,000 for an economic gain of approximately $361,000.

The URA's source of revenues to pay for the principal and interest of the Series 2019 Refunding Bonds is an intergovernmental agreement between the URA and the County, whereby the County will make installment payments in amounts sufficient to meet debt service requirements. As security for these agreement, the County has pledged to the URA its full faith and credit and unlimited taxing power to make such payments. The County has agreed that it will exercise its powers of taxation to the extent necessary to pay amounts required under these agreements and will make available and use all taxes levied and collected for this purpose, together with funds received from other sources, for these payments. The obligation of the County to make payments under these agreements from its general funds constitutes a general obligation of the County. At June 30, 2020, management believes the County was in compliance with all covenants provided in this issue.

2. Primary Government Revenue Bonds Payable

    2012 Urban Redevelopment Refunding Bond Issue: $14,920,000 maturing from 2013 through 2023, with interest rates ranging from 2.0% to 5.0%. The outstanding balance at June 30, 2020, is $2,860,000. This issuance was partially refunded with the 2019 Urban Redevelopment Refunding Issue during the fiscal year ended June 30, 2020.

In September 2012, the Clayton County Board of Commissioners issued $14,920,000 of Urban Redevelopment Agency ("URA") of Clayton County Revenue Refunding Bonds (the Series 2012 Bonds). The proceeds from these bonds were used to refund the Series 2003 Bonds and the Series 2005 Bonds. The prior bonds were issued for the purpose of financing the costs of acquiring, constructing, and installing a new police headquarters and communications facility, and acquiring and renovating a building for use as a public health center and for storage and office space.

    2017 Tax Allocation Refunding and Improvement Bond Issue: $9,710,000 maturing from 2018 through 2033, with an Interest rate of 2.75%. The outstanding balance at June 30, 2020, is $8,715,000.

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

In December 2017, the Clayton County Board of Commissioners issued $9,710,000 of Urban Redevelopment Agency ("URA") of Clayton County Tax Allocation Refunding and Improvement Bonds (the Series 2017 Bonds). The proceeds from these bonds were used to refund the Series 2008 Bonds and the Series 2012 Bonds. The prior bonds were issued for the purpose of financing the costs of acquiring, constructing, and installing a new police headquarters and communications facility, and acquiring and renovating a building for use as a public health center and for storage and office space. In addition, these prior bonds were used for the Ellenwood TAD.

The URA's source of revenues to pay for the principal and interest of the 2012 and 2017 Bonds is an intergovernmental agreement between the URA and the County, whereby the County will make installment payments in amounts sufficient to meet debt service requirements. As security for these agreement, the County has pledged to the URA its full faith and credit and unlimited taxing power to make such payments. The County has agreed that it will exercise its powers of taxation to the extent necessary to pay amounts required under these agreements and will make available and use all taxes levied and collected for this purpose, together with funds received from other sources, for these payments. The obligation of the County to make payments under these agreements from its general funds constitutes a general obligation of the County. At June 30, 2020, management believes the County was in compliance with all covenants provided in these issues.

> 2015 Development Authority of Clayton County Revenue Refunding Bond Issue: $18,945,000 maturing from 2016 through 2023, with interest rates ranging from 1.79% to 2.77%. The outstanding balance at December 31, 2019 is $5,205,000.

On August 28, 2015, the Development Authority of Clayton County (blended component unit) issued $18,945,000 in Revenue Refunding Bonds with interest rates ranging from 1.79% to 2.77%. Proceeds were used to purchase U.S. government securities to pay interest and to advance refund the Series 2005 Revenue Refunding Bonds with interest rates ranging from 3.00% to 5.45%. These U.S. government securities were deposited with an escrow agent to provide debt service and refunding of the Series 2005 Bonds from August 2006 to August 2023. The advance refunding resulted in a decrease of total debt service payments of approximately $240,000 and resulted in an economic gain of approximately $227,000. For financial reporting purposes, these 2005 Bonds are considered defeased and, therefore, removed as a liability from the financial statements.

The Series 2015 Bonds are limited obligations of the Development Authority of Clayton County. The Series 2015 Bonds are payable solely from the Pledged Revenues (as defined by the bond documents) and amounts to be paid by the County to the Development Authority pursuant to an Intergovernmental Contract dated August 1, 2016 (the "Contract") between the Development Authority and the County. The County's obligation to make payments to the Development Authority in sufficient time and amount to enable the Development Authority to replenish the debt service reserve account is absolute and unconditional and will not expire so long as any of the Series 2015 Bonds remain outstanding and unpaid. Under the Contract, the County has agreed to pay the Development Authority amounts sufficient to replenish the debt service on the Series 2015 Bonds and to levy an ad valorem tax, unlimited as to rate or amount with respect to the Series 2015 Bonds on all property in the County subject to such tax only in the event that the net revenues are insufficient to replenish debt service on the Series 2015 bonds. The first semi-annual principal payment on the bonds began on August 1, 2016.

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

In April 2018, the Development Authority sold an apartment complex and paid off the outstanding balance of Series A of the 2015 Bonds.

Interest on the Development Authority bonds above is payable semi-annually on February 1 and August 1 of each year. All bonds are callable by the Development Authority without penalty prior to their scheduled maturity date under certain conditions. At December 31, 2019, management believes the Development Authority was in compliance with all covenants provided in this issue.

3. Debt Service for Primary Government Revenue Bonds Payable

The County's revenue bonds payable debt service requirements as of June 30, 2020 for the Series 2019 Bonds (Direct Placement), are as follows:

June 30,	Principal	Interest	Total
2021	100,000	141,636	241,636
2022	100,000	139,416	239,416
2023	105,000	137,196	242,196
2024	1,145,000	134,865	1,279,865
2025	1,180,000	109,446	1,289,446
2026 to 2028	3,750,000	168,051	3,918,051
	-	-	-
	$ 6,380,000	$ 830,610	$ 7,210,610

The County's revenue bonds payable debt service requirements as of June 30, 2020, excluding the Development Authority bonds and Series 2019 Bonds, are as follows:

	Principal	Interest	Total
2021	1,430,000	366,413	1,796,413
2022	1,480,000	315,575	1,795,575
2023	1,545,000	253,294	1,798,294
2024	560,000	188,100	748,100
2025	580,000	172,425	752,425
2026—2030	3,140,000	611,188	3,751,188
2031— 2035	2,840,000	158,950	2,998,950
	$ 11,575,000	$ 2,065,945	$ 13,640,945

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

The schedule on the previous page does not include the Development Authority's long-term debt as the Development Authority has a December 31st year-end. The Development Authority's long-term debt service requirements to maturity are as follows:

December 31,	Principal	Interest	Total
2020	$ 1,250,000	$ 144,179	$ 1,394,179
2021	1,285,000	109,554	1,394,554
2022	1,315,000	73,959	1,388,959
2023	1,355,000	37,532	1,392,532
	$ 5,205,000	$ 365,224	$ 5,570,224

4. Primary Government General Obligation Bonds Payable

2015 Special Purpose Local Option Sales Tax Bond Issue: $75,000,000 maturing from 2016 through 2021, with the interest rate not to exceed 4.5%. The outstanding balance at June 30, 2020 is $13,600,000.

In September 2014, the Clayton County Board of Commissioners issued $46,685,000 Series A Bonds and $28,315,000 Series B Bonds. Series A Bonds were issued for the purpose of refunding the Series 2010A and 2010B Clayton County Hospital Authority Refunding Revenue Anticipation Certificates outstanding in the amount of $39,240,000 and Series B Bonds were issued to provide funding for the acquisition and construction of major capital items. Repayment will be derived from special purpose local option sales tax collections. General obligation bonds are direct obligations and pledge the full faith and credit of the County.

5. Debt Service for Primary Government General Obligation Bonds Payable

The general obligation bonds payable debt service requirements as of June 30, 2020 are as follows:

June 30,	Principal	Interest	Total
2021	$ 13,600,000	$ 272,000	$ 13,872,000
	$ 13,600,000	$ 272,000	$ 13,872,000

6. Discretely Presented Component Unit Revenue Bonds Payable

Landfill Authority

In August 2015, the Landfill Authority issued $8,965,000 of Solid Waste Management Authority Refunding Bonds Series 2015B (interest rate 2.04%). Proceeds of these bonds were used for a current refunding of the Solid Waste Management Authority Refunding Bonds Series 2006B. This refunding resulted in a reduction of debt service payments of approximately $1,174,000. At June 30, 2020, the outstanding balance of the Series 2015B Bonds was $5,495,000.

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

7. Debt Service for Discretely Presented Component Units Bonds Payable

| | Landfill Authority | | |
	Principal	Interest	Total
June 30,			
2021	$ 870,000	$ 112,098	$ 982,098
2022	885,000	94,350	979,350
2023	905,000	76,296	981,296
2024	930,000	57,834	987,862
2025	945,000	38,862	983,862
2026 to 2030	960,000	19,584	979,584
	$ 5,495,000	$ 399,024	$ 5,894,024

8. Financed Purchases from Direct Borrowings

During the fiscal year ended June 30, 2010, the County entered into Phase I of a financed purchase agreement for energy saving and conservation equipment and services. The total cost of the project was $10,624,451, of which $9,024,451 is related to the County, and $1,600,000 is related to the Landfill Authority (component unit). During the fiscal year ended June 30, 2012, this lease was refinanced.

During the fiscal year ended June 30, 2012, the County entered into Phase II of the above financed purchase agreement, also for energy saving and conservation equipment and services. The total cost of Phase II is $6,400,909, of which $539,041 is related to the County, and $5,861,868 is related to the Landfill Authority (component unit).

Payments for both Phase I and Phase II of the energy financed purchase agreements are due semi-annually with interest at 2.7288% and 2.6527%, respectively.

During the fiscal year ended June 30, 2020, the County entered into a financed purchase agreement for eight fire trucks with a total cost of $4,156,256 of which all is related to the County.

As of June 30, 2020, the County had equipment under financed purchase agreements with a cost of $4,156,256 and accumulated depreciation of $411,626.

Total remaining payments required by financed purchase agreements of the primary government for each fiscal year ending June 30, are as follows:

	Principal	Interest	Total
June 30,			
2021	$ 1,480,713	$ 125,545	$ 1,606,258
2022	865,724	86,351	952,075
2023	830,933	54,028	884,961
2024	848,565	36,395	884,960
2025	866,572	18,389	884,961
	$ 4,892,507	$ 320,708	$ 5,213,215

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

Total remaining payments required by financed purchase agreements of the Landfill Authority (component unit) for each fiscal year ending June 30 are as follows:

June 30,	Principal	Interest	Total
2021	$ 764,330	$ 24,243	$ 788,573
2022	565,195	22,778	587,973
	$ 1,329,525	$,,,47,021	$ 1,376,546

9. Landfill Closure and Post-closure Costs

State and federal laws and regulations require the County to place a final cover on its landfill sites when it stops accepting waste and to perform certain maintenance and monitoring functions at the site for 30 years after closure. GASB Statement No. 18, Accounting for Municipal Solid Waste Landfill Closure and Postclosure Care Costs, requires the County to report a liability for the estimated costs of closing and maintaining each landfill site.

Site 2
The County stopped accepting waste at this landfill site during the year ended June 30, 1996, upon reaching full capacity. The County estimated the costs of closing and maintaining this site, based on landfill capacity used to date. The estimated closure and postclosure care costs, recorded in the entity-wide statement of net position, is$565,041 at June 30, 2020. This site was established and operated by the County's General Fund, hence the recording of the liability in the entity-wide financial statements. In January 2008, the EPD found levels of methane gas exceeding acceptable limits so the County was required to file a formal plan of remediation. Jordan Jones & Golding ("JJ&G") administered the plan. A Methane Gas Extraction System is now in place.

Site 3
The County began operations of landfill Site 3 in July 1995. This site was established by, and operations are reported in, the discretely presented Landfill Authority. The County's engineers estimated total capacity of the site at 4,927,200 cubic yards and total closure and postclosure costs at $6,519,311. The estimated total current cost of the landfill closure and postclosure care is based on the amount that would be paid assuming all equipment, facilities, and services required to close, monitor, and maintain the landfill were acquired as of June 30, 2020. However, the actual cost of closure and postclosure care may be higher due to inflation, changes in technology or changes in landfill laws, and regulations. The County recorded a liability of $4,604,794 based on 3,459,145 cubic yards of capacity used since the site was opened. This represents 70.20% of the estimated total capacity at June 30, 2020. The estimated remaining landfill life is approximately 92 years.

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

10. Changes in Long–Term Liabilities

Primary Government

Long–term liability activity for the County's year ended June 30, 2020 and the Development Authority's year ended December 31, 2019 was as follows:

	Beginning Balance	Additions	Deletions	Ending Balance	Due Within One Year
Governmental activities:					
Financed purchase agreements	$ 2,042,627	$ 4,156,256	$ (1,306,375)	$ 4,892,508	$ 1,480,713
General Obligation bonds	26,740,000		(13,140,000)	13,600,000	13,600,000
Revenue Bonds	25,185,000	-	(8,405,000)	16,780,000	2,680,000
Plus premium on					
issuance of bonds	1,187,491		(842,746)	344,745	164,042
Revenue bonds -					
direct placement		6,480,000	(100,000)	6,380,000	100,000
Total revenue bonds	26,372,491	6,480,000	(9,347,746)	23,504,745	2,944,042
Landfill closure and					
post-closure costs	555,050	9,991		565,041	40,360
Compensated absences	8,273,460	25,993,102	(13,571,696)	20,694,866	10,968,279
Claims/judgments payable	2,921,748	117,427	(2,373,834)	665,341	269,801
Workers compensation					
claims liability	1,992,920	1,560,788	(1,276,952)	2,276,756	1,189,513
Medical claims liability	908,000	9,083,027	(9,393,027)	598,000	598,000
Net pension liability	216,192,088	106,122,979	(39,469,516)	282,845,551	-
Total OPEB liability	238,880,000	17,612,000	(20,988,000)	235,504,000	-
	$ 524,878,384	$ 171,135,570	$ (110,867,146)	$ 585,146,808	$ 31,090,708

The schedule above includes the long-term debt activity of the Development Authority as of and for the year ended December 31, 2019, as it is considered a blended component unit of the County.

Compensated absences, claims and judgments payable, landfill closure and postclosure costs, the net pension liability and the total OPEB liability are ordinarily liquidated by the General Fund.

CLAYTON COUNTY, GEORGIA
SCHEDULE OF DEBT
AS OF JUNE 30, 2020

Component Units

Long-term liability activity for the Landfill Authority for the year ended June 30, 2020, was as follows:

	Beginning Balance		Additions		Deletions		Ending Balance		Due Within One Year
Landfill Authority:									
Revenue Bonds	$	6,345,000	$	-	$	(850,000)	$	5,495,000	$	870,000
Financed purchase agreements		2,186,539		-		(857,015)		1,329,524		764,330
Closure/post-closure costs		4,495,961		108,833		-		4,604,794		-
Total Landfill Authority	$	13,027,500	$	108,833	$	(1,707,015)	$	11,429,318	$	1,634,330

Appendix

CLAYTON COUNTY, GEORGIA
SALARY RANGES FOR CLASSIFIED POSITIONS
EFFECTIVE JULY 2, 2019

Pay Grade	Salary Range
3	18,068.24 – 28,610.94
4	18,988.74 – 30,068.53
5	19,956.12 – 31,600.39
6	20,972.79 – 33,210.27
7	22,041.26 – 34,902.19
8	23,164.16 – 36,680.28
9	24,344.25 – 38,548.97
10	25,584.50 – 40,512.86
11	26,887.90 – 42,576.81
12	28,257.70 – 44,745.89
13	29,697.31 – 47,025.49
14	31,210.26 – 49,421.22
15	32,800.27 – 51,939.00
16	34,471.29 – 54,585.06
17	36,227.43 – 57,365.90
18	38,073.06 – 60,288.43
19	40,012.70 – 63,359.85
20	42,051.17 – 66,587.73
21	44,193.48 – 69,980.07
22	46,444.92 – 73,545.22
23	48,811.08 – 77,292.01
24	51,297.78 – 81,229.68
25	53,911.16 – 85,367.95
26	56,657.69 – 89,717.06
27	59,544.12 – 94,287.73
28	62,577.62 – 99,091.24
29	65,765.66 – 104,139.47
30	69,116.12 – 109,444.89
31	72,637.25 – 115,020.61
32	76,337.79 – 120,880.36
33	80,226.85 – 127,038.64
34	84,314.04 – 133,510.68
35	88,609.43 – 140,312.42
36	93,123.67 – 147,460.70
37	97,867.89 – 154,973.12
38	102,853.80 – 162,868.29
39	108,093.72 – 171,165.66
40	113,600.59 – 179,885.76

CLAYTON COUNTY, GEORGIA
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.

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).

Adopted Budget – The funds appropriated by the Board of Commissioners at the beginning of the year.

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 mill rate set by the County Commission.

Agency Funds – One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.

Annual Required Contribution – Term used in connection with defined benefit contribution pension and other postemployment benefit plans to describe the amount an employer must contribute in a given year.

Appropriation – An authorization made by the County Commission 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.

Appropriated Budget – Expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

Assessed Valuation – Valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset – All the property such as cash, inventory, and receivables that are owned by a business or government and may be applied to cover liabilities.

Balanced Budget – Budgeted appropriations/expenditures must be equal to budgeted anticipations/ revenues.

Basis Differences – Differences that arise when the basis of budgeting differs from the basis of accounting prescribed by GAAP for a given fund type.

Basis of Accounting – Timing of recognition for financial reporting purposes (i.e., when the effects of transactions or events should be recognized in financial statements).

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Basis of Budgeting – Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Bond – A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt.

Bond Anticipation Note – Short-term, interest bearing note issued buy a government in anticipation of bond proceeds to be received at a later date. The note is retired from proceeds of the bonds to which it is related.

Budget – A financial plan for a specific period of time that matches all planned revenues and expenditures with various County services.

Budget Adjustment – A legal procedure utilized by the County staff to revise a budget appropriation. In Clayton County, line item transfers adjust expenditures within a departmental budget and must be authorized by the County Commission Chairman. The County Commission must approve any budget amendments which increase in the total budget for a department or increase wages.

Budget Schedule/Calendar – The schedule of key dates or milestones, which the County follows in the preparation, adoption and administration of the budget (See page 98).

Budget Document – The instrument used by the County Commission Chairman to present a comprehensive financial plan to the County Commission.

Budget Message – A general discussion of the proposed budget presented in writing. The transmittal letter explains the principal budget issues and presents recommendations.

Budget Ordinance – The official enactment by the County Commission legally authorizing County Officials to obligate and expend resources.

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

Business-Type Activities – One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds.

Capital Asset – Assets of significant value and having a useful life of more than one year. Capital assets are also called fixed assets.

Appendix

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Capital Budget – A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of a complete annual budget, which includes both operating and capital outlays. The capital budget should be based on a capital improvement program.

Capital Improvement Program – A multi-year plan used to identify needed capital projects and coordinate their timing and methods of financing.

Capital Improvement Project – An item in excess of $5,000 for which the purchase, construction or other acquisition will represent a public betterment to the community and add to the total capital assets of the County.

Capital Outlay – Includes outlays which result in the acquisition of or addition to fixed assets. In Clayton County, the item must have a cost greater than $5000 and have a useful life greater than one year.

Capital Projects Fund – Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Comprehensive Annual Financial Report – Financial report that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Centers – An organizational budget or operating unit within the county.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods or services over a period of time. Legal definitions of debt vary and are determined by constitutional provisions, statutes and court decisions.

Debt Limit – A maximum amount of debt that may be legally incurred. A debt limit usually only applies to general obligation debt and is most often expressed as a percentage of the taxable value of property in a jurisdiction.

Debt Service – The amount of money required to pay maturities of principal on bonds plus the interest due on the outstanding debt, usually reported on an annual basis.

Debt Service Fund – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirement – The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal period, and contributions, which may be required to accumulate monies for the future retirement of bonds.

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Defeasance – In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt. Defeasement also is sometimes encountered in conjunction with annuity contracts purchased in connection with lottery prizes and settlements of claims and judgments.

Deficit- Excess of liabilities over assets; that portion of the cost of a capital asset which is charged as an expense during a particular period.

Defined Benefit Pension Plan – Pension plan having terms that specify the amount of pension benefits to be provided at a future date or after a certain period of time; the amount specified usually is a function of one or more factors such as age, years of service, and compensation.

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 Expense – Depreciation of capital assets within the various enterprise funds.

Digest – See "Tax Digest".

Discrete Presentation – Method of reporting financial data of component units separately from financial data of the primary government.

Encumbrance – Obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which part of the appropriations is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

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 – Outflows of liabilities from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or general operations.

Fiscal Year – The time period designated by the County signifying the beginning and ending period for recording financial transactions. Clayton County has specified July 1 to June 30 as its fiscal year.

Fixed Asset – Assets held or used for greater than one year with a cost over $5000 such as land, buildings, equipment and furniture.

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

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, and measurement of different objectives and to facilitate management control.

Fund Balance – Refers to the difference between assets and liabilities reported in a governmental fund.

Fund Type – One of eleven classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private purpose trust funds, and agency funds.

General Fund – One of five governmental fund types. The general fund typically serves as the chief operating fund of the government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds (G.O.) – 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.

General Sales and Use Tax – A percentage tax imposed upon the sale or consumption of goods and/or services.

Governmental Activities – Activities generally financed through taxes, intergovernmental revenues, and other nonexchange revenues. These activities are usually reported in governmental funds and internal service funds.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant – A contribution by a government or other organization to support a particular function or program.

Grant Anticipation Note – Short-term, interest bearing note issued by a government in anticipation of a grant to be received at a later time. The note is retired from the proceeds of the grant to which it is related.

Impact Fees – Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

Infrastructure – Basic installations and facilities (i.e., roads, bridges) upon which the continuance and growth of a community depend.

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Insurance Premium Tax – A tax on the gross direct premiums received during the preceding year from policies for fire and casualty insurance issued upon property and business located within the State of Georgia. The tax is distributed based on census population numbers.

Intangible Tax – Tax levied on intangible personal property such as securities, mortgages and cash based on returns filed with the State of Georgia.

Interfund Transfers – Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Intergovernmental Revenue – Revenues received from other governmental entities in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Funds – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Interest Income – Revenue earned for the use of idle monies.

Investment – Securities purchased and held for the production of income in the form of interest, dividends or base payments.

Investment Trust Funds – Fiduciary fund type used to report governmental external investment pools.

Landfill Closure and Postclosure Costs – Costs incurred to provide for the protection of the environment that occur near the date that a municipal solid-waste landfill stops accepting solid waste and during the postclosure period. Closure and post closure care costs include the cost of equipment and facilities as well as the cost of services.

Lease Purchase – A method of acquiring high cost equipment or property and spreading the payments over a specified period of time.

Legal Debt Margin – Excess of the amount of debt legally authorized over the amount of debt outstanding.

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. Clayton County utilizes a line-item budget.

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

M&O – Refers to the general *maintenance and operation* of the County, including expenses of administration, public improvements, the courts, public health and sanitation, police department, narcotics unit, medical and other care and hospitalization for the indigent sick, agricultural and home demonstration units, welfare benefits and other public assistance, fire protection of forest lands, retirement and pension benefits, hospitalization benefits, workers' compensation benefits, a parks and recreation system, and for any and all purposes necessary and incidental to the operation of County Government.

Major Fund – Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental *or* enterprise funds and at least 5% of the aggregate amount for all governmental *and* enterprise funds for the same item. Any other government or enterprise fund may be reported as a major fund if the government's officials believe that fund is particularly important to the financial statement users.

Millage Rate – The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value of the property. One mill is equal to one dollar per thousand.

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.

Operating Budget – The portion of the budget pertaining to daily operations and provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, travel, fuel and capital outlay.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of the department or cost center.

Permanent Funds – Governmental fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (i.e., for the benefit of the government or its citizenry).

Personal Property – Tangible property other than land, buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats & airplanes.

Primary Government – Term used in connection with defining the financial reporting entity. A state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

Property Tax – Revenue generated from the annual levy of taxes on property owners.

CLAYTON COUNTY, GEORGIA
GLOSSARY OF BUDGETARY AND FINANCIAL TERMINOLOGY

Proprietary Funds – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Purchase Order/Requisition – A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Reserve – An account used to indicate that a portion of a fund's fund balance is legally restricted for a specific purpose and is not available for general appropriation.

Revenue – The term designates an increase in a fund's assets, which does 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 Anticipation Note – Short-term, interest bearing note issued buy a government in anticipation of revenues to be received at a later date. The note is retired from revenues to which it is related.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.

Special Revenue Fund – Governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

SPLOST Special Purpose Local Option Sales Tax – Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the special purpose local option sales tax also applies to sales of motor fuels and groceries. This tax is imposed for a specific period of time, not to exceed five years.

Tax Anticipation Note – Short-term, interest bearing note issued buy a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Tax Digest – Official list of all property owners, the assessed value of the property (40% of fair market value), and the tax due on their property.

Zero-Based Budget – An operating, planning and budgeting process, which requires each manager to justify all dollars requested from scratch.

Appendix

CLAYTON COUNTY, GEORGIA
ACRONYMS

A	Appointed
ADA	Americans with Disabilities Act
AICPA	American Institute of Certified Public Accountants
ACFR	Annual Comprehensive Financial Report
ARC	Atlanta Regional Commission
BOC	Board of Commissioners
CCPD	Clayton County Police Department
CCSO	Clayton County Sheriff Department
CDBG	Community Development Block Grant
CDC	Centers for Disease Control
CERT	Community Emergency Response Team
CFO	Chief Financial Officer
CIP	Capital Improvement Program
CJCJ	Council on Juvenile Court Judges
COO	Chief Operating Officer
COP	Certificate of Participation
DCA	Department of Community Affairs
DFACS	Department of Family and Children Services
DHR	Department of Human Resources
DNR	Department of Natural Resources
DOJ	Department of Justice
DOL	Department of Labor
DOR	Department of Revenue
DOT	Department of Transportation
E	Elected
E911	Enhanced 911Emergency Call
EEO	Equal Employment Opportunity
EMA	Emergency Management Agency
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FASB	Financial Accounting Standards Board
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
GAAP	Generally Accepted Accounting Principles
GAAS	Generally Accepted Auditing Standards
GAGAS	Generally Accepted Government Auditing Standards
GASB	Government Accounting Standards Board
GDOT	Georgia Department of Transportation
GEMA	Georgia Emergency Management Agency
GIS	Geographic Information Systems
GO	General Obligation
GRTA	Georgia Regional Transportation Agency

Appendix

CLAYTON COUNTY, GEORGIA
ACRONYMS

GRETA	Georgia Regional Transportation Agency
HEAT	Highway Enforcement Aggressive Traffic
HUD	Housing & Urban Development
HVAC	Heating Ventilation Air Conditioning
IGAS	Interpretation of Government Auditing Standards
INS	Immigration & Naturalization Service
JAG	Justice Assistance Grant
LLEBG	Local Law Enforcement Block Grant
LOST	Local Option Sales Tax
MARTA	Metropolitan Atlanta Rapid Transportation Authority
M & O	Maintenance & Operation
NCGA	National Council on Governmental Accounting
OPEB	Other Post Employment Benefits
O.C.G.A	Official Code of Georgia Annotated
OED	Office of Economic Development
P & R	Parks & Recreation
PO	Purchase Order
POR	Purchase Order Requisition
RFP	Request for Proposal
SAS	Statements on Auditing Standards
SEC	Securities and Exchange Commission
SGAC	Statement of Governmental Accounting Concepts
SGAS	Statement of Governmental Accounting Standards
SPLOST	Special Purpose Local Option Sales Tax
STD	Special Tax District
TB	Technical Bulletin
T & D	Transportation & Development
TAD	Tax Allocation District
TAN	Tax Anticipation Note
USDA	US Department of Agriculture
VINES	Victim Information Notification Everyday System

Appendix

CLAYTON COUNTY, GEORGIA
FUND MATRIX

For fiscal year 2021 all funds listed below are both budgeted and are also presented in the Comprehensive Annual Financial Report.

Departments	**Fund**
Board of Commissioners	General
Buildings and Maintenance	General
Central Communications	General
Central Services	General
Chief Operating Officer	General
Clayton County TV23	General
Clayton County Youth	General
Clerk of State Court	General
Clerk of Superior/Magistrate Courts	General
Community Development/Planning and Zoning	General
Correctional Facility	General
Department of Human Resources/Family and Children Services	General
District Attorney/Victim Assistance Fund/State Narcotics Fund	General
Economic Development Officer	General
Elections	General
Emergency Management	General
Emergency Medical Services	General
Extension Service	General
Finance Department	General
Garage	General
Indigent Defense Court Administration	General
Information Technology	General
Internal Audit	General
Juvenile Court	General
Juvenile Supplemental Services	General
Library System	General
Magistrate Court	General
Narcotics	General
Other General Government	General
Office of Planning, Zoning, and Sustainability	General
Parks and Recreation	General
Personnel Department	General
Police Department	General
Probate Court	General
Professional Services	General
Public Defender	General
Refuse Control	General
Registrar	General
Risk Management	General

Appendix

CLAYTON COUNTY, GEORGIA
FUND MATRIX

Departments	**Fund**
Senior Services	General
Sheriff's Department	General
Solicitor	General
State Adult Probation	General
State Court	General
Superior Court	General
Tax Assessors	General
Tax Commissioner	General
Transportation and Development	General

Special Revenue Funds	
Fire	Fire Fund
Hotel/Motel	Hotel/Motel Tax Fund
Tourism Authority Fund	Tourism Fund
E911	Emergency Telephone Fund
District Attorney	Federal Narcotics Fund
Sheriff	Federal Narcotics Fund
Police	Federal Narcotics Fund
Narcotics	Federal Narcotics Fund
District Attorney	State Narcotics Fund
Sheriff	State Narcotics Fund
Police	State Narcotics Fund
Narcotics	State Narcotics Fund
Sheriff	Sheriff DOJ Fund
Juvenile Court	Jail Construction/Staffing Fund
Clerk of Superior Court	Jail Construction/Staffing Fund
Clerk of State Court	Jail Construction/Staffing Fund
Sheriff	Jail Construction/Staffing Fund
Other General Government	Jail Construction/Staffing Fund
Juvenile Court	Juvenile Supplemental Fund
Clerk of Superior Court	Drug Abuse Treatment Fund
Clerk of State Court	Drug Abuse Treatment Fund
Mental Health and Retardation	Drug Abuse Treatment Fund
Extension Service	Drug Abuse Treatment Fund
Superior Court	Alternative Dispute Fund
Clerk of Superior Court	Alternative Dispute Fund
Clerk of State Court	Alternative Dispute Fund
Juvenile Court	Victims Assistance Fund
Solicitor	Victims Assistance Fund
District Attorney	Victims Assistance Fund
Superior Court	Domestic Seminars Fund
State Court	State Technology Fund

Appendix

CLAYTON COUNTY, GEORGIA
FUND MATRIX

Special Revenue Funds

Departments	**Fund**
Aging Program	Aging Grant Fund
Community Development Block Grant	HUD Fund
Solicitor	Other County Grants
Child Support Recovery	Other County Grants
Police	Other County Grants
University of Georgia Grants	Other County Grants
Other General Governments	Other County Grants
Superior Court	Law Library Fund
Juvenile Court	Law Library Fund
Clerk of Court	Law Library Fund
Clerk of State Court	Law Library Fund
Health Department	Health Department Fund
Jail/Judicial Complex	Jail/Judicial Fund
Professional Services	Capital Projects Fund
Transportation and Development	Capital Projects Fund
Traffic Engineering	Capital Projects Fund
Other Capital Projects	Capital Projects Fund
Other General Government	Capital Projects Fund
Other General Government 2009 SPLOST	Capital Projects Fund
Other General Government 2015 SPLOST	Capital Projects Fund
URA Bonds	Capital Projects Fund
Debt Service	Debt Service Fund
Street Lights	Street Lights Fund
Forest Park TAD Special Revenue	TAD Special Revenue Fund
Mountainview TAD Special Revenue	TAD Special Revenue Fund

Enterprise Funds

Landfill Operations	Landfill Enterprise Fund

Internal Service Funds

Workers Compensation	Workers Compensation Fund
CCBOC Medical	Medical Self Insurance Fund