

CLAYTON COUNTY, GEORGIA



FISCAL YEAR 2023 ANNUAL OPERATING BUDGET

CLAYTON COUNTY BOARD OF COMMISSIONERS

**Jeffrey E. Turner, Chairman
Dr. Alieka Anderson
Gail Hambrick, Vice Chairman
Felicia Franklin
DeMont Davis**

**District One
District Two
District Three
District Four**

**Prepared By:
Ramona Bivins, Chief Financial Officer
Dennis Johnson, Deputy CFO Budget and Grants
Steffany Lewis, Financial Management Analyst
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

Commissioner Dr. Alieka Anderson

Commissioner/Vice Chairman Gail Hambrick



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**Clayton County Board of Commissioners
Georgia**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrell

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, 2021. 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.

Clayton County, Georgia

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Clayton County, Georgia

Readers Guide

Introduction

This section includes general and summary information about Clayton County such as:

- ◆ Budget Message
- ◆ History, Population, and Governmental Structure
- ◆ Services Provided by the County
- ◆ Mission Statement and Major Initiatives

Budget Summary Section

- ◆ Summaries of revenues and expenditures for all funds for the current year and two prior years
- ◆ Charts illustrating estimated financial sources and expenditures for all funds
- ◆ Description of Clayton County Staffing Policy and changes made to personnel totals for the current year and two prior years

Policies and Procedures

- ◆ Strategic Planning Parameters
- ◆ Budget Development Guidelines, Budget Process, and a Budget Calendar
- ◆ Adopted Fiscal Policies, Basis of Accounting, and a description of all funds

Capital Budgeting

- ◆ The Capital Improvement Plan Defined for current and future years
- ◆ Financial impact of Capital Expenditures and Capital Projects on the Operating Budget
- ◆ Fixed Assets

Departmental Summary

- ◆ Mission, goals, and objectives for each county department
- ◆ Performance Measures and significant staffing and expenditure changes

Appendix

- ◆ Legal Debt Margin – Narrative and Schedules
- ◆ Salary Ranges for Classified Positions
- ◆ Glossary



Ramona Bivins Chief Financial Officer



June 7, 2022

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, 2023 is attached hereto. The proposed budget has been advertised as required by law and has a proposed adoption date of June 7, 2022. 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) 2023 general fund budget totals \$259.7 million, an increase of \$24.3 million, or 10.3% higher than the FY2022 amended budget. The increase results from expenditures for employee pay enhancements and inflationary cost increases for goods and services. 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. While we continue to see increases in property values and actual tax collections, we use a conservative approach in projecting revenues and expenditures due to the national economic outlook.

The impact of the pandemic had a negative financial impact on local, state and national economies. For Clayton County the areas most impacted have been in the areas of fines and charges for services due to the closure of County facilities and courts. As the County and the world return to their pre-pandemic environment, we may still face challenges due to the supply-chain shortage and inflationary costs.

Revenues:

Property Taxes

Property tax revenue continues to be the County's most significant revenue source. Clayton County continues to experience increases in both commercial and residential property values, the same as the nation has experienced over the past several 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 which eliminates the County's ability to tax the possessory interest of the concessionaires located at Hartsfield-Jackson International Airport. The values from preliminary tax digest property for the FY2023 budget are 11.5% higher than the prior year which represents approximately \$16.2 million in funds.

The maintenance and operations (M&O) millage rate is set at a level to correspond with the FY2023 budgeted expenditures. 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 adopt a reduced proposed gross millage of 18.111 mills. 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.

The FY2023 Digest column is based on the preliminary property digest dated March 28, 2022 and a proposed reduced millage rate. Clayton County adopts a millage rate in July based on the final property digest.

The LOST rebate amount for FY2023 is \$34,293,362 which is lower than the \$37,155,040 rebated in FY2022. Therefore, whenever the LOST decreases from the prior year, alongside an increase in the property digest, it results in a millage credit that is lower than the prior year. The LOST rebate millage for FY2022 was 3.789 compared to 3.615 for FY2023.

	FY2023 Digest	FY2022 Digest
Net Assessed Digest Value	\$10,599,608,966	\$9,248,447,489
Base Millage	18.111	18.535
Millage Credit 1% LOST Tax	(3.615)	(3.789)
Net Mill Rate	14.496	14.746
Gross Property Tax Levy	\$153,656,970	\$136,377,607
Net Collected – Est.	\$149,815,546	\$132,968,167

The General Fund and the Fire Fund base millage rates are proposed to be 14.496 and 4.75 respectively, a decrease of .250 to the General Fund base millage rate and no change to the Fire Fund base millage rate.

- Other taxes and assessments

Other taxes and assessments, which includes local option sales taxes (LOST) as its largest category, are projected to be 13.0% higher than the FY2022 amended budget. Licenses and permits are projected to be 5.2% higher than the prior year. Intergovernmental revenue is projected to be 5.1 % lower than the prior year. Fines and Forfeitures are projected to be 7.9% below prior year, mainly due to courts slowly returning to normal operations after being closed for over a year due to the pandemic.

Property tax revenues continue to show improvement, resulting from increased values as home prices continue to soar across the nation. The FY2023 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 FY2023 budget reflects this sentiment and includes pay enhancements at a cost of approximately \$16.5 million which includes a COLA and merit increase for eligible employees as well as increasing the hourly rate to \$15 per hour for full and part-time employees. Prior to this increase, the FY2022 budget included payroll enhancements in the amount of \$3.7 million through a merit increase for eligible employees as well as a graduated longevity enhancement for employees with over seven years, fifteen years and twenty-five years of service. Additionally, the FY2021 budget included payroll enhancements in the amount of \$4.6 million through a COLA and a merit increase for eligible employees. The FY2020 budget included \$5.8 million for a merit increase.

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 they are recognized for their superior level of competence by various organizations throughout both the state and the nation. The bad news is 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 and in wealthy and heavily populated northern suburbs. 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 and surrounding counties and other jurisdictions, Clayton County provided incentives to recruit new public safety personnel and retain their highly trained and skilled public safety employees over the last four fiscal year's budgets, including offering additional incentives to encourage sworn public safety personnel to reside in the County. In addition to the aforementioned incentives, the County utilized a portion of the funds received through the State and Local Coronavirus Fiscal Recovery Funds, as authorized through the American Recovery Plan Act (ARPA), to provide pay supplements in the amount of \$8,000 to all eligible full-time public safety personnel and \$4,000 to all eligible part-time public safety personnel. Over one thousand employees received this benefit during FY2022.

During their recent strategic planning retreat, the Board of Commissioners designated compensating and retaining these most valued and highly trained public safety employees a high priority. As such, in January 2022, the Board of Commissioners approved a ten percent (10%) increase for all first responders and a 5% increase for all other public safety personnel, with first responders receiving half of the increase during FY2022 with the remaining 5% of the increase effective July 1, 2022. With this significant increase, salaries for first responders and public safety personnel have cumulative increases of 17.75% to 22.75% over the past six years. This priority is reflected in the proposed FY2023 budget, as it includes funding for these increases as well as continuing previous incentives.

- 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 increased to \$1.0 million for the FY2022 budget. The proposed FY2023 budget includes funds to maintain the \$1.0 million funding level. This amount, along with vehicle replacement funds included in the 2015 and 2020 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 FY2023 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 final remaining projects in this SPLOST program, the Lake Spivey Recreation Center and the Flint River Community Center, opened during FY2021.

- **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 1 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 Sector Four Police Precinct opened in 2020 and Northwest Library and Sonna Singleton Gregory Senior Center opened in 2021. 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:

<u>Department</u>	<u>Estimated Cost</u>
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	<u>86,534,279</u>
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, a county-wide Enterprise Resource System was implemented in Fiscal Year 2018, the County Information Technology Center and Jail Security/Access Control/Video Surveillance System was completed during Fiscal Year 2021 and the Spivey Splash water park opening Spring 2022. 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 Enterprise Software System, Comprehensive Justice Management and Information System and; 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 the Rex area of Clayton County, Winter Weather supply and storage building, government vehicle fueling station on Anvil Block Road, and the 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 the Shelnut 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:

<u>Department</u>	<u>Estimated Cost</u>
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	<u>63,000,000</u>
Total SPLOST	\$220,585,000

Budget Comparison by Fund

The following table shows the FY2023 proposed budget compared to the FY2022 amended budget, detailed by fund. Changes between the FY2023 budget and the FY2022 amended budget will only be discussed if the change is greater than 10%. Changes in the General Fund will be discussed.

Clayton County, Georgia Operating Budget Comparison FY 2022 Amended Budget and FY 2023 Budget By Fund			
FUND	FY 2022 Amended	FY 2023 Budget	% Change
General Fund	235,435,736	259,737,451	10.3%
Special Revenue Funds			
Fire District Fund	33,583,519	35,123,710	4.6%
Hotel and Motel Tax Fund	676,371	887,948	31.3%
Tourism Authority Fund	928,200	1,320,000	42.2%
Emergency Telephone System Fund	5,443,499	5,944,108	9.2%
Federal Narcotics Fund	234,400	238,430	1.7%
State Narcotics Fund	1,485,214	1,579,090	6.3%
Sheriff DOJ Narcotics Fund	175,000	13,910	-92.1%
Jail Construction and Staffing Fund	418,000	180,000	-56.9%
American Recovery Plan Act Fund	31,570,835	3,591,825	-88.6%
Juvenile Supplemental Services Fund	6,000	5,000	-16.7%
Drug Abuse Treatment and Education Fund	127,680	65,000	-49.1%
Alternative Dispute Resolution Fund	181,859	197,646	8.7%
Victim Assistance Fund	619,030	707,075	14.2%
Domestic Seminars Fund	7,000	7,000	0.0%
State Court Technology Fee Fund	111,935	152,635	36.4%
Law Library Fund	177,112	181,461	2.5%
Clayton Collaborative Fund	60,500	12,500	-79.3%
Aging Grant Fund	1,505,015	680,000	-54.8%
Housing & Urban Development Fund	9,397,384	-	-100.0%
Street Lights Fund	1,804,308	1,712,075	-5.1%
Other County Grants Fund	48,168,681	625,000	-98.7%
Forest Park TAD	500,000	300,000	-40.0%
Mountainview TAD Fund	3,789,460	675,000	-82.2%
Capital Project Funds			
Road & Recreation Projects	-	-	-
SPLOST 2009	312,263	-	-100.0%
SPLOST 2015	1,295,434	-	-100.0%
SPLOST 2021	341,951,950	-	100.0%
Other Capital Projects Fund	819,642	-	-100.0%
Debt Service Fund	2,034,991	2,040,490	0.3%
Enterprise Fund			
Landfill	3,232,614	4,069,656	25.9%
Pension Trust	45,454,100	52,700,000	15.9%
Internal Service Funds			
Workers Compensation Fund	2,398,149	2,313,570	-3.5%
Medical Self Insurance Fund	22,968,819	23,070,847	0.4%
Total Operating Budget	796,874,700	398,131,427	-50.0%

The General Fund increased by 10.3% from the FY2022 Amended Budget, primarily as a result of significant proposed personnel salary enhancements for full-time and part-time employees.

The Fire Fund increased by 4.6%, resulting from increased costs for Public Safety enhancements and capital improvements budgeted for FY 2023.

The Hotel/Motel Tax Fund increased by 31.3% for FY2023, resulting from additional Economic Development activities.

The Tourism Authority Fund increased by 42.2% over FY2022, resulting from additional activities focused to aid tourism in the area after COVID-19 had significantly reduced visitors to the County.

The Sheriff DOJ Narcotics Fund decreased by 92.1%, resulting from lower anticipated expenses for FY2023.

The Jail Construction and Staffing Fund decreased by 56.9%, resulting from decreased revenues due to lower court fines and court delays.

The American Recovery Act Plan Fund decreased by 88.6%, due to the award being received in FY2022.

The Juvenile Supplemental Fund decreased by 16.7% from FY2022, resulting from lower fines and fees which provides funding for this supplement.

The Drug Abuse and Treatment Fund decreased by 49.1%, resulting from lower anticipated revenues due to lower fines and court delays.

The State Court Technology Fund increased by 36.4%, resulting from the use of fund balance to provide technology upgrades .

The Forest Park TAD decreased by 40.0%, resulting from lower activity in the special tax district.

The Mountain View Tax Allocation District decreased by 82.2%, resulting from infrastructure investment in 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 FY2023; 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 2020 SPLOST funds appear to have decreased; however, these life to date funds are automatically carried forward at year end.

Detailed information about the FY2023 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 national and state economic indicators show significant recovery from the pandemic, inflation and supply-chain shortages are a concern and are being monitored for future adverse impact.

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 7, 2022

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

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.

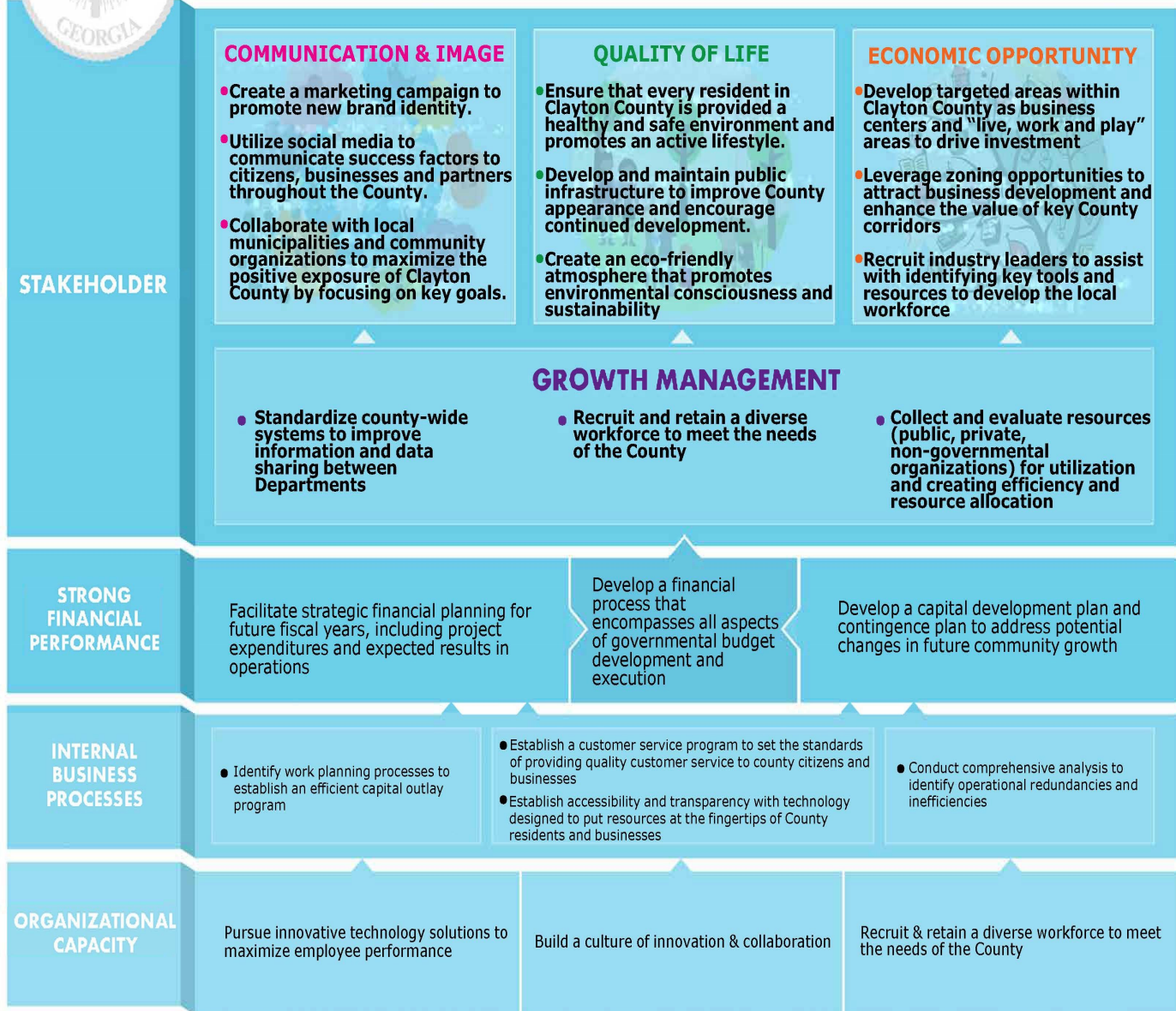
Lastly, Clayton County is a community comprised of healthy, attractive, and livable neighborhoods that embrace our diversity and offer a variety of housing options for all ages and income levels. The County cares for our most vulnerable population by ensuring health, welfare, and social services are 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 2023!

Detrick Stanford

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



Clayton County Strategy Map



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.

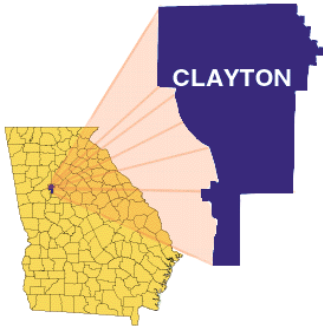
VISION

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

HISTORY OF CLAYTON COUNTY



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 2020 was 4,235 and the median household income was \$35,944. 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 2020 was 6,969 and the median household income was \$55,905. Morrow covers a 2.9 square mile radius.

Lovejoy – The city of Lovejoy has a population of 10,122 and a median household income of \$51,557. Lovejoy covers a 2.3 square mile radius.

Lake City – Lake City has a population of 2,952 and a median household income of \$52,881. 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 15,129, a median household income of \$50,145 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 2020 was 19,932 and the median household income was \$39,274. It covers 9.4 square miles.

HISTORY OF CLAYTON COUNTY

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



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

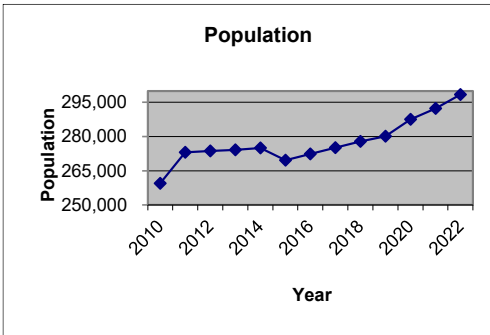
a clock tower was constructed a block from the old courthouse. It is referred to as the historic courthouse. In 1962, the need for space led county officials to build a modern addition around the courthouse. In 1998 Clayton County officials authorized the construction of a new Clayton County Judicial 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.



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..

POPULATIONS & GOVERNMENT STRUCTURE

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%. The 2020 census data revealed the County grew to 297,595, or 14.7% over the past ten years.

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

Services Provided by Clayton County



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

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 2023 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 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 the cities of 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

Services Provided by Clayton County (continued)



Clayton County will open the new Spivey Splash Water Park in May of 2022. The park features the largest active lazy river in the State of Georgia.



The Lake Spivey Recreation Center located at International Park is one of Clayton County's most up to date recreation centers.

SERVICES PROVIDED BY CLAYTON COUNTY

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

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 6,879 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

Services Provided by Clayton County (continued)

Over 160,000 fans attend the NASCAR Fold of Honor QuickTrip 500 race 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 & GLOBAL ECONOMIC CONDITIONS & OUTLOOK

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 two years. The economic impacts have ranged from a complete shutdown of the US economy to a market driven recovery led 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, the US economy remains negatively impacted due to Covid-19. Inflation has now become the most urgent focus of the Federal Reserve. After years of low interest rates and pandemic fueled spending, inflation has surged to levels not seen since the early 1980's. Consumers have seen average prices rise by 8% or more. Specific commodities such as, used cars, food, and building supplies have seen double digit price increases since last summer. There are two additional factors fueling the increases, the war in the Ukraine and supply chain disruption. The invasion of the Ukraine by Russian forces in February 2022 caused a spike in oil prices due to the dependence of Europe on Russia for oil and natural gas. Economic sanctions have resulted in a decrease of oil to Europe and dramatic increases in energy prices. Supply chain delays have been growing since the start of the pandemic. Labor shortages along with bottlenecks in ports have caused a strain on all industries. Computer chips used in the manufacture of cars and computer systems are in short supply and are having a negative impact on the production of essential products. As the economy continues to slow down, the impact of all of these factors is leading to a probable economic slowdown/recession.



Real estate is also seeing a dramatic slowdown. The Federal Reserve's plan to increase interest rates to fight inflation has created an increase in home mortgage rates. After the first interest rate hike, mortgage rates rose by over 2.0% pushing many first time buyers out of the market. The gross domestic product GDP decreased at an annual rate of -1.3% in the first quarter of 2022. As supply-chain disruptions worsen, prices climb and interest rates increase, GDP growth is estimated to be at 3.9% for 2022 and 2.7% for 2023.

Unemployment continues to drop to the pre-pandemic rate of 3.5% in February of 2020. The unemployment for March, 2022 decreased to 3.6% nationwide. While the unemployment rate is low, 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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

Local Economic Conditions and Outlook

As the state of Georgia set new records in Economic Development last year with \$9.8 billion in projects statewide, Clayton County has also emerged from the ongoing pandemic thriving across all of our lead industry sectors: Transportation & Distribution, Food & Beverage, Logistics, Aviation and Defense.

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 is now down to 3.5% from a record high of 14% in June 2020.**

Clayton County because of its supply chain and logistics hub, responded to 12 RFI's from State Project Managers, 9 site tours and assisted 7 existing industry customers with expansion requests. Additionally, the Office of Economic Development assisted the County in two rounds of CARES ACT Business Grant funds distributed to businesses in the amount of \$1m.

Economy Overview Takeaways As of 2022/2023

The region's population increased by 6.5% since 2016, growing by 18,059. Population is expected to increase by 8.2% between 2021 and 2026, adding 24,282 more residents.

From 2016 to 2021, jobs declined by 6.5% in Clayton County, GA from 132,331 to 123,708. This change fell short of the national growth rate of 0.4% by 6.1%. As the number of jobs declined, the labor force participation rate increased from 61.5% to 63.6% between 2016 and 2021.

Concerning educational attainment, 13.1% of Clayton County, GA residents possess a Bachelor's Degree (7.2% below the national average), and 8.8% hold an Associate's Degree (0.1% above the national average). The top three industries in 2021 are Scheduled Air Transportation, Restaurants and Other Eating Places, and Education and Hospitals (Local Government).

Total population stands at 297,405, total regional employment is 123,708 jobs, \$47.9K is the median household income, which is increasing. Population grew by 18,059 over the last 5 years and is projected to grow by 24,282 over the next 5 years. Jobs decreased by 8,623 over the last 5 years but are projected to grow by 816 over the next 5 years. Median household income is still below the national average median household income of \$62.8K. (source: Esri Analytics April 2022)

The OED requested \$5m in ARPA funds to administer in business relief grants for 2022/2023. A 3rd party administrator that can offer a diverse menu of services to our commercial base has been hired to issue the grants. The Office of Economic Development celebrated National Economic Development Week May 9-13, 2023 and continues to promote Clayton County to the forefront of State and Public Utility Project Managers.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

Local Economic Conditions and Outlook (continued)

Major accomplishments of the last year are:

- Update and Adoption of the Strategic Economic Development Plan
- Adoption of Master Plan for Tara Blvd. and Old Dixie Hwy Corridor
- LCI Study application for Tara Blvd.
- MARTA BRT (Bus Rapid Transit) study
- Launch of the ‘www.AdvanceClayton.com’ microsite that lists development, sites, buildings, and data on the community such as key jobs, talent, industry information.

The Office of Economic Development has grown to almost complete its budgeted organizational chart. The department has hired a Full-time Project Manager, Full -time Marketing Coordinator, and Part-time Administrative Coordinator. The OED launched two regional advertorial campaigns in Georgia Trend Magazine, Atlanta Regional Marketing Alliance and Area Development Magazine which are widely visited by Site Selectors.

The OED has partnered with Retail Strategies Group to specifically concentrate on recruiting restaurant, hospitality and retail to the county and its 4 distinct districts.

Implementation tasks of the Economic Development Strategic Plan’s 4 pillars below were assigned to responsible organizations in the communities to address:

Housing & Education Empowerment

Labor & Workforce

Entrepreneurship and Small Business Growth

Healthcare & Wellness

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.

Economic Development in Clayton County is thriving and in a positive position as the county enters a new fiscal year. The county will welcome new development on the multi-family housing and small business side in record numbers this year. The Clayton County Office of Economic Development will continue to promote Clayton County as the best choice for industry, quality of life, trade and tourism, where the world lands and opportunities take off.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

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	705,211,501	6.65%
Clorox Company	133,535,918	1.26%
Southwest Airlines	56,737,503	0.54%
Kroger	54,569,125	0.51%
IPT Southfield	47,077,485	0.44%
Marabella Place	44,825,000	0.42%
Development Authority	46,311,200	0.44%
City of Atlanta	44,677,200	0.42%
Waterford Exchange	41,047,733	0.39%
Intercapital Aslan LLC	38,557,500	0.36%
Subtotal of 10 largest	1,212,550,165	11.44%

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 75.7 million passengers in 2021. Hartsfield-Jackson regained the status of the world's busiest airport for 2021. 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 met 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 FY2023 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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

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.

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 2023 budget includes a both a COLA and 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 anticipated 2023 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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK

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.

LOCAL ECONOMIC CONDITIONS & OUTLOOK



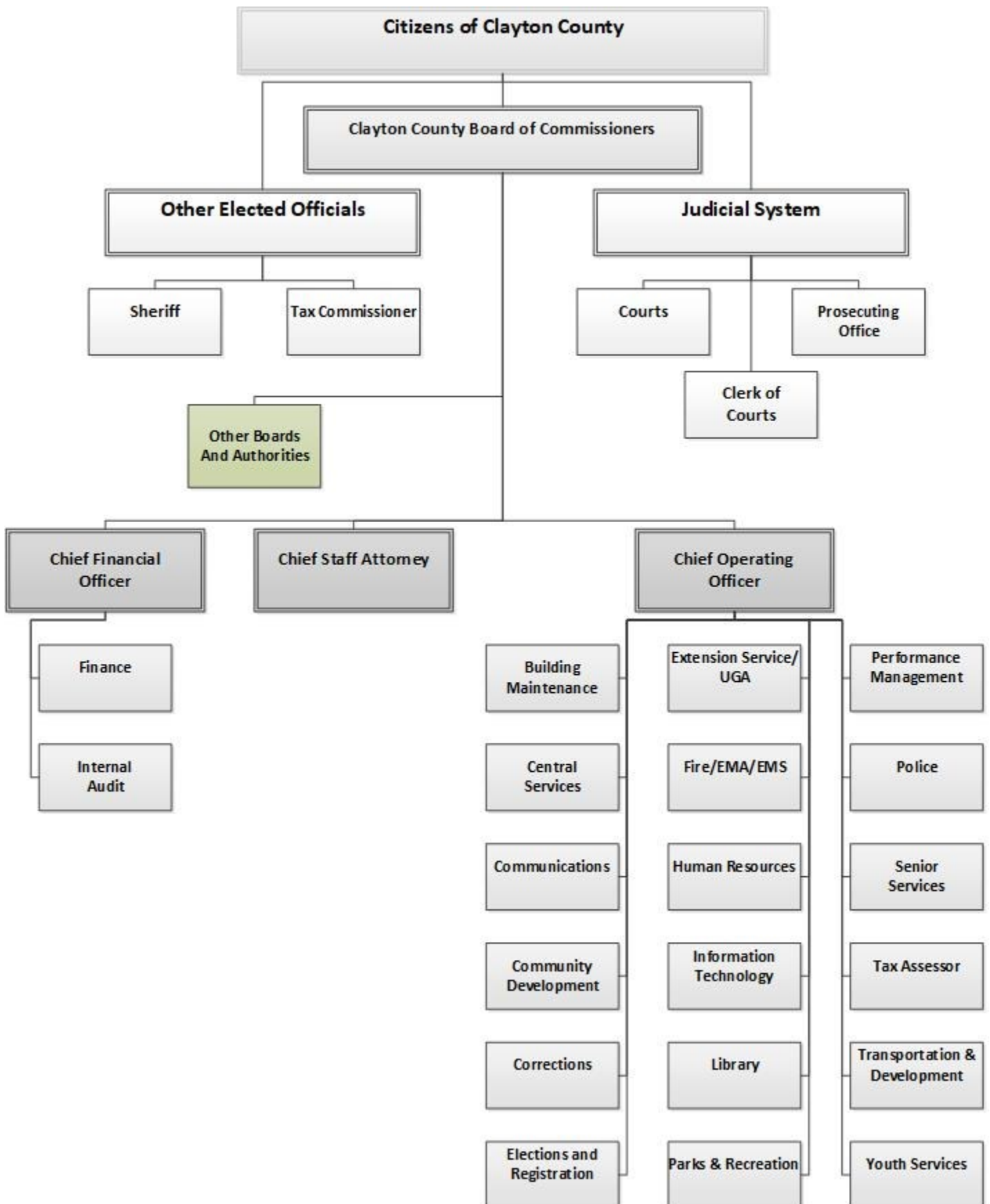
Greenway trails at the International Park opened in 2016 remains one of the most popular activities at the Park.

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. The County's modern libraries act as a resource to citizens, aid in job searches and provides a variety of programs to the citizens of Clayton County.



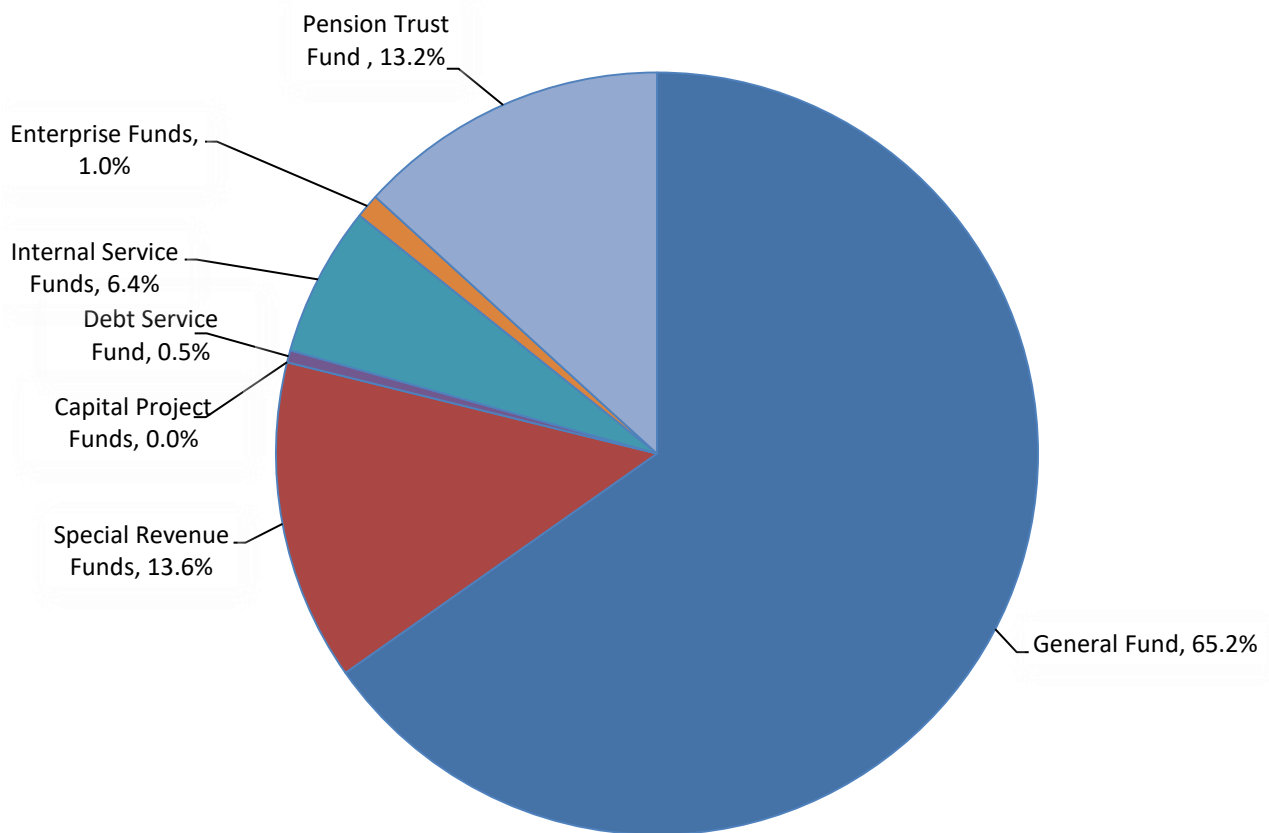
The Northwest Library provides state of the art services as well as computer access for the residents of Clayton County.

2023 ORGANIZATIONAL CHART



**CLAYTON COUNTY, GEORGIA
SUMMARY OF FUND EXPENDITURES
FISCAL YEAR 2023**

General Fund	\$ 259,737,451
Special Revenue Funds	54,199,413
Capital Project Funds	0
Debt Service Fund	2,040,490
Internal Service Fund	25,384,417
Enterprise Fund	4,069,656
Pension Trust Fund	<u>52,700,000</u>
Total	\$ 398,131,427



CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FISCAL YEAR ENDED JUNE 30, 2023
SUMMARY OF ADOPTED FUNDING AND APPROPRIATIONS

BUDGETED FUNDS	REVENUES AND OTHER SOURCES			EXPENDITURES AND OTHER USES		
	REVENUES	OPERATING TRANSFER IN	TOTAL FUNDING SOURCES	ADOPTED EXPENDITURES	OPERATING TRANSFER OUT	TOTAL EXPENDITURES AND OTHER USES
Governmental Funds						
General Fund	\$ 259,699,451	\$ 38,000	\$ 259,737,451	\$ 255,947,386	\$ 3,790,065	\$ 259,737,451
Debt Service Fund	-	2,040,490	2,040,490	2,040,490	-	2,040,490
Special Revenue Funds						
Fire District Fund	35,123,710		35,123,710	35,123,710		35,123,710
Hotel/Motel Tax Fund	887,948		887,948	887,948		887,948
Tourism Authority Fund	1,320,000		1,320,000	1,320,000		1,320,000
Emergency Telephone System	5,944,108		5,944,108	5,944,108		5,944,108
Federal Narcotics Fund	238,430		238,430	238,430		238,430
State Narcotics Fund	1,579,090		1,579,090	1,579,090		1,579,090
Sheriff Federal Narcotics Fund	13,910		13,910	13,910		13,910
Jail Construction and Staffing	180,000		180,000	180,000		180,000
ARPA Fund	3,591,825		3,591,825	3,591,825		3,591,825
Juvenile Support Services	5,000		5,000	5,000		5,000
Drug Abuse Treatment & Education	65,000		65,000	65,000		65,000
Alternative Dispute Resolution	197,646		197,646	197,646		197,646
Victim Assistance Fund	275,000	432,075	707,075	707,075		707,075
Domestic Seminars Fund	7,000		7,000	7,000		7,000
State Court Technology Fee Fund	152,635		152,635	152,635		152,635
Collaborative Authority Fund	-	12,500	12,500	12,500		12,500
Aging Grant Fund	-	680,000	680,000	680,000		680,000
HUD Grants Fund	-		-	-		-
Other County Grants Fund	-	625,000	625,000	625,000		625,000
Law Library Fund	181,461		181,461	181,461		181,461
Street Lights Fund	1,712,075		1,712,075	1,674,075	38,000	1,712,075
Ellenwood Town Center TAD			-	-		-
Central Clayton TAD			-	-		-
Forest Park TAD	3,000,000		300,000	300,000		300,000
Mountain View TAD	675,000		675,000	675,000		675,000
Total Special Revenue Funds	55,149,838	1,749,575	54,199,413	54,161,413	38,000	54,199,413
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	314,849,289	3,828,065	315,977,354	312,149,289	3,828,065	315,977,354
Internal Service Funds						
Workers Compensation Fund	2,313,570	-	2,313,570	2,313,570	-	2,313,570
Medical Self Insurance Fund	23,070,847	-	23,070,847	23,070,847	-	23,070,847
Pension Trust Fund	52,700,000	-	52,700,000	52,700,000	-	52,700,000
Total Internal Service Funds	78,084,417	-	78,084,417	78,084,417	-	78,084,417
Discretely Presented Component Units						
Clayton County Landfill	4,069,656	-	4,069,656	4,069,656	-	4,069,656
Total Discretely Presented Components	4,069,656	-	4,069,656	4,069,656	-	4,069,656
Total of All Budgeted Funds	\$ 397,003,362	\$ 3,828,065	\$ 398,131,427	\$ 394,303,362	\$ 3,828,065	\$ 398,131,427

CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FISCAL YEAR ENDED JUNE 30, 2023
SUMMARY OF ADOPTED FUNDING AND APPROPRIATIONS

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET
REVENUES						
Property Taxes	\$ 138,290,453	\$ 132,038,124	\$ 150,077,211	\$ 28,387,008	\$ 28,968,625	\$ 35,432,010
Other Taxes and Assessments	60,304,030	56,218,717	63,513,500	4,266,383	3,971,371	3,753,342
Licenses and Permits	8,146,082	7,595,675	7,994,000	-	-	150,000
Intergovernmental	2,264,009	2,278,540	2,162,449	34,188,241	89,006,895	-
Charges for Services	21,658,030	22,722,707	23,254,927	6,415,911	5,980,378	6,403,081
Fines and Forfeitures	2,083,576	2,711,200	2,496,750	2,015,040	875,558	503,000
Interest and Dividend Income	59,004	15,000	21,000	180	-	-
Other Revenues	3,049,617	3,113,571	2,889,188	5,035,111	120,036	53,500
Total Revenues	235,854,801	226,693,534	252,409,025	80,307,874	128,922,863	46,294,933
OTHER FINANCING SOURCES						
Appropriation from Fund Balance	-	8,236,800	7,275,426	-	10,141,210	6,153,105
Approp. from Capital Impr. Reserve	-	-	-	-	-	-
Gifts and Donations	37,937	26,500	15,000	5,307	4,000	1,800
Operating Transfers In	1,758,000	456,000	38,000	1,665,849	1,927,929	1,749,575
Oper. Transfer In From Primary Gov	-	-	-	-	-	-
Proceeds from Prop./Casualty Claims	466,153	22,902	-	-	-	-
Proceeds from Refunding Bond Debt	-	-	-	-	-	-
Proceeds from Litigation Settlement	94	-	-	9,602	-	-
Lease Purchase Issuance	-	-	-	-	-	-
Sale of General Fixed Assets	-	-	-	-	-	-
Sale of Obsolete/Surplus Material	25,050	-	-	-	-	-
Sale of Salvage Vehicles	13,500	-	-	600	-	-
Total Other Financing Sources	2,300,734	8,742,202	7,328,426	1,681,358	12,073,139	7,904,480
Total Rev. & Other Financing Sources	238,155,535	235,435,736	259,737,451	81,989,232	140,996,002	54,199,413
EXPENDITURES						
General Government	84,039,789	66,550,326	76,053,452	7,872,979	48,497,112	6,293,998
Tax Assessment and Collection	4,310,654	4,569,837	4,956,422	100,201	4,289,460	975,000
Courts and Law Enforcement	77,086,338	80,591,609	85,340,054	3,664,007	10,366,658	1,697,972
Public Safety	49,063,876	56,645,855	57,608,738	36,283,455	51,328,912	42,609,068
Transportation and Development	7,383,824	4,996,038	13,060,806	9,517,306	9,356,556	1,674,075
Libraries	3,731,950	4,334,372	4,051,111	668,324	1,352,578	-
Parks and Recreation	6,313,239	12,854,956	8,850,830	-	5,255	-
Health and Welfare	5,434,556	1,297,000	6,025,973	8,913,688	14,711,708	692,500
Total Expenditures	237,364,226	231,839,993	255,947,386	67,019,960	139,908,239	53,942,613
OTHER FINANCING USES						
Payment to Refund Capital Lease	-	-	-	-	-	-
Casualty and Other Losses	93,488	1,100	-	2	-	-
Appropriations To Fund Balance	-	-	-	-	631,763	218,800
Litigation Claims & Settlements	3,227,794	-	-	-	-	-
Operating Transfers Out	5,208,218	3,594,643	3,790,065	1,789,373	456,000	38,000
Total Exp. and Other Financing Uses	245,893,726	235,435,736	259,737,451	68,809,335	140,996,002	54,199,413
Net Increase (Decrease) in Fund Balance	(7,738,191)	(8,236,800)	(7,275,426)	13,179,897	(10,141,210)	(6,153,105)
FUND BALANCE JULY 1	106,793,028	99,054,837	90,818,037	34,721,518	47,901,415	37,760,205
FUND BALANCE JUNE 30*	\$ 99,054,837	\$ 90,818,037	\$ 83,542,611	\$ 47,901,415	\$ 37,760,205	\$ 31,607,100

CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FISCAL YEAR ENDED JUNE 30, 2023
SUMMARY OF ADOPTED FUNDING AND APPROPRIATIONS

	DEBT SERVICE FUND			CAPITAL PROJECTS FUND		
	<u>FY 2021 ACTUAL</u>	<u>FY 2022 AMENDED</u>	<u>FY 2023 BUDGET</u>	<u>FY 2021 ACTUAL</u>	<u>FY 2022 AMENDED</u>	<u>FY 2023 BUDGET</u>
REVENUES						
Property Taxes						
Other Taxes and Assessments				57,379,735	252,637,036	
Licenses and Permits						
Intergovernmental				890,143		
Charges for Services						
Fines and Forfeitures						
Interest and Dividend Income				22,645		-
Other Revenues				109,170	1,504	
Total Revenues	-	-	-	58,401,693	252,638,540	-
OTHER FINANCING SOURCES						
Appropriation from Fund Balance				-	91,740,749	-
Approp. from Capital Impr. Reserve						
Gifts and Donations						
Operating Transfers In	16,099,450	2,034,991	2,040,490	1,531,373		
Oper. Transfer In From Primary Gov						
Proceeds from Prop./Casualty Claims						
Proceeds from Refunding Bond Debt						
Proceeds from Litigation Settlement						
Proceeds from Revenue Bonds				72,000,000		
Sale of General Fixed Assets						
Sale of Obsolete/Surplus Material						
Proceeds from Capital Leases						
Total Other Financing Sources	16,099,450	2,034,991	2,040,490	73,531,373	91,740,749	-
Total Rev. and Other Financing Sources	16,099,450	2,034,991	2,040,490	131,933,066	344,379,289	-
EXPENDITURES						
General Government	16,099,450	2,034,991	2,040,490	15,189,496	336,431,003	-
Tax Assessment and Collection	-	-	-	168,484	-	-
Courts and Law Enforcement	-	-	-	1,676,283	252,000	-
Public Safety	-	-	-	414,077	5,069,340	-
Transportation and Development	-	-	-	12,720,138	413,767	-
Libraries	-	-	-	631,754	-	-
Parks and Recreation	-	-	-	18,937,665	1,393,537	-
Health and Welfare	-	-	-	25	819,642	-
Total Expenditures	16,099,450	2,034,991	2,040,490	49,737,922	344,379,289	-
OTHER FINANCING USES						
Payment to Refund Capital Lease	-	-	-	-	-	-
Casualty and Other Losses	-	-	-	-	-	-
Appropriations to Fund Balance	-	-	-	-	-	-
Litigation Claims and Settlements	-	-	-	-	-	-
Operating Transfers Out	-	-	-	14,046,459	-	-
Total Exp. and Other Financing Uses	16,099,450	2,034,991	2,040,490	63,784,381	344,379,289	-
Net Increase (Decrease) in Fund Balance	-	-	-	68,148,685	(91,740,749)	-
FUND BALANCE JULY 1	64,897	64,897	64,897	138,744,090	206,892,775	115,152,026
FUND BALANCE JUNE 30	<u>\$ 64,897</u>	<u>\$ 64,897</u>	<u>\$ 64,897</u>	<u>\$206,892,775</u>	<u>\$115,152,026</u>	<u>\$ 115,152,026</u>

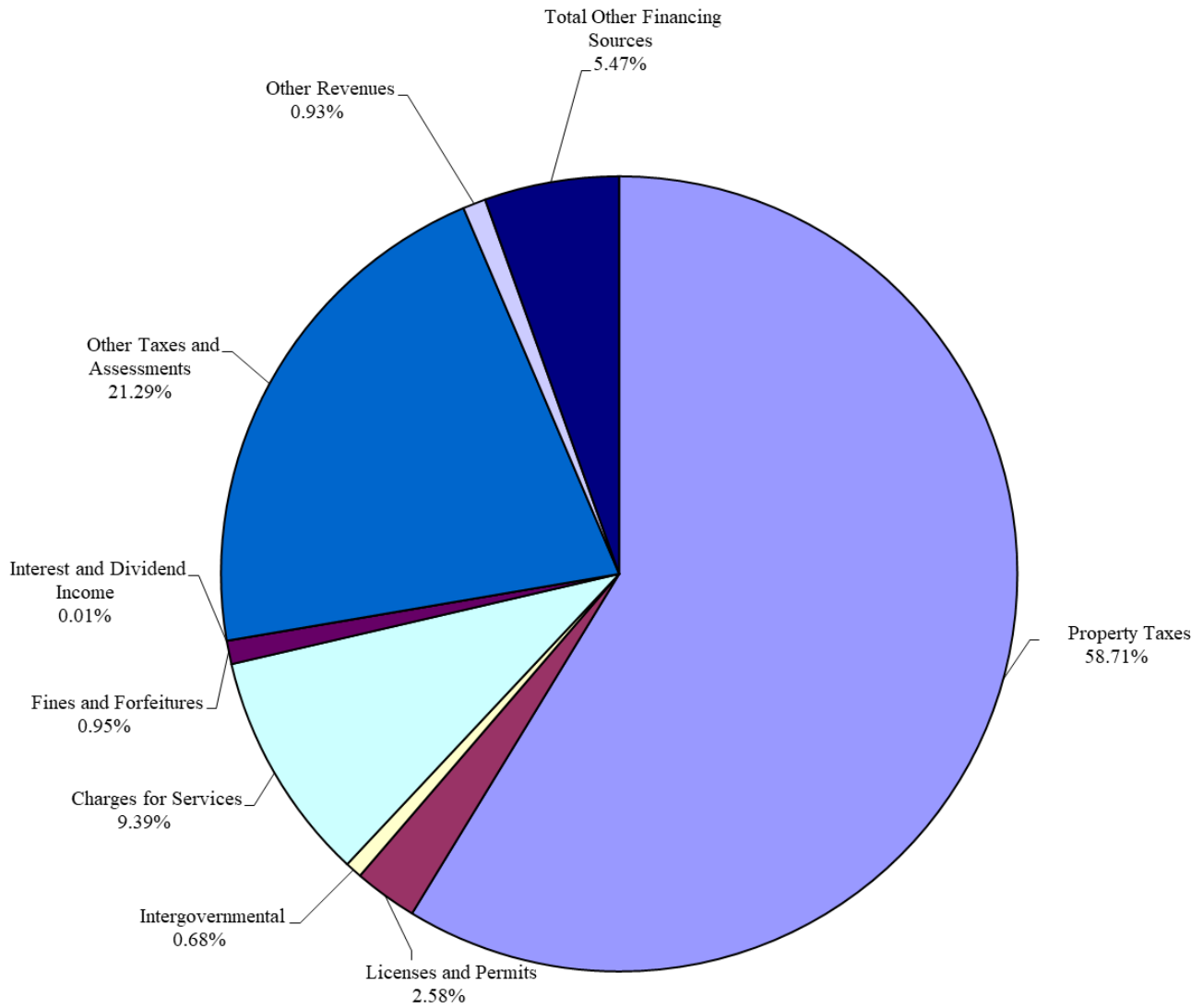
CLAYTON COUNTY, GEORGIA
BUDGET SUMMARY INFORMATION
FUND BALANCES FOR GOVERNMENTAL FUNDS
COMPARISON OF THE THREE MOST RECENT FISCAL YEARS

	TOTAL GOVERNMENTAL FUNDS		
	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET
REVENUES			
Property Taxes	\$166,677,461	\$161,006,749	\$185,509,221
Other Taxes and Assessments	121,950,148	312,827,124	\$67,266,842
Licenses and Permits	8,146,082	7,595,675	\$8,144,000
Intergovernmental	37,342,393	91,285,435	\$2,162,449
Charges for Services	28,073,941	28,703,085	\$29,658,008
Fines and Forfeitures	4,098,616	3,586,758	\$2,999,750
Interest and Dividend Income	81,829	15,000	21,000
Other Revenues	8,193,898	3,235,111	\$2,942,688
Total Revenues	374,564,368	608,254,937	298,703,958
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	-	110,118,759	13,428,531
Appropriation from Capital Impr. Reserve	-	-	-
Gifts and Donations	43,244	30,500	16,800
Operating Transfers In	21,054,672	4,418,920	3,828,065
Operating Transfer In From Primary Gov	-	-	-
Proceeds from Property/Casualty Claims	466,153	22,902	-
Proceeds from refunding bond debt	-	-	-
Proceeds from Litigation Settlement	9,696	-	-
Proceeds from Revenue Bonds	72,000,000	-	-
Sale of General Fixed Assets	-	-	-
Sale of Obsolete/Surplus Material	25,050	-	-
Proceeds from Capital Leases	14,100	-	-
Total Other Financing Sources	93,612,915	114,591,081	17,273,396
Total Revenues and Other Financing Sources	468,177,283	722,846,018	315,977,354
EXPENDITURES			
General Government	\$123,201,714	\$453,513,432	\$84,387,940
Tax Assessment and Collection	4,579,339	\$8,859,297	\$5,931,422
Courts and Law Enforcement	82,426,628	\$91,210,267	\$87,038,026
Public Safety	85,761,408	\$113,044,107	\$100,217,806
Transportation and Development	29,621,268	\$14,766,361	\$14,734,881
Libraries	5,032,028	\$5,686,950	\$4,051,111
Parks and Recreation	25,250,904	\$14,253,748	\$8,850,830
Health and Welfare	14,348,269	\$16,828,350	\$6,718,473
Other General Government	-	-	-
Total Expenditures	\$370,221,558	718,162,512	311,930,489
OTHER FINANCING USES			
Payment to Refund Capital Lease	2	-	-
Casualty and Other Losses	93,488	1,100	-
Appropriations to Fund Balance	-	631,763	218,800
Litigation Claims & Settlements	3,227,794	-	-
Operating Transfers Out	21,044,050	4,050,643	3,828,065
Total Expenditures and Other Financing Uses	\$394,586,892	722,846,018	315,977,354
Net Increase (Decrease) in Fund Balance	73,590,391	(110,118,759)	(13,428,531)
FUND BALANCE JULY 1	280,323,533	353,913,924	243,795,165
FUND BALANCE JUNE 30	\$353,913,924	\$243,795,165	230,366,634

CLAYTON COUNTY, GEORGIA

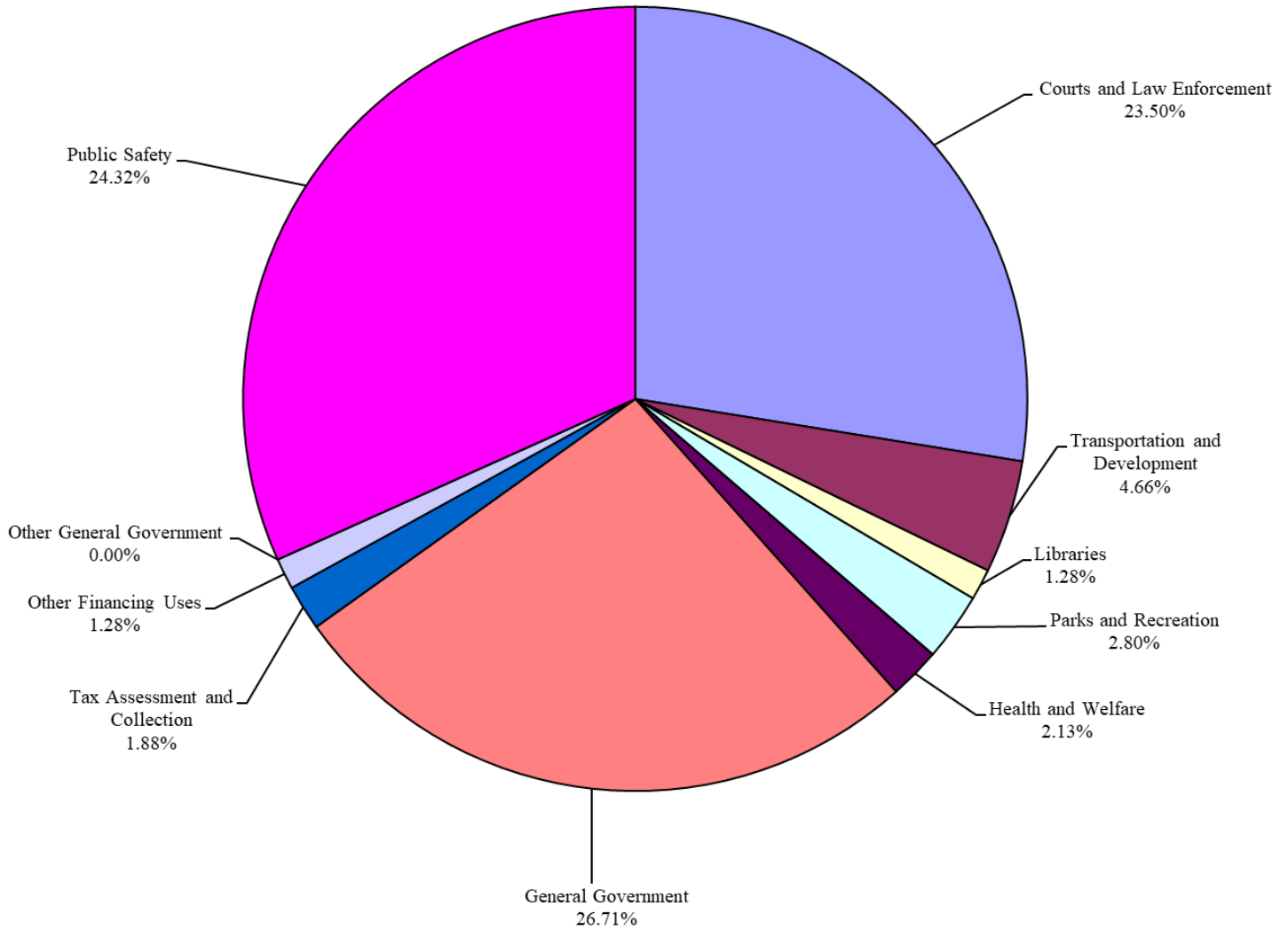
FY 2023 ESTIMATED FINANCIAL SOURCES

GOVERNMENTAL FUNDS



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

**CLAYTON COUNTY, GEORGIA
FY 2023 ESTIMATED EXPENDITURES
GOVERNMENTAL FUNDS**



■ 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 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET
REVENUES			
Property Taxes	\$ -	\$ -	\$ -
Other Taxes and Assessments	-	-	-
Licenses and Permits	-	-	-
Intergovernmental	5,000,000	2,101,205	2,885,551
Charges for Services	949,289	1,109,703	1,162,399
Fines and Forfeitures	-	21,706	21,706
Interest and Dividend Income	5,741	-	-
Other Revenues	373,407	-	-
Total Revenues	6,328,437	3,232,614	4,069,656
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	-	-	-
Operating Transfers In	-	-	-
Sale of General Fixed Assets	-	-	-
Total Revenues and Other Financing Sources	6,328,437	3,232,614	4,069,656
EXPENDITURES			
Personnel Services	820,616	1,042,965	1,074,935
Operating Expenses	1,301,759	2,081,509	1,917,835
Capital Outlay	-	-	68,400
Debt Service	138,368	108,140	1,008,486
Total Expenditures	2,260,743	3,232,614	4,069,656
OTHER FINANCING USES			
Operating Transfers Out	-	-	-
Total Expenditures and Other Financing Uses	2,260,743	3,232,614	4,069,656
Net Increase (Decrease) in Retained Earnings	4,067,694	-	-
RETAINED EARNINGS JULY 1	85,027	4,152,721	4,152,721
RETAINED EARNINGS JUNE 30	\$ 4,152,721	\$ 4,152,721	\$ 4,152,721

CLAYTON COUNTY, GEORGIA
SUMMARY OF REVENUES, EXPENDITURES, AND OTHER FINANCING
SOURCES AND USES FOR ALL BUDGET FUNDS
FISCAL YEAR ENDED JUNE 30, 2023

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUND	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
REVENUES							
Property Taxes	\$ 150,077,211	\$ 35,432,010	\$ -	\$ -	-	\$ -	\$ 185,509,221
Other Taxes and Assessments	63,513,500	3,753,342	-	-	-	-	67,266,842
Licenses and Permits	7,994,000	150,000	-	-	-	-	8,144,000
Intergovernmental	2,162,449	-	-	-	2,885,551	25,304,717	30,352,717
Charges for Services	23,254,927	6,403,081	-	-	1,162,399	-	30,820,407
Fines and Forfeitures	2,496,750	503,000	-	-	21,706	-	3,021,456
Interest and Dividend Income	21,000	-	-	-	-	7,000,000	7,021,000
Contributions	-	-	-	-	-	25,779,700	25,779,700
Other Revenues	2,889,188	53,500	-	-	-	20,000,000	22,942,688
Total Revenues	252,409,025	46,294,933	-	-	4,069,656	78,084,417	380,858,031
OTHER FINANCING SOURCES							
Appropriation from Fund Balance	7,275,426	6,153,105	-	-	-	-	13,428,531
Appropriation from Capital Impr. Res	-	-	-	-	-	-	-
Gifts and Donations	15,000	1,800	-	-	-	-	16,800
Operating Transfers In	38,000	1,749,575	2,040,490	-	-	-	3,828,065
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	7,328,426	7,904,480	2,040,490	-	-	-	17,273,396
Total Revenues and Other Financing Sources	\$ 259,737,451	\$ 54,199,413	\$ 2,040,490	\$ -	\$ 4,069,656	\$ 78,084,417	\$ 398,131,427
EXPENDITURES							
Personnel Services	\$ 169,931,551	\$ 35,906,943	\$ -	\$ -	\$ 1,074,935	\$ 61,540,447	\$ 268,453,876
Operating Expenses	84,070,884	11,385,820	-	-	1,917,835	15,555,470	112,930,009
Capital Outlay	1,944,951	5,726,889	-	-	68,400	-	7,740,240
Debt Service	-	1,141,761	2,040,490	-	1,008,486	988,500	5,179,237
Total Expenditures	255,947,386	54,161,413	2,040,490	-	4,069,656	78,084,417	394,303,362
OTHER FINANCING USES							
Operating Transfers Out	3,790,065	38,000	-	-	-	-	3,828,065
Total Expenditures and Other Financing Uses	\$ 259,737,451	\$ 54,199,413	\$ 2,040,490	\$ -	\$ 4,069,656	\$ 78,084,417	\$ 398,131,427
Net Increase (Decrease) in Fund Balance	(7,275,426)	(6,153,105)	-	-	-	-	(13,428,531)
FUND BALANCE JULY 1	90,818,037	37,760,205	64,897	115,152,026	4,152,721	6,376,274	254,324,160
FUND BALANCE JUNE 30	\$ 83,542,611	\$ 31,607,100	\$ 64,897	\$ 115,152,026	\$ 4,152,721	\$ 6,376,274	\$ 240,895,629

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 FY2023, FY2022, FY2022 Amended and FY2021 Actual. 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 FY2021 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 originally approved budget represented our best estimates as to what it would cost to operate each of the various functions of the County during FY2022.

Of particular note is that certain budgets were amended during the course of FY2022. 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 FY2022 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 FY2023. 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 FY2022 and FY2023 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 increase of \$24,301,715 or 9.4% versus the FY2022 amended budget results primarily from increased personnel enhancements of \$16.5 million.

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2023

	FY 2021 ACTUAL	FY 2022 ORIGINAL BUDGET	FY 2022 AMENDED BUDGET	FY 2023 BUDGET
GENERAL FUND				
General Government				
Commissioners	3,498,710	4,208,224	4,208,499	4,648,360
Finance	3,724,593	4,706,577	4,706,577	4,845,341
Information Technology	13,448,856	13,056,134	13,056,134	12,299,492
Human Resources	1,395,963	1,480,664	1,480,664	1,520,758
Central Services	2,380,660	2,522,174	2,522,174	2,648,784
Professional Services	8,193,237	4,286,000	4,286,000	6,219,664
Registrar	1,032,828	1,886,876	1,886,876	1,778,824
County Garage	6,312,724	6,750,394	6,750,394	8,536,519
Refuse Control	2,244,240	2,414,237	2,414,237	2,837,996
Building and Maintenance	5,277,076	6,269,624	7,219,624	5,448,735
Extension University of Georgia	234,916	391,349	391,349	352,827
Other General Government	34,928,454	16,603,097	17,661,898	24,719,691
Total General Government	82,672,257	64,575,350	66,584,426	75,856,991
Tax Assessment and Collections				
Tax Commissioners	2,097,832	2,175,221	2,175,221	2,473,109
Tax Assessors	2,212,822	2,394,616	2,394,616	2,483,313
Total Tax Assessment and Collections	4,310,654	4,569,837	4,569,837	4,956,422
Courts and Law Enforcement				
Superior Court	8,392,947	8,816,702	8,828,443	7,219,248
State Court	2,056,914	2,213,918	2,243,786	2,321,311
Probation Services	1,120,159	1,203,459	1,203,459	1,221,321
Magistrate Court	1,248,471	1,255,861	1,255,861	1,302,592
Juvenile Court	4,800,886	4,834,331	4,834,331	5,224,483
Probate Court	1,504,264	1,695,960	1,695,960	1,644,725
Clerk of Superior/Magistrate Court	2,062,600	3,072,955	3,072,955	2,952,711
Clerk of State Court	1,477,141	1,507,856	1,507,856	1,513,814
Solicitors Office	2,509,742	3,007,729	3,007,729	3,256,418
District Attorney	5,584,838	5,775,755	5,775,755	5,925,594
State Adult Probation	232	-	-	-
Correctional Facility	7,573,960	8,439,535	8,439,535	9,078,475
Sheriff	38,744,853	38,725,939	38,725,939	43,669,362
Total Courts and Law Enforcement	77,077,007	80,550,000	80,591,609	85,330,054

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2023

	FY 2021 ACTUAL	FY 2022 ADOPTED BUDGET	FY 2022 AMENDED BUDGET	FY 2023 BUDGET
GENERAL FUND, CONTINUED				
Public Safety				
County Police	38,545,685	38,739,193	38,755,938	42,262,813
Narcotics Unit	29,386	49,216	49,216	31,676
EMS Rescue	9,981,229	12,782,969	13,398,177	14,786,450
Central Communications	104,601	103,977	103,977	111,479
Community Development	1,912,009	3,126,527	3,126,527	3,054,641
Community Development - Planning and Zoning	603,766	880,721	880,721	1,069,062
Emergency Management	402,976	331,299	331,299	416,320
Total Public Safety	51,579,652	56,013,902	56,645,855	61,732,441
Transportation and Development				
Transportation & Development	4,868,046	4,918,750	4,966,038	9,143,564
Total Transportation and Development	4,868,046	4,918,750	4,966,038	9,143,564
Libraries	3,731,951	4,334,372	4,334,372	4,051,111
Parks and Recreation	6,313,239	7,937,168	8,237,168	8,850,830
Senior Services	3,461,796	4,564,968	4,614,788	4,728,973
Total Parks and Recreation and Senior Services	9,775,035	12,502,136	12,851,956	13,579,803
Health and Welfare				
Department of Human Resources	1,972,760	1,297,000	1,297,000	1,297,000
Family and Children Services	-	-	-	-
Total Health and Welfare	1,972,760	1,297,000	1,297,000	1,297,000
Other Financing Uses				
Operating Transfers Out		3,594,643	3,594,643	3,790,065
Total Other Financing Uses	-	3,594,643	3,594,643	3,790,065
Total General Fund	235,987,362	232,355,990	235,435,736	259,737,451
DEBT SERVICE FUND	16,099,450	2,034,991	2,034,991	2,040,490

BUDGET SUMMARY INFORMATION - EXPENDITURES
COMPARISON OF ADOPTED BUDGET WITH PRIOR YEAR'S DATA
FISCAL YEAR ENDED JUNE 30, 2023

	FY 2021 ACTUAL	FY 2022 ADOPTED BUDGET	FY 2022 AMENDED BUDGET	FY 2023 BUDGET
SPECIAL REVENUE FUNDS				
Fire District Fund	\$30,559,663	\$29,135,325	\$33,583,519	\$35,123,710
Hotel/Motel Tax Fund	399,129	676,371	676,371	887,948
Tourism Authority Fund	993,374	928,200	928,200	1,320,000
Emergency Telephone System Fund	3,387,820	5,443,499	5,443,499	5,944,108
Federal Narcotics Fund	167,350	234,400	234,400	238,430
State Narcotics Fund	403,831	1,385,214	1,485,214	1,579,090
Sherrif DOJ Fund	346,879	175,000	175,000	13,910
American Rescue Plan Act Fund	1,853,162	0	31,570,835	3,591,825
Jail Construction and Staffing Fund	470,000	418,000	418,000	180,000
Juvenile Supplemental Services Fund	1,500	6,000	6,000	5,000
Drug Abuse Treatment and Education Fund	108,556	127,680	127,680	65,000
Alternative Dispute Resolution Fund	133,362	181,859	181,859	197,646
Victim Assistance Fund	558,366	619,030	619,030	707,075
Domestic Seminars Fund	0	7,000	7,000	7,000
State Court Technology Fee Collection Fund	126,126	111,935	111,935	152,635
Collaborative Authority Fund	51,970	12,500	60,500	12,500
Aging Grant Fund	1,342,771	660,000	1,505,015	680,000
HUD Grants Fund	7,478,944	-	9,397,384	-
Other County Grants Fund	17,788,713	625,000	48,193,681	625,000
Law Library Fund	120,028	177,112	177,112	181,461
Street Lights Fund	1,099,825	1,804,308	1,804,308	1,712,075
Ellenwood TAD Fund	-	-	-	-
Northwest Clayton TAD Fund	-	-	-	-
Mountain View TAD Fund	-	675,000	3,789,460	675,000
Central Clayton Corridor TAD Fund	-	-	-	-
Forest Park TAD Fund	100,201	500,000	500,000	300,000
Total Special Revenue Funds	<u>67,491,570</u>	<u>43,903,433</u>	<u>140,996,002</u>	<u>54,199,413</u>
CAPITAL PROJECT FUNDS				
Health Department Capital Project Fund (303)	-	-	-	-
Roads & Recreation Capital Project Fund (306)	3,147,666	-	-	-
SPLOST 2009 Capital Projects Fund (307)	11,231,525	-	312,263	-
2015 SPLOST Capital Projects Fund (308)	32,096,801	-	1,295,434	-
2021 SPLOST Capital Projects Fund (309)	10,159,334	-	341,951,950	-
Ellenwood Tax District Capital Project Fund (315)	-	-	-	-
URA Tax Allocation Improvement Capital Project (316)	25	-	-	-
Other Capital Project (317)	624,021	-	819,642	-
Total Capital Project Funds	<u>57,259,372</u>	<u>0</u>	<u>344,379,289</u>	<u>-</u>
TOTAL GOVERNMENTAL FUNDS	<u>376,837,754</u>	<u>278,294,414</u>	<u>722,846,018</u>	<u>315,977,354</u>
INTERNAL SERVICE FUNDS				
Workers Compensation Fund	1,416,901	2,398,149	2,398,149	2,313,570
Medical Self Insurance Fund	20,582,163	22,835,633	22,968,819	23,070,847
Pension Trust Fund	0	45,454,100	45,454,100	52,700,000
Total Internal Service Funds	<u>21,999,064</u>	<u>70,687,882</u>	<u>70,821,068</u>	<u>78,084,417</u>
DISCRETELY PRESENTED COMPONENT UNITS				
Landfill Enterprise Fund	<u>2,122,375</u>	<u>3,232,614</u>	<u>3,232,614</u>	<u>4,069,656</u>
Total Discretely Presented Component Units	<u>2,122,375</u>	<u>3,232,614</u>	<u>3,232,614</u>	<u>4,069,656</u>
TOTAL OF ALL FUNDS	<u>\$400,959,193</u>	<u>\$352,214,910</u>	<u>\$796,899,699</u>	<u>\$398,131,427</u>

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 FY2023 revenue projection process, total tax revenue collections through the end of FY2022 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

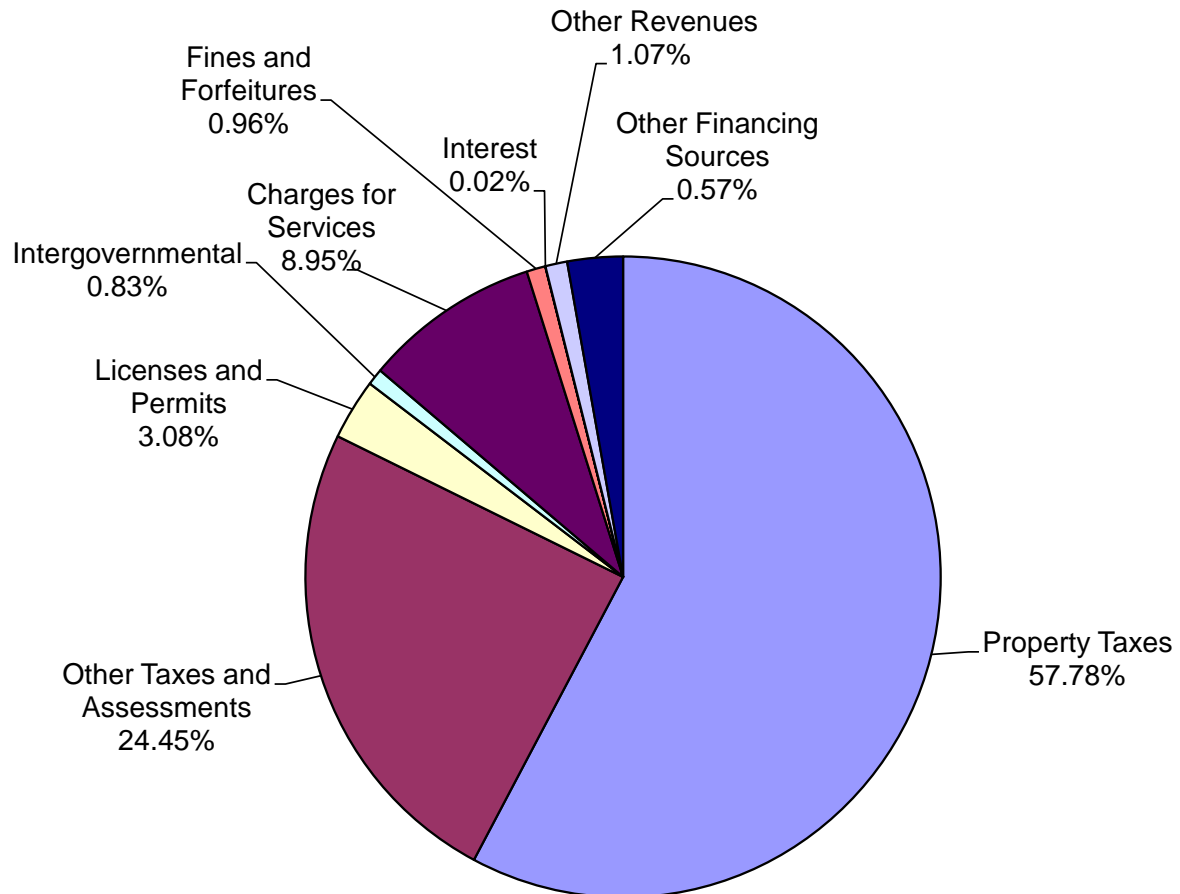
The General Fund is the primary operating fund for the County. The revenue it uses provides a majority of services to the citizens and derives from a wide variety of sources. The tabular information shown below indicates the relative composition of the major revenue sources. The accompanying pie chart indicates the dependency of the County on taxes as the major revenue source to pay for operations of the General Fund. Eighty-two percent of the General Fund revenues for FY2023 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 8.95% 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 FY2023 budget will increase. More specifically, collection of the General Fund's major revenue source, property tax, is projected to increase versus the FY2022 amended budget.

COMPARISON OF GENERAL FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET	FY 2023 PERCENT OF TOTAL
Property Taxes	\$ 127,511,896	\$ 138,290,453	\$ 132,038,124	\$ 150,077,211	57.78%
Other Taxes and Assessments	52,352,939	60,304,030	56,218,717	63,513,500	24.45%
Licenses and Permits	6,811,000	8,146,082	7,595,675	7,994,000	3.08%
Intergovernmental	2,733,513	2,264,009	2,278,540	2,162,449	0.83%
Charges for Services	21,508,871	21,658,030	22,722,707	23,254,927	8.95%
Fines and Forfeitures	3,421,069	2,083,576	2,711,200	2,496,750	0.96%
Interest and Dividend Income	76,721	59,004	15,000	21,000	0.01%
Other Revenues	2,856,370	3,049,617	3,113,571	2,889,188	1.11%
Other Financing Sources	7,249,378	2,300,734	8,742,202	7,328,426	2.83%
Total Revenues	\$ 224,521,757	\$ 238,155,535	\$ 235,435,736	\$ 259,737,451	100.00%

CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2023 COMPARISON OF GENERAL FUND PRINCIPAL REVENUE
SOURCES



CLAYTON COUNTY, GEORGIA

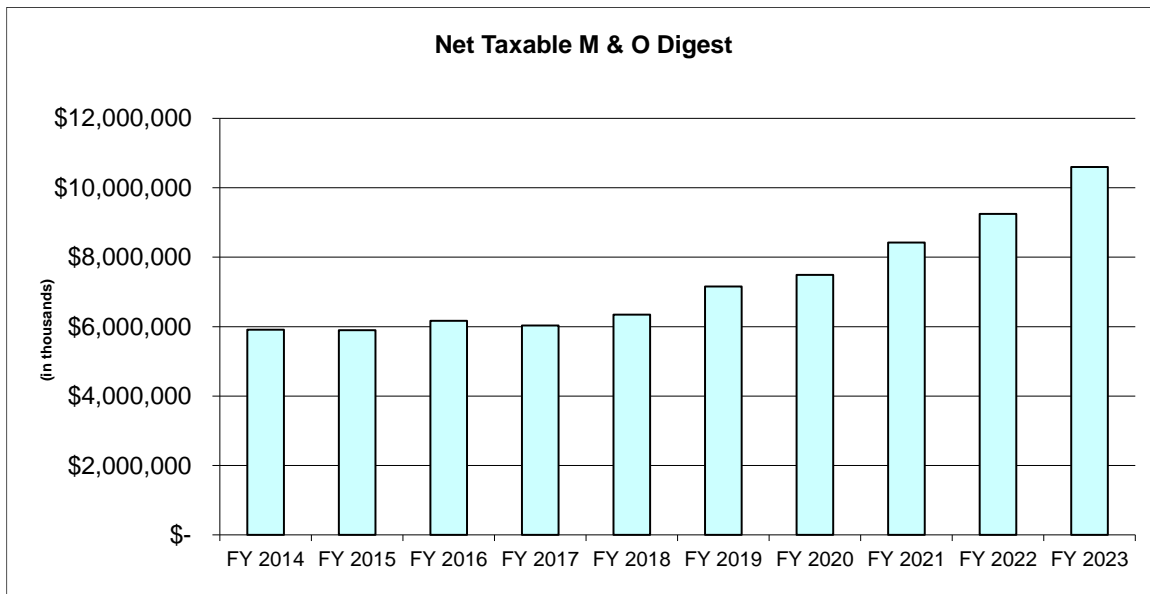
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS

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 12.42%, 9.85% and 14.61% 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 2023 fiscal year.

Digest Information	Fiscal Year	Net Taxable M & O Digest (in thousands)	Digest Growth	Net Mill Rate	Percentage Change in Millage
2013 Tax Year (Actual)	FY 2014	\$ 5,911,140	NA	14.912	NA
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	\$ 9,248,448	9.849%	14.746	-2.273%
2022 Tax Year (Actual)	FY 2023	\$ 10,599,609	14.610%	14.496	-1.695%



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 2022 will decrease to 14.496. 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. 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 2022		EXAMPLE OF A TAX BILL FY 2023	
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	18.535	Gross Mill Rate	18.111
Gross M&O Taxes Payable	926.75	Gross M&O Taxes Payable	905.55
Fire Protection Rate	4.750	Fire Protection Rate	4.750
Fire Protection	237.50	Fire Protection	237.50
Net Taxable Value	50,000	Net Taxable Value	50,000
L.O.S.T. Rebate	3.789 (189.45)	L.O.S.T. Rebate	3.615 (180.75)
Final M&O Taxes Payable	974.80	Final M&O Taxes Payable	962.30

Property Tax revenues account for over half of the total financial resource inflows into the General Fund, with the LOST accounting for another 18.1% 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

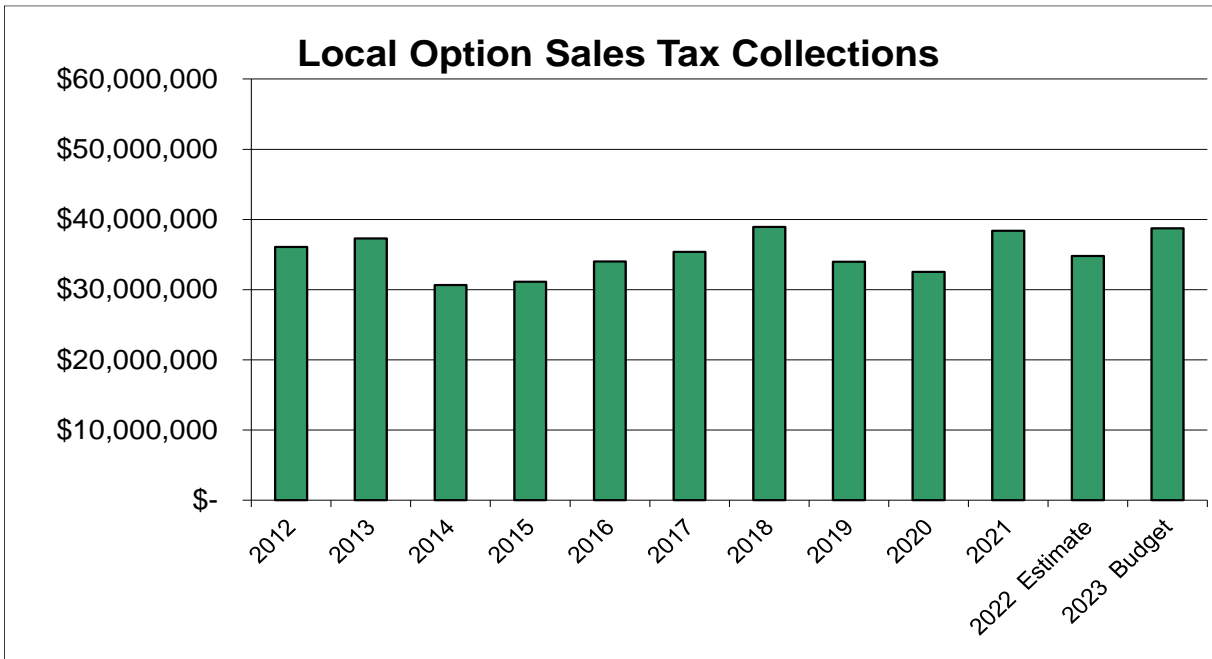
Other Taxes and Assessments

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 61.0% and the Insurance Premium 29.5% of Other Taxes and Assessments budgeted for FY2023. Representing a slight increase 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 strong with LOST revenues exceeding pre-pandemic levels. 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 FY2023 projected budget amount for LOST is \$38.7 million versus a budget of \$34.8 million for FY2022.

**CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS**



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 FY2022. The decrease in LOST revenue beginning in FY2014 resulted from the change in allocation rate renegotiated with the local cities. For FY2023 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 8.95% 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 an increase in charges for services due to the opening of the new Spivey Splash Waterpark.

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 3.08% 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 FY2023 budget projects an increase of \$398,325 versus the FY2022 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 0.96% of total County revenues. The decrease in this revenue source has resulted from a significant decrease in court fines. The backlog in the Courts due to Covid-19 has reduced 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 0.83% of total County revenues. Intergovernmental revenue is projected to decrease compared to the 2022 amended budget by \$116,091 in FY2023.

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 0.01% of total revenues. The amount budgeted for FY2023 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 1.11% 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 4.750 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.

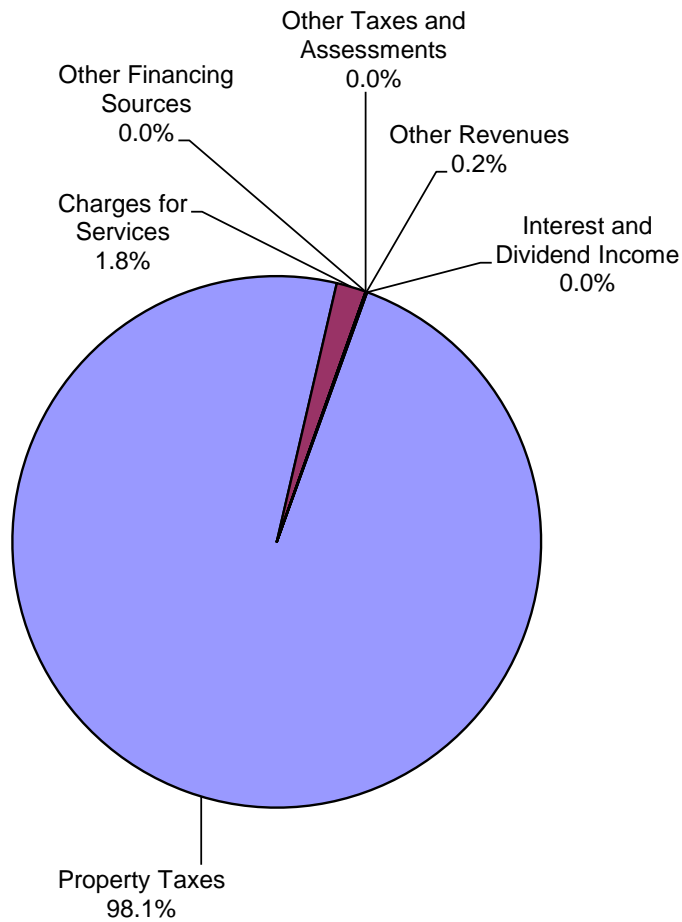
Landfill Enterprise Fund

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 2023 COMPARISON OF FIRE SERVICES FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF FIRE FUND PRINCIPAL REVENUE SOURCES

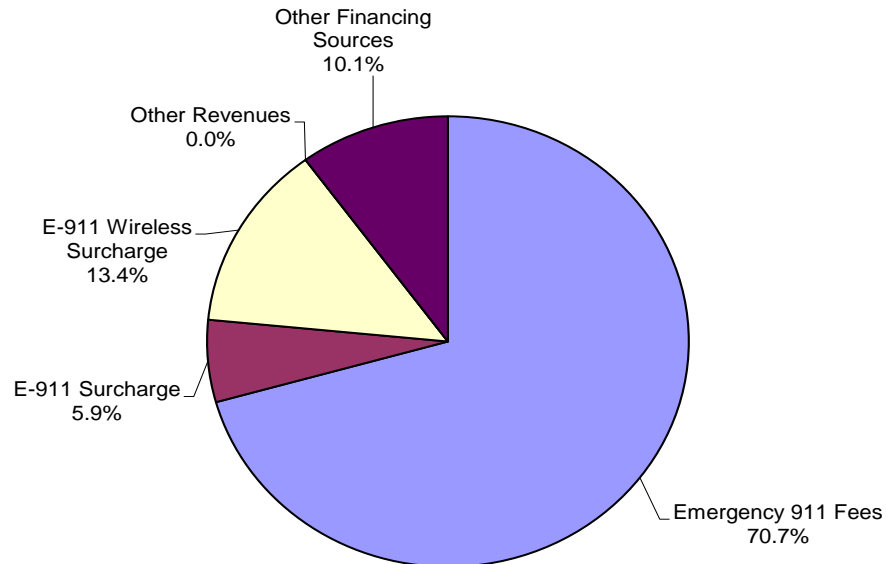
Revenue Source	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET	FY 2023 PERCENT OF TOTAL
Property Taxes	\$ 25,603,335	\$ 27,690,500	\$ 28,468,625	\$ 34,457,010	98.10%
Charges for Services	798,718	850,437	633,700	633,700	1.80%
Other Financing Sources	4,156,256	-	4,448,194	-	0.00%
Other Taxes and Assessments	547,917	886,340	3,000	3,000	0.01%
Other Revenues	46,047	47,049	30,000	30,000	0.09%
Interest and Dividend Income	-	-	-	-	-
Total Revenues	\$ 31,152,273	\$ 29,474,326	\$ 33,583,519	\$ 35,123,710	100.00%



CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2023 COMPARISON OF EMERGENCY TELEPHONE SERVICES FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF E-911 FUND PRINCIPAL REVENUE SOURCES

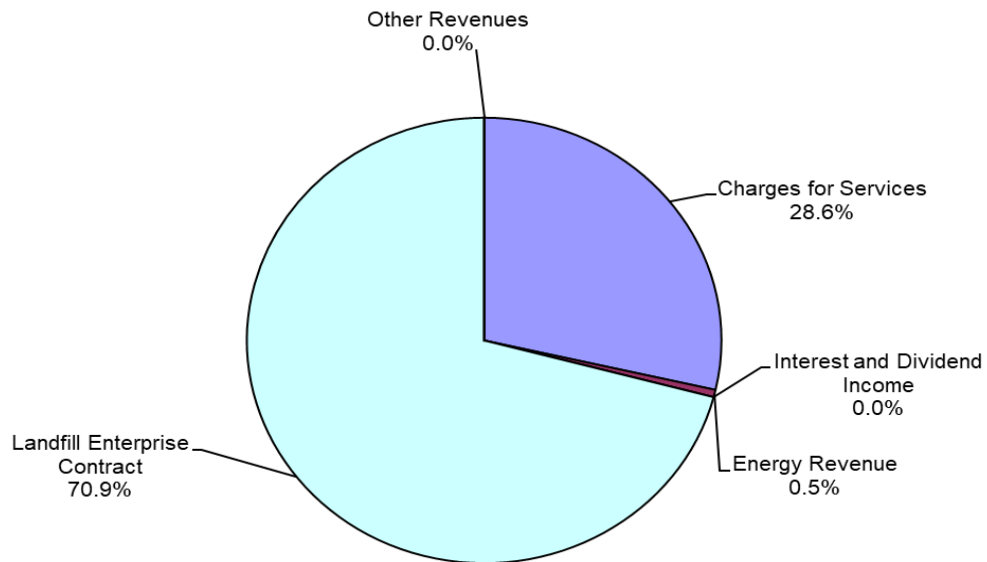
Revenue Source	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGET	FY 2023 PERCENT OF TOTAL
Emergency 911 Fees	\$ 3,715,500	\$ 3,914,596	\$ 3,750,000	\$ 4,200,000	70.66%
E-911 Surcharge	318,670	342,833	375,000	350,000	5.89%
E-911 Wireless Surcharge	743,563	799,945	775,000	795,600	13.38%
Other Revenues	449	-	-	-	0.00%
Other Financing Sources	-	79,749	543,499	598,508	10.07%
Total Revenues	\$ 4,778,182	\$ 5,137,123	\$ 5,443,499	\$ 5,944,108	100.00%



CLAYTON COUNTY, GEORGIA
ANALYSIS OF MAJOR REVENUE SOURCES AND TRENDS
FY 2023 COMPARISON OF LANDFILL ENTERPRISE FUND
PRINCIPAL REVENUE SOURCES

COMPARISON OF LANDFILL ENTERPRISE FUND PRINCIPAL REVENUE SOURCES

Revenue Source	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGETED	FY 2023 PERCENT OF TOTAL
Charges for Services	\$ 1,122,345	\$ 1,273,285	\$ 1,109,703	\$ 1,162,399	28.56%
Energy Revenue	7,476	8,861	21,706	21,706	0.53%
Interest and Dividend Income	6,244	5,741	-	-	0.00%
Landfill Enterprise Contract	500,000	5,000,000	2,101,205	2,885,551	70.90%
Other Revenues	13,336	40,549	-	-	0.00%
Total Revenues	\$ 1,649,401	\$ 6,328,436	\$ 3,232,614	\$ 4,069,656	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 FY2023 Budget versus FY2022 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 74.06% of total budgeted revenues involve tax supported funds (i.e., General Fund and the Fire District Fund) down from 74.62% last year.

Revenue Source	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 AMENDED	FY 2023 BUDGETED	FY 2023 PERCENT OF TOTAL
General Fund	\$ 224,521,757	\$ 238,155,535	\$ 235,435,736	\$ 259,737,451	65.24%
Fire Fund	31,152,273	29,474,326	33,583,519	35,123,710	8.82%
E-911 Fund	4,778,182	5,137,123	5,443,499	5,944,108	1.49%
Landfill Enterprise Fund	1,649,401	6,328,436	3,232,614	4,069,656	1.02%
All Other Funds	172,363,265	121,863,773	519,204,331	93,256,502	23.42%
Total Revenues	\$ 434,464,878	\$ 400,959,193	\$ 796,899,699	\$ 398,131,427	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 FY2022, the Finance Department estimates that the fund balance will be \$94.1 million. Budgeted fund balance will decrease to \$86.8 as a result of the FY2023 budget utilizing \$7.3 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	106,793,028	102,378,839	94,142,039	86,866,613

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 FY2022, but will not be completed until FY2023. 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 FY2023. 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 FY2023 the Finance Department estimates that the fund balance will be about \$10.8 million. As a result, the Fire District Fund will maintain a special tax district mill rate of 4.750 mills.

	FY 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	17,633,423	15,298,087	10,849,893	10,849,893

The fund balance of \$15,298,087 on June 30, 2021 represents the reserves in the Fire Fund. The FY2022 Amended Budget included the use of Fire Fund reserves of \$4,448,194 for the construction of a new fire station. The FY2023 Fire Fund reserves are estimated to remain at \$10,849,893. 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	1,219,874	1,441,582	1,441,582	1,441,582

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	1,075,521	1,126,478	1,098,278	1,098,278

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 FY2023 the staff is estimating that the fund will end the year at \$1,098,278.

Emergency Telephone System Fund

The estimated fund balance for the Emergency Telephone System Fund at June 30, 2022 is \$5,308,205 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	4,102,402	5,851,704	5,308,205	4,709,697

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 \$598,508 of fund balance for FY2023.

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	521,137	502,455	268,055	29,625

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	4,195,473	4,775,071	3,289,857	1,710,767

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.

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	508,713	263,398	574,605	560,695

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

American Rescue Plan Act Fund

The American Rescue Plan Act Fund is a Special Revenue Fund required to account for funds received by the County from the US Treasury. This fund uses the modified accrual basis for budgeting and actual reporting purposes. Reserves will increase with the release of the second allotment for the County.

	FY 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30		2	15,000,000	11,408,175

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	220,015	233,858	233,858	233,858

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	28,214	31,538	31,538	29,538

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

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.

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	256,226	213,583	213,583	213,583

The Clayton County Board of Commissioners uses recommendations from the Clayton County Collaborative Board for funding various programs. 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	537,140	630,919	630,919	630,919

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

Victim Assistance Fund (continued)

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.

	FY 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	14,682	25,172	25,172	25,172

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	11,966	11,966	5,966	-1,034

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	563,892	562,273	540,338	467,703

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

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 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	40,595	40,605	40,605	40,605

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	759,182	936,747	936,747	936,747

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	5,409,433	6,247,468	6,247,468	6,247,468

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

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.

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	38,899	114,231	114,231	79,405

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	2,092,209	2,684,969	2,600,661	2,600,661

Over the past three years, the fund balance has stabilized. In projecting the FY2023 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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	2,278,431	2,874,738	0	0

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

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	0	0	0	0

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	64,899	54,277	54,277	54,277

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	85,027	4,152,722	4,152,722	4,152,722

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

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 SPLOST, the fund balance is expected to steadily decrease as projects are completed. This fund uses the modified accrual basis for budgeting and reporting.

	FY 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	18,246,359	15,116,196	15,116,196	15,116,196

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	27,425,537	17,138,173	17,138,173	17,138,173

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	93,056,229	76,977,115	76,977,115	76,977,115

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

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	0	89,247,367	89,247,367	89,247,367

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	26,569	27,096	27,096	27,096

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	-10,601	865,379	45,737	45,737

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

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	2,102,195	3,202,238	1,305,551	1,305,551

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 2020	FY 2021	FY 2022	FY 2023
	ACTUAL	ACTUAL	AMENDED	PROJECTED
Fund Balance - June 30	4,274,079	6,308,038	6,174,852	6,174,852

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 FY2023 and the department where they were added.

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2022
Fiscal Year Ending June 30, 2023

Board of Commissioners

Add: 1 Communications Administrator 32-23
1 Administrative Manager – Staff Attorney 26-13
1 Constituent Aide 22-24
1 Assistant to the Chairman 22-17
1 Constituent Aide 22-10
1 Constituent Aide 22-10
1 Constituent Aide 22-7
1 Office Manager 20-18
1 Assistant to COO 19-13

Delete: 1 Communications Administrator 32-17
1 Administrative Manager – Staff Attorney 26-7
1 Constituent Aide 22-18
1 Assistant to the Chairman 22-11
1 Constituent Aide 22-4
1 Constituent Aide 22-4
1 Constituent Aide 22-1
1 Office Manager 20-12
1 Assistant to COO 19-7

Building & Maintenance

Add: 1 Facilities Administrative Manager 30-12
4 Trades Specialist 15-19

Delete: 1 Facilities Administrator 24-12

Central Services

Add: 1 Program Coordinator 26-1

Community Development

Add: 1 Senior Planner 27-1
1 Planner III 25-1
1 Planner II 22-1
1 Commercial Code Enforcement Officer Supervisor 22-4
1 Commercial Code Enforcement Officer II 18-16
1 Commercial Code Enforcement Officer II 18-8
1 Administrative Assistant 16-1

Delete: 1 Commercial Code Enforcement Inspector Lead 20-4
3 Inspector I 19-8
1 Mechanical Inspector 19-1
1 Plumbing Inspector 19-1
1 Commercial Code Enforcement Officer I 16-16
1 Commercial Code Enforcement Officer I 16-1

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2022
Fiscal Year Ending June 30, 2023

Corrections/Prison

Add: 1 Corrections Captain, Prison 28-1
1 Corrections Counselor 24-4

Delete: 1 Corrections Counselor 20-1

District Attorney

Add: 1 Chief Administrator 35-5
1 Assistant District Attorney II 31-12
1 Assistant District Attorney II 31-7
1 Assistant District Attorney 27-17
2 Assistant District Attorney 27-9
1 Assistant District Attorney 27-7
1 Assistant District Attorney 27-13
1 Programs Supervisor 26-17
1 Victim Assistance Program Manager 21-14
1 Legal Assistant II 19-18
1 Legal Assistant II 19-17
2 Legal Assistant II 19-16
1 Victim Assistant Coordinator, Senior 19-12
1 Victim Assistant Coordinator, Senior 19-11
1 Program Support Assistant 17-14

Delete: 1 Chief Administrator 35-3
1 Assistant District Attorney II 31-10
1 Assistant District Attorney II 31-5
1 Assistant District Attorney 27-15
1 Assistant District Attorney 27-11
2 Assistant District Attorney 27-7
1 Programs Supervisor 26-15
1 Victim Assistance Program Manager 21-12
1 Legal Assistant II 19-16
1 Legal Assistant II 19-15
1 Legal Assistant II 19-14
1 Legal Assistant II 19-13
1 Victim Assistant Coordinator, Senior 19-10
1 Victim Assistant Coordinator, Senior 19-9
1 Program Support Assistant 17-12

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2022
Fiscal Year Ending June 30, 2023

Finance

Add: 1 Deputy CFO Finance 35-11
1 Financial Management Analyst 29-17
1 Financial Management Analyst 29-14
1 Financial Grants Analyst, Senior 27-5
1 Grants Analyst HUD 26-1
1 Assistant to CFO 19-11
3 Payroll Technician III 20-4

Delete: 1 Deputy CFO Finance 35-7
1 ERP System Administrator 29-1
1 Financial Management Analyst 27-17
1 Financial Management Analyst 27-14
1 Financial Grants Analyst, Senior 26-5
1 Grants Analyst HUD 25-1
1 Assistant to CFO 19-5
3 Payroll Technician I 16-4

Fire

Add: 4 Field Support Sergeant 25-8

Fleet

Add: 1 Inventory Manager 18-9

Delete: 1 Administrative Secretary 15-13

Human Resources

Add: 1 Chief Administrative Officer 25-7
1 Human Resources Analyst Lead 20-17
1 Human Resources Analyst Lead 20-12
1 Human Resources Analyst 18-4
1 Human Resources Assistant, Senior 16-8

Delete: 1 Office Administrator/Leave Coordinator 20-15
1 Executive Assistant 20-14
1 Human Resources Analyst II 18-17
1 Human Resources Analyst II 18-16
1 Civil Service Administrative Assistant 16-1
1 Human Resources Assistant 14-1

Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2022
Fiscal Year Ending June 30, 2023

Information Technology

Add: 1 Chief Information Security Officer 36-19
1 Deputy Chief Information Officer 36-15
1 Senior Software Architect 34-16
1 Network Architect 34-10
1 Division Manager, Interactive & Web Technologies 33-9
1 Senior Software Developer 31-10
1 Web Technologies Developer 29-1
1 Digital Equity Associate 27-1
1 Records Response Specialist 16-1

Delete: 1 Chief Information Security Officer 34-19
1 Assistant IT Director 34-11
1 Software Architect 33-16
1 Division Manager, Network Infrastructure & Operations 33-10
1 Senior Web Technologies Developer 31-13
1 IT Business Systems Administrator 29-18
1 Administrative Services Assistant 16-1

Juvenile Court

Add: 1 Juvenile Court Officer 18-1

Parks and Recreation

Add: 1 Park Maintenance Worker Senior 12-4
1 Recreation Manager 21-3
1 Maintenance Manager 21-3

Police

Add: 1 Animal Control Veterinarian Technician 17-1
1 Police Services Clerk 12-4

Probate Court

Add: 1 Probate Court Clerk, Senior 17-6
5 Probate Court Clerk, Senior 17-4

Delete: 1 Probate Court Clerk, Senior 16-21
2 Probate Court Clerk, Senior 16-6
3 Probate Court Clerk, Senior 16-4

Refuse

Add: 1 Grass Crew Leader 17-4
1 Equipment Operator, Senior 13-1
4 Custodian 8-8

**Clayton County, Georgia
Approved New Position List
Positions Effective Date July 1, 2022
Fiscal Year Ending June 30, 2023**

Sheriff

Add: 1 Sheriff Major 31-11
1 Sheriff Captain 28-11

Solicitor General

Add: 1 Chief of Staff 34-4
1 Program Development Coordinator 26-11
1 Paralegal Senior 23-4

Delete: 1 Pretrial Intervention & Divergent Program Manager 22-15

Superior Court

Add: 1 Senior Accountability Courts Coordinator 24-27

Delete: 1 Accountability Courts Coordinator 24-14

Tax Commissioner

Add: 3 Call Center Clerks 13-8

Transportation & Development

Add: 1 Systems Administrator 27-11
1 Civil Engineer I 24-19
1 Engineering Technician I 12-8

Delete: 1 Systems Administrator 24-11
1 Engineering Technician VI 22-19

**CLAYTON COUNTY, GEORGIA
SUMMARY OF FULL-TIME PERSONNEL**

<u>DEPARTMENT</u>	<u>FY 2021 BUDGET</u>	<u>FY 2022 BUDGET</u>	<u>FY 2023 BUDGET</u>
Board of Commissioners/Youth Services/Staff Attorney	38	55	55
Building & Maintenance	41	47	51
Central Communications/E911	62	63	63
Central Services/Risk Management	33	33	34
Clerk of State Court	24	24	24
Clerk of Superior/Magistrate Court	38	38	38
Community Development	54	59	58
Corrections Department	103	106	107
District Attorney	83	90	91
Elections/Registrar	10	15	15
Emergency Medical Services	143	144	144
Extension Service	5	8	8
Finance Department	47	47	46
Fire Department	276	276	280
Human Resources	18	19	18
Information Technology	77	81	83
Internal Audit	4	4	4
Juvenile Court	64	66	67
Library System	54	60	60
Magistrate Court	10	17	17
Parks & Recreation	87	85	88
Police Department	467	469	471
Probate Court	20	22	22
Refuse Control	45	45	51
Senior Services	52	53	53
Sheriff's Department	389	393	395
Solicitor's Office	42	43	45
State Court	37	37	37
Superior Court	39	49	49
Tax Assessors	32	32	32
Tax Commissioner	35	37	40
Transportation & Development/Fleet Maintenance/Landfill	163	163	164
TOTAL CLAYTON COUNTY POSITIONS	2,592	2,680	2,710

CLAYTON COUNTY, GEORGIA
LONG TERM STRATEGIC FINANCIAL FORECAST

	2023	2024	2025
REVENUES			
Property Taxes	\$150,077,211	\$ 161,000,000	\$ 170,000,000
Other Taxes and Assessments	63,513,500	64,000,000	64,500,000
Licenses and Permits	7,994,000	7,750,000	8,000,000
Intergovernmental	2,162,449	2,425,000	2,600,000
Charges for Services	23,254,927	23,814,000	24,250,000
Fines and Forfeitures	2,496,750	2,400,000	2,550,000
Interest and Dividend Income	21,000	52,000	67,000
Other Revenues	2,889,188	2,800,000	2,800,000
Total Revenues	252,409,025	264,241,000	274,767,000
OTHER FINANCING SOURCES			
Appropriation from Fund Balance	7,275,426	3,500,000	3,500,000
Proceeds from Insurance		-	-
Gifts and Donations	15,000	10,000	10,000
Operating Transfers In/Other	38,000	38,000	38,000
Total Other Financing Sources	7,328,426	3,548,000	3,548,000
Total Revenues and Other Financing Sources	\$259,737,451	\$ 267,789,000	\$ 278,315,000
EXPENDITURES			
Personnel Services	\$169,931,551	\$ 178,000,000	\$ 187,970,000
Operating Expenses	84,070,884	83,500,000	84,000,000
Capital Outlay	1,944,951	2,589,000	2,500,000
Debt Service	-	-	-
Total Expenditures	255,947,386	264,089,000	274,470,000
OTHER FINANCING USES			
Operating Transfers Out	3,790,065	3,700,000	3,845,000
Total Expenditures and Other Financing Uses	\$259,737,451	\$ 267,789,000	\$ 278,315,000
FUND BALANCE JULY 1	102,378,841	95,103,415	91,603,415
Use of Fund Balance	(7,275,426)	(3,500,000)	(3,500,000)
FUND BALANCE JUNE 30	<u>\$ 95,103,415</u>	<u>\$ 91,603,415</u>	<u>\$ 88,103,415</u>

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 valuations 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 County is also experiencing increased new residential construction. The plan anticipates holding or decreasing the millage rate over the next few fiscal years. One of the main County Strategic Objectives is to provide funding for Public Safety and Quality of Life Initiatives. Other Taxes and Assessments revenue is expected to increase as well as the Charges for Services category is expected to increase as new recreation facilities built with SPLOST funds are completed. The new facilities will generate revenues from memberships and programs.

For expenditures, the County made assumptions that personnel costs will increase to retain our highly trained Public Safety workforce. Other Financing uses will increase, while transfers to Debt Service will no longer be required.

The list of current strategic goals are detailed on pages 19 and 20. There are additional Strategic Details contained on pages 96-101. 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 2023

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 122.

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 2023

B. STANDARDIZE GOVERNMENT OPERATIONS THROUGH ACCOUNTABILITY & 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 2023

- 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 2023

- 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 FY2023 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.
- Revenue trends 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 FY2023 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 2023

- 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. Charges for services represents the largest category with over 69 line items to budget. Each specific type of charge is reviewed by Finance and the impacted department to insure an accurate projection.

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. Special Purpose Local Option Sales Tax is used to fund voter approved projects for capital expenditures.

Adopted Fiscal Policies Fiscal Year 2023

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 2023

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 2023

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 2023

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 2023

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 2023

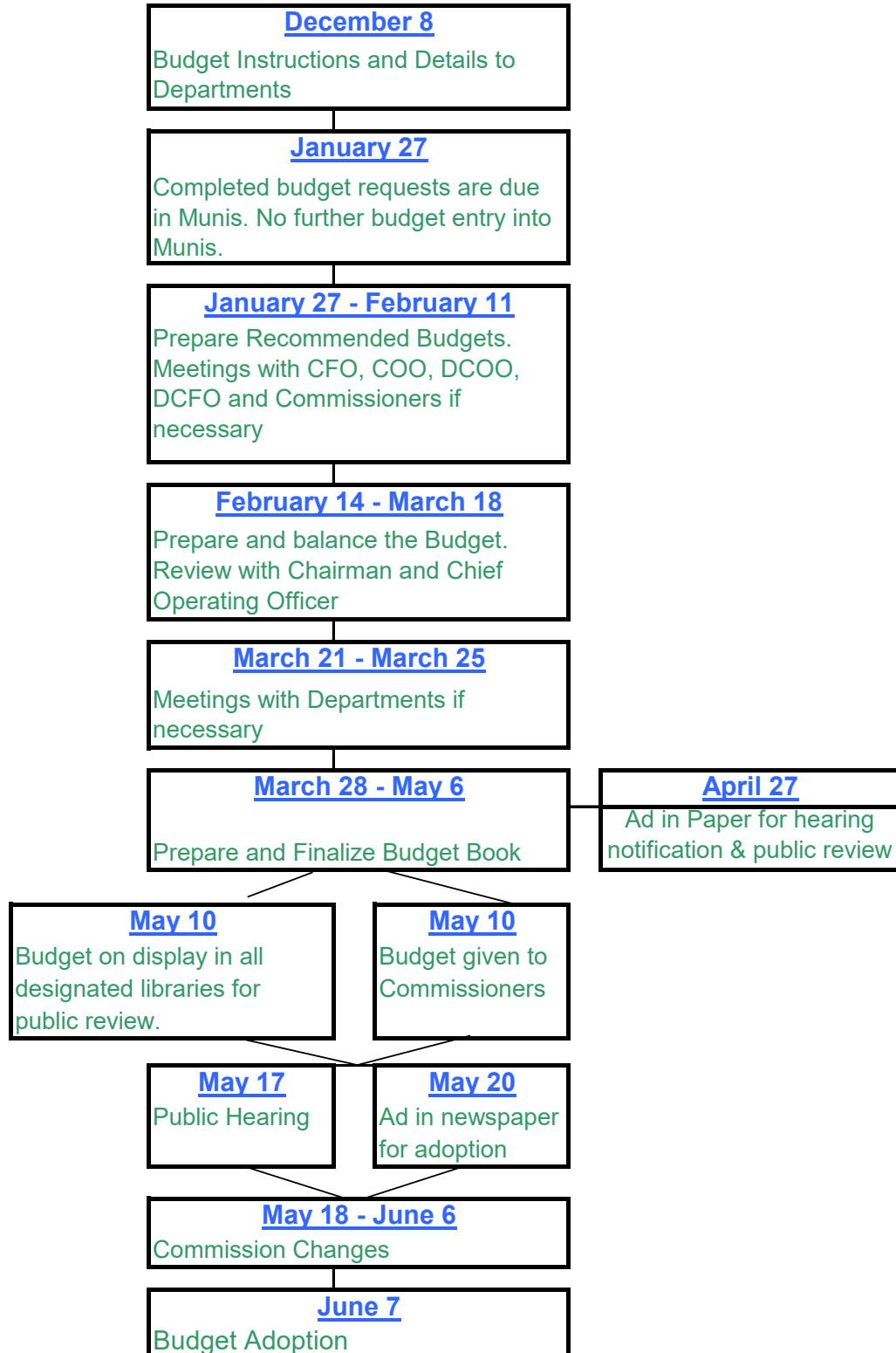
3. The investment program will use a competitive selection process for investments in excess of 30 days. Investments will only be placed with qualified financial institutions.
4. The investment program will provide for a system of internal control over investments and timely financial reporting of investing 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.

Budget Procedures Fiscal Year 2023

Budget Process Flowchart



Budget Procedures Fiscal Year 2023

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 102).

The fiscal year 2023 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 20). Enhancements were reviewed and examined as to how they met the County priorities.

Fiscal Year 2023 is the fourth 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 27th.

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 2023

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, and the Riverdale 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 first 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 2023

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 2023

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 fire district area of the County.

Description of Funds Fiscal Year 2023

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,
235	American Rescue Plan Act 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 2023

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 2023

The American Rescue Plan Act Fund is used to account for monies provided by the economic relief package which allows for aid to American states, counties and cities in response to the COVID-19 pandemic and its impacts “on the economy, public health, State and local governments, individuals, and businesses.”

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.

Description of Funds Fiscal Year 2023

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.

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.

Clayton County, Georgia

Budget Calendar

December 8, 2021	Budget Instructions and Details to Departments
January 27, 2022	Completed budget requests are due in Munis. No further budget entry into Munis. <u>Deadline 5:00pm.</u>
January 27, 2022- February 11, 2022	Prepare Recommended Budgets. Meetings with CFO, COO, DCFO and Finance Staff as needed.
February 14, 2022- March 18, 2022	Prepare and balance the Budget. Review with Chairman and Chief Operating Officer providing ongoing status.
March 21, 2022 - March 25, 2022	Meetings with Departments if necessary.
March 28, 2022- May 6, 2022	Prepare and Finalize Budget Book. Print books.
April 22, 2022	Place budget Ad (Available for Review)
April 27, 2022	Ad appears
May 10, 2022	Budget is available for public review (Headquarters Library, Lovejoy Library, Morrow Branch Library, Riverdale Library and Jonesboro Library) Also available online.
May 17, 2022	*Public Budget Hearing 6:00pm
May 20, 2022	Place Ad for Budget Adoption
May 25, 2022	Ad appears
June 7, 2022	*Budget Adoption (Regular Meeting)

*Denotes advertised meetings

Capital Budgeting

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 2023 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 2023, 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 2023 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 2023, the County has programmed the purchases of \$1,944,951 in the General Fund for this type of fixed assets or capital. This represents a decrease from the fiscal year 2022 amount of \$7,031,067. The decrease stems from several facility projects included in FY 2022 that were completed.

This amount totaling \$1,944,951 is 0.75% of total expenditures in the fiscal year 2023 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.

Capital Budgeting

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.

Defining the Capital Improvement Plan (CIP)

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.

Capital Budgeting

Projects in the fiscal year 2023 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 four existing Special Purpose Local Option Sales Tax (SPLOST) approved in FY2003, FY2008, FY2014 and FY2020. 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. In June 2020, the citizens of Clayton County voted to extend the one percent sales tax for a new six year period. The 2021 SPLOST will be utilized to provide building improvements, information technology improvements, transportation and development improvements and public safety equipment.

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.

<u>Department</u>	<u>Estimated Cost</u>
Parks & Recreation	\$ 62,551,607
Transportation	<u>213,443,906</u>
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.

<u>Department</u>	<u>Estimated Cost</u>
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	<u>101,547,282</u>
Total SPLOST	\$206,670,368

Capital Budgeting

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.

<u>Department</u>	<u>Estimated Cost</u>
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

Capital Budgeting

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:

<u>Department</u>	<u>Estimated Cost</u>
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	<u>63,000,000</u>
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 2023 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 FY2023 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 FY2023 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.

Capital Budgeting

County Administration Building — The County Administration Building is in the planning and design phase and is scheduled to be completed in the Summer of 2025. The facility is located in Jonesboro and is funded by the 2021 SPLOST.

CONSTRUCTION EXPENDITURES	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 PROJECTED
Capital Outlay	46,034	768,960	6,000,000

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 2024. The facility will be located in Jonesboro and is funded by the 2009 SPLOST.

CONSTRUCTION EXPENDITURES	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 PROJECTED
Capital Outlay	117,583	127,712	1,200,000

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 Budgeting

Small Business Trade Center– The Small Business Trade Center is in the design phase and is scheduled to be completed in the Winter of 2025. The facility will be located in Riverdale and is funded by the 2021 SPLOST.

CONSTRUCTION EXPENDITURES	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 PROJECTED
Capital Outlay	-	309,000	1,700,000

The Small Business Trade 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	-	-	-

Capital Budgeting

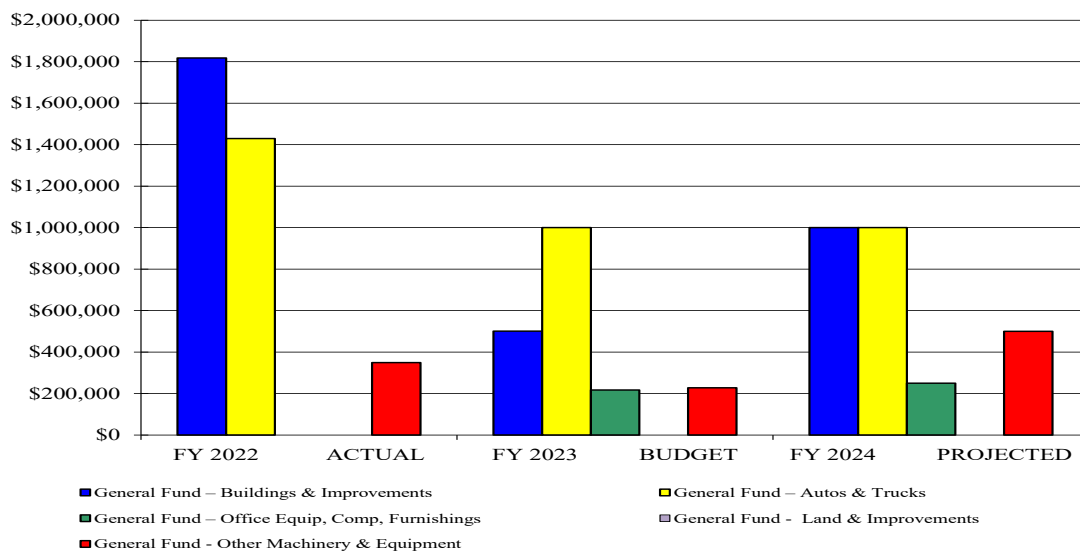
Capital Improvement Program Future

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 2022 ACTUAL	FY 2023 BUDGET	FY 2024 PROJECTED
General Fund - Land & Improvements	\$0	\$0	\$0
Improvements	\$1,818,140	\$500,414	\$1,000,000
General Fund – Autos & Trucks	\$1,429,612	\$1,000,000	\$1,000,000
General Fund – Office Equip, Comp, Furnishings	\$0	\$217,118	\$250,000
General Fund - Other Machinery & Equipment	\$349,422	\$227,419	\$500,000
Total	\$3,597,174	\$1,944,951	\$2,750,000
Annual Change Amount	N/A	(\$1,652,223)	\$805,049
Percentage Change	N/A	-45.93%	(41.39)%

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 FY2023 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 2022 - 2024**



Capital Budgeting

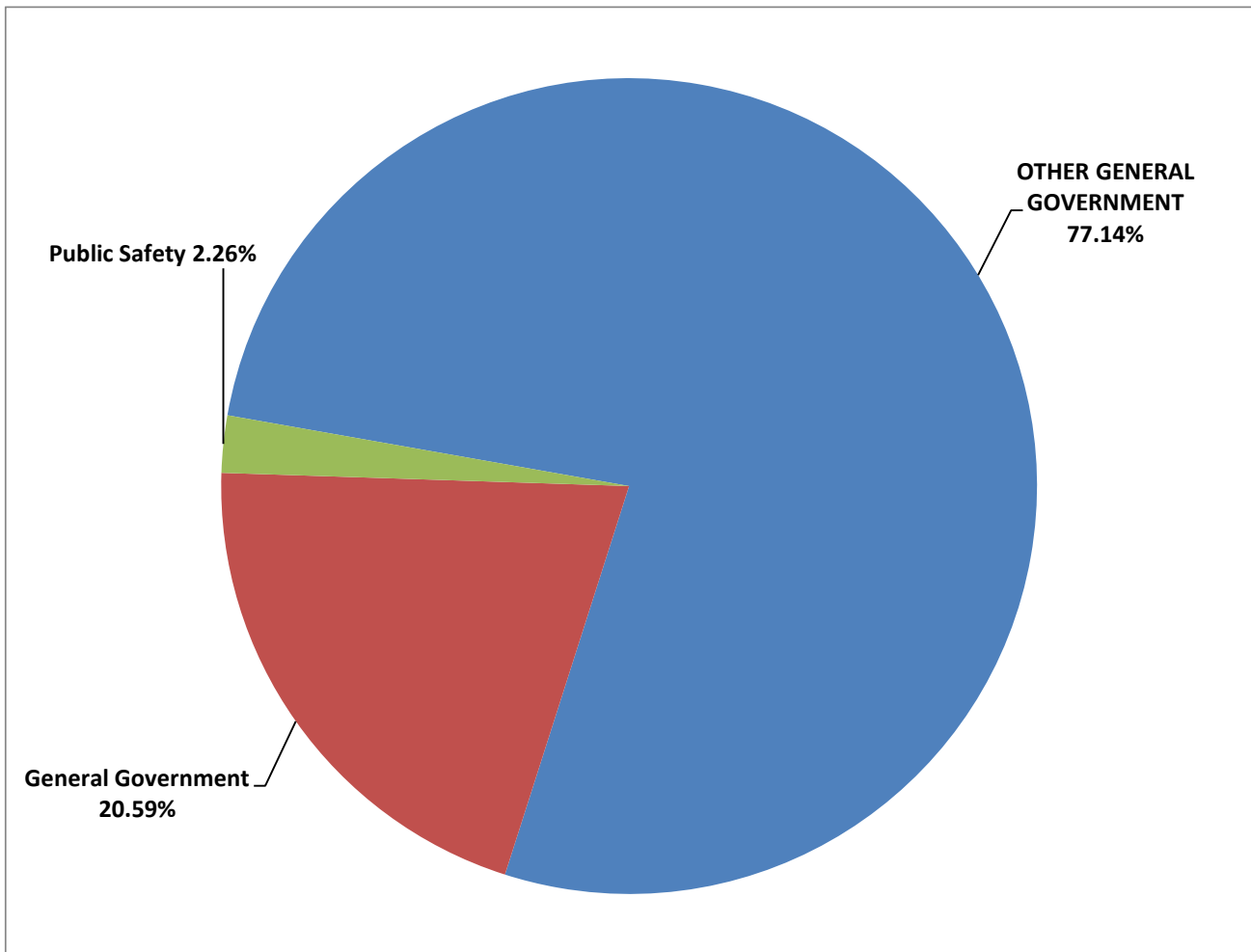
**CLAYTON COUNTY, GEORGIA
ONE-YEAR CAPITAL PROJECTS BUDGET
APPROPRIATIONS BY FUNCTIONAL AREA AND PROJECT
FISCAL YEAR 2023**

	<u>FY 2023 ADOPTED</u>
GENERAL GOVERNMENT	
COMMUNICATIONS	
Challenge Titan 200 Guillotine	\$ 20,095
Large Format Postscript Printer	7,995
Graphic Wizard Numbering, Perforating & Scoring Machine	14,016
TAX COMMISSIONERS	
NEMO-Q queuing system	14,198
PARKS AND RECREATION	
Replace John Deere Gators	37,600
Replace Infield Machine	18,500
Purchase Mowers	47,500
Purchase Fitness Equipment	32,880
Purchase Gators	27,000
REFUSE CONTROL	
Purchase Mower	5,751
JUVENILE COURT	
Upgrade Software	175,012
TOTAL GENERAL GOVERNMENT	<u>\$ 400,547</u>
PUBLIC SAFETY	
PRISON	
Purchase Mowers	\$ 33,000
Sheriff	
Purchase Magnetometers	10,990
TOTAL PUBLIC SAFETY	<u>\$ 43,990</u>
OTHER GENERAL GOVERNMENT ADMINISTRATION	
OTHER GOVERNMENT SERVICES	
Vehicle Replacement Reserve Countywide	\$ 1,000,000
Building Upgrades & Enhancements Countywide	500,414
TOTAL OTHER GENERAL GOVERNMENT	<u>\$ 1,500,414</u>
TOTAL CAPITAL PROJECTS BUDGET	<u><u>\$ 1,944,951</u></u>

Capital Budgeting

CLAYTON COUNTY, GEORGIA ONE-YEAR CAPITAL PROJECTS BUDGET APPROPRIATIONS BY FUNCTIONAL AREA AND PROJECT FISCAL YEAR 2023

FUNCTION	AMOUNT	PERCENT
Other General Government	\$ 1,500,414	77.14%
General Government	400,547	20.59%
Public Safety	43,990	2.26%
TOTAL	\$ 1,944,951	100.00%



2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Minutes and Agenda Items Prepared Without Error:	100%	100%	100%	98%
Notices of Special Called Meetings Issued Within 24 hours of Meeting:	100%	100%	100%	100%

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,980,027	2,219,602	2,693,787	2,715,347
Operations	228,271	228,612	270,516	303,061
Total:	2,208,298	2,448,214	2,964,303	3,018,408

Chief Operating Officer (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	12,319	10,117	12,332	15,000
Total:	12,319	10,117	12,332	15,000

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Office of Communications & Print Services (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	20,000	8,773
Operations	144,398	142,112	302,142	525,639
Capital Outlay	0	0	10,000	42,106
Total:	<u>144,398</u>	<u>142,112</u>	<u>332,142</u>	<u>576,518</u>

Office of Youth Services (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	198,735	204,808	201,354	217,087
Operations	20,991	13,505	27,959	38,390
Total:	<u>219,726</u>	<u>218,303</u>	<u>229,313</u>	<u>255,477</u>

Economic Development (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	351,773	342,698
Operations	0	0	324,993	530,369
Total:	<u>0</u>	<u>0</u>	<u>676,766</u>	<u>873,067</u>

Staff Attorney (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	203,381	667,972	663,047	733,057
Operations	4,047	6,063	17,527	16,332
Total:	<u>207,428</u>	<u>674,035</u>	<u>680,574</u>	<u>749,389</u>

Office of Performance Management (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	5,894	7,008	33,568
Total:	<u>0</u>	<u>5,894</u>	<u>7,008</u>	<u>33,568</u>

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Keep Clayton County Beautiful (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	138	25	0	0
Total:	138	25	0	0

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	20,850	0	0	0
Capital	0	18,548	4,456,645	0
Total:	20,850	18,548	4,456,645	0

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	4,921	5,212	3,615	0
Total:	4,921	5,212	3,615	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	33,266	0
Total:	0	0	33,266	0

ARPA – Office of Communications & Print Services

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	25,000	0
Total:	0	0	25,000	0

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

ARPA – Economic Development Officer

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	1,500,000	0
Total:	<u>0</u>	<u>0</u>	<u>1,500,000</u>	<u>0</u>

ARPA – Office of Performance Management

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	75,048	71,850
Capital Outlay	0	0	4,952	0
Total:	<u>0</u>	<u>0</u>	<u>80,000</u>	<u>71,850</u>

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Chairman Board of Commissioners	E	1	1	1
Commissioners	E	4	4	4
Chief Financial Officer	A	1	1	1
Chief Operating Officer	A	1	1	1
Economic Development Officer	A	1	1	1
Chief Strategy Director	36	0	1	1
Operations Analyst	34	1	0	0
Communication Administrator	32	1	1	1
Economic Development Project Manager	30	1	1	1
Program Manager – Keep Clayton Co. Beautiful	30	0	0	0
Communications Manager	26	1	1	1
Deputy Administrator Marketing & Communications	26	0	1	1
Print Services Marketing Services Supervisor	26	0	1	1
Strategy Analyst	25	0	1	1
Marketing Coordinator, Economic Development	24	1	1	1

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Print Services Assistant Supervisor	24	0	1	1
Assistant to Chairman	22	1	1	1
Constituent Aide	22	4	4	4
Clerk of Commission	20	1	1	1
Marketing & Communications Superintendent	20	0	2	2
Office Manager	20	1	1	1
Assistant to Chief Operating Officer	19	1	1	1
Communications Specialist	18	1	0	0
Print Services Specialist, Sr.	18	0	1	1
Assistant Clerk of Commission	17	1	1	1
Administrative Assistant	16	3	4	4
Print Services Assistant Supervisor	16	1	0	0
Video Production Specialist	16	1	1	1
Administrative Secretary	15	2	2	2
Printing Specialist, Sr.	14	1	0	0
Commissioners Supplements	S	0	4	4
Clerk of Commission Support	S	0	1	1
Assistant Clerk of Commission	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		31	42	42

Office of Youth Services (Personnel)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Administrator	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

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS

Staff Attorney (Personnel)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Chief Staff Attorney	A	1	1	1
Senior Staff Attorney	38	1	1	1
Staff Attorney	33	1	1	1
Administrative Manager	26	1	1	1
Paralegal Senior	23	<u>0</u>	<u>2</u>	<u>2</u>
Total # of Positions:		4	6	6

Office of Performance Measurement (Personnel)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Rental Assistance Case Worker	17	0	3	3
Grants Analyst (Temporary)	25	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		0	4	4

Significant Expenditure & Staffing Changes

Add: 1 Communications Administrator 32-23
 1 Administrative Manager – Staff Attorney 26-13
 1 Constituent Aide 22-24
 1 Assistant to the Chairman 22-17
 1 Constituent Aide 22-10
 1 Constituent Aide 22-10
 1 Constituent Aide 22-7
 1 Office Manager 20-18
 1 Assistant to COO 19-13

Delete: 1 Communications Administrator 32-17
 1 Administrative Manager – Staff Attorney 26-7
 1 Constituent Aide 22-18
 1 Assistant to the Chairman 22-11
 1 Constituent Aide 22-4
 1 Constituent Aide 22-4
 1 Constituent Aide 22-1
 1 Office Manager 20-12
 1 Assistant to COO 19-7

2023 DEPARTMENTAL SUMMARY

BOARD OF COMMISSIONERS (OFFICE OF COMMUNICATIONS AND PRINT SERVICES)

Mission Statement

The mission of the Office of Communications and Print Services is proactive administration of communications in government (PACG) by providing proactive, informative, accurate, and timely information to stakeholders on opportunities for engagement including, but not limited to programs and services, initiatives, Special Purpose Local Option Sales Tax (SPLOST), activities, special events, community resources, issues, or concerns encouraging two-way communication.

Functions

To inform, engage, promote, and educate citizens and the general public about our government, communities, programs, services, events, activities, and quality of life.

Departmental Goals, Objectives, and Issues

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. OPM continues to grow and focus on developing the strategic direction of the County. As we have hired a Grants Analyst and Strategy Analyst; 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.
 - Build and maintain a relationship with internal/external stakeholders to support the County's vision
 - Maintain a relationship with Clayton State University for interns and eventually acquire a full-time position Policy Analyst.

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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Expand regional economic development marketing activities.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Develop targeted areas within the County as business centers and “live, work, play areas”		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Leverage zoning opportunities to attract business development and enhance the values of Key County corridors.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Recruit industry leaders to assist with identifying key tools and resources to develop the local workforce.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Partner with local businesses and education providers to identify requisite skills needed to implement targeted training		Departmental, internal, and external			Internal + external stakeholders	

		stakeholder activities				
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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	

Utilize social media to communicate success factors to citizens, businesses and partners throughout the County.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Collaborate with local municipalities and metro communities to maximize the positive exposure of Clayton County throughout the state.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Develop and maintain public infrastructure to improve County appearance and encourage continued development		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Create an eco-friendly environment (promote a county recycling program; eco-friendly vehicles and buildings).		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	

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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Establish a customer service program to set the standards of providing quality customer service to county citizens and businesses.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Establish accessibility and transparency with technology designed to put resources at the fingertips of County residents and businesses.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Conduct comprehensive analysis to identify operational redundancies and inefficiencies.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	

Standardize county-wide systems to improve information and data sharing between Departments.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Develop and offer pertinent and relevant training for employees to ensure consistency of policy administration.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	

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	Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Develop a financial process that encompasses all aspects of governmental budget development and execution.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	
Identify investment partnerships and opportunities.		Departmental, internal, and external stakeholder activities			Internal + external stakeholders	

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.

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
<i>Vaccinate Clayton Campaign</i>	Number of Hits on Multi-Media Channels Coverage	VC PSA 1	Valerie/Mia/Devin	July 1, 2022	ARPA Funding \$75,000	
		VC PSA 2	Valerie/Mia/Devin	Jan 1, 2023		
		Media Release	Valerie/Mia			
		Radio Ad(s)	Valerie/Amy			
	# of Vaccines Administered (1 st Dose/2 nd Dose) #of Fully Vaccinated #of Boosters #of Eligible Children	Vaccination Event/Kit GiveAway	Communications/Department of Public Health/Fire & Emergency Management (Randy/Amy and Staff			
	Number of Hits on Multi-Media Channels				Funding for Social Media Boosts Advertisements \$5000	

Strategic or Departmental Direction G2:						
Clayton connected Podcast	#Clicks, Views, Shares, Coverage	Media Release, Video exported on social media channels	All BOC Communications team members are being trained on how to operate podcasting equipment. Special Guest/Host will change depending on topic. Scheduling/Calendar: Valerie, Mia, Amy, Randy, Devin	Summer 2022	Podcast Desk, software (Recording), hosts, topics programming/editorial schedule	\$5,000
	#Inquiries, Clicks, Views, Shares, Coverage	Multi-Media Channel Posts (Boosts)			Pre-funded for Social Media Boosts Advertisements for timeliness	\$5000
Strategic or Departments Direction G3:						
SPLOST Ribbon Cutting Ceremony	# of Participants, Attendees, Media Coverage	Anticipated Project Major Ribbon-Cutting Event	Valerie, Randy, Mia	Date TBD by Commissioner/B&M	Pending Project Completion Dates Generated by Building & Maintenance Schedule &	SPLOST Funded/Department

	# Inquiries, Clicks, Views, Shares, Coverage	International Water Park			Commissioner's Date TBD	
		Media Release				

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						

Launch External Clayton connected Newsletter	# of opened emails, CTR, Inquiries, Views	Constant Contact, Hard copies delivered to all library branches, rec centers, senior centers, and the	Susan/Mia	Summer 2022	Annual Constant Contact Subscription, County Texting Service, Link on main webpage allowing residents/businesses/citizens/	\$1,000
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		BOC Admin Building				etc. to sign up for the newsletter.	
Branding: Telling Our Own Story Communications, PR, Marketing			Valerie/Brand Team				\$200,000
	#of Shares, Clicks, Stories,	Mutli-Channel Purchases Multi-Social Media Campaigns Boosts					
	#Viewers, Inquiries, Reach/Engagement	Broadcast Commercials					
	#Listners, Reach/Engagement	Radio Spots					
	# Circulation, Shares/Mentions, Impressions	Newspaper, Billboards, Magazines, GOV & ECO Organizations					
Clayton County Brand Ambassadors Program			Valerie, Mia, Amy, Randy, Susan, Dawn				\$10,000
	# of Registered Participants #of	Brand Ambassador Interest Campaign					

	Training Survey	Brand Ambassador Engagement Training/ Presentation				
		Meet the Ambassadors				
	# of Participants #of Hits/Clicks #of Shares	Meet the Ambassadors				

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						
1. Actively involve high school students in public service opportunities and broaden scope of youth leadership	1. 30 students apply for the Youth Commission Program 1. 25 students to successfully complete summer orientation and be sworn in and pinned in August	1. Recruit via Clayton County High Schools, social media, A.C.T.I.O.N., libraries, recreation centers, and Commissioners newsletters 2. Collaborate with the advisors from Metro Area Youth Commissions	Ciara Dunn	May 2023	1. Access to CCPS high school students for recruitment. 2. Network opportunities with Metro area Youth Commission Advisors.	Pending
2. Host quarterly round table with Metro Youth Commissions	2. Meet once per quarter					

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G2: Workforce Development						
Create workforce development opportunities	Place 5 students per quarter in internships within varies departments	Partnerships with County Worksource Georgia Agencies, and Clayton County Public Schools CTAE Program	Nicole Horne	June 30, 2023	Access to students obtaining a GED or high school diploma enrolled in Worksource Georgia program. Collaboration with all internal departments and Clayton County Public School CTAE Program	Pending

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departments Direction G3: Community Outreach						
Function as a central point of information for all non-profit agencies serving youth in Clayton County.	10 agencies in attendance per quarter at A.C.T.I.O.N meetings	Host 4 A.C.T.I.O.N meetings per year Use social media outlets, libraries, parks and recreation, and Commissioners Newsletters for information sharing	Niyoka Jordan	June 2023	Non-Profit referrals	Pending

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- When - the timeline for which the strategies/tasks must be completed

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	Bring in 2,500 in grant funds per year.	Apply for youth service related grants quarterly.	Nicole Horne Ciara Dunn	June 30, 2023	Grant referrals Collaborate with the Office of Performance Management/ Grants Management	Pending
Strategic or Departmental Direction G5: Youth Programming						
Provide programs and services to youth ages 14-24	Serve 100 participants per quarter	Implement programs that focus on Life Skill Development, Career and Education Development, the Arts, and Health and Wellness	Ciara Dunn	June 30, 2023	Access to CCPS students	Pending

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	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	Drafting Resolutions and Ordinances; Entering data into MinuteTraq for Agenda, COW, and BOC meetings.	Charles Reed John O'Neal 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 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

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 within 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 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 Miya Royal Aiesha Hassan Nicole White	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 Fiscal	% 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
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Operational Plan for Office of Performance Management

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Develop, administer, and collaborate with departments to ensure County's strategic pillars are promoted throughout the organization and the county.						
Consistently develop and assist departments to reach their strategic and operational goals <i>(Governance)</i>	Completed annual report. Completed operational plans (36 Departments).	Bi-annual meetings with individual departments. Quarterly cluster meetings. - Meet in October to get ready for budget request, and again meet in March	Richa Adhikari (Strategy Analyst)	July (Annual Reporting) January 2022 – Scorecard reports due Newly established departments: December (Budget Requests)	Envisio Invoice \$50,000 Operational Plan Worksheet. Collaborate with Finance and OPM Grants Analyst	Annual report -July 2022 Completed operational plans 100% Scorecards due Feb. 2022
Introduce and update Envisio plans and analytics bi-annually to all departments. <i>(Governance)</i>	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)	Richa Adhikari (Strategy Analyst)	July (Annual Reporting) Newly established departments: December (Budget Requests) Department trainings required 60 days after establishment.	Create sample survey question. Envisio workshop/training IT will create survey.	36 departments completed bi-annual training – 100% Number of new departments introduced to Envisio bi-annually – need-based and ongoing

Operational Plan for Office of Performance Management

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Strategic or Departmental Direction G2: Identify and resolve barriers for effective performance through consistent evaluation measures and process improvements.						
To review and develop departments' policies and Standard Operating Procedures (SOPs). <i>(Governance)</i>	Number of departments that have reviewed and revised (timeframe)	Conduct departmental survey (IT). 5-10 questions (This survey asks how the departments do their SOPs, where the departments are in the process, and how the OPM can help)	Chalonda Smith (Chief Strategy Officer)	July 2022	Create sample survey questions. IT will help create survey.	Policy Analyst budget has been approved to hire for July 2022
	Send email/Buzz request of SOP review (Policy Analyst will develop SOP)		Policy Analyst	Newly established departments: December (Budget Requests)	Annual Review of Operational Templates	Hire Policy Analyst by August 2022
	Policy Analyst will review	Bi-annual meeting with departments to ensure revision		June (Annual Reporting) Meeting.	Policy Analyst Needed \$55,000	
		Participate in annual meeting with Human Resources to review County wide policies (civil service rule)			Lexipol software \$60,000 (This software uploads policies and procedures, and alerts of any federal or state level policy changes)	
	Hire Policy Analyst				Human Resources	

Operational Plan for Office of Performance Management Fiscal Year 2023 (July 1, 2022- June 30, 2023)

To provide departments with a scorecard from Envisio to identify issues and create a plan to achieve outcomes. <i>(Governance)</i>	Number of departments to successfully receive scorecard.	Review of quarterly reports (necessary meeting) Create departmental scorecards. Distribute scorecards February 1st.	Richa Adhikari (Strategy Analyst)	Scorecards completed January 31st	Create departmental scorecards. Printshop \$2,000 Collaboration with Finance and Envisio	
Strategic or Departments Direction 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. <i>(Fiscal)</i>	To help departments obtain additional grants Number of departments who received specific grant funding. Number of new grants funded for the current fiscal year	Explore Partnerships Research grant funding Collaborate with departments to apply for specific funding Provide training to departments annually	Celeste Hollis Singleton (Grants Analyst)	May 2022	Senior Grants Analyst \$65,000 Departments Community agencies Human Resources	
Create a Grants Management System (GMS) <i>(Governance)</i>	Senior Grant Analyst will provide quarterly report of grants. (Available & completed)	Annual Grant Software training. Grants Analyst will provide quarterly training to departments on grant process.	Celeste Hollis Singleton (Senior Grants Analyst)	May 2022	\$80,000	Ongoing – Deciding between two Grant Management Systems

[illegible]

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Operational Plan for Office of Performance Management

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Continue to establish the Office of Performance Management <i>(Growth Management)</i>	Continue to hire staff to focus on the strategic direction of the County	Consult with HR about positions and job descriptions Request budget for salaries Onboard and Train staff for specific positions	Chalonda Smith (Chief Strategy Officer)	May 2021	Human Resources Budget request. OPM Operational Plan Executive Assistant \$50,000 Strategy Manager \$60,000 Grants Manager Policy Analyst Business Analyst – 2 positions 2 Graduate Level Intern – Paid 2 Undergraduate Interns - Unpaid	Ongoing Completed Org. Chart (provide to COO)

Operational Plan for Office of Performance Management

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Strategic or Departmental Direction G5:					
Continue to invest resources in the intellectual development of all staff <i>(Growth Management)</i>	Number of professional conferences/webinars/seminars attended Number of county wide trainings attended (Example: Customer Service Training conducted by HR)	Research relevant opportunities beneficial to the staff	Chalonda Smith (Chief Strategy Officer) Strategy Analyst Senior Grants Analyst Policy Analyst	Ongoing	Funding for professional development activities
Strategic or Departmental Direction G6:					
Highlight the accomplishments of departments that do an exceptional job at strategic planning and operational planning <i>(Communications and Image)</i>	Create a department spotlight template to send to the county wide newsletter		Richa Adhikari (Strategy Analyst)	May 2022	

Notes:



CLAYTON
COUNTY • GEORGIA

Cc: Clayton connected

Where the World Lands
and Opportunities
Take Off

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Growth management						
Establish an OED Team: Fully staffed with Project Managers, Marketing Coordinator, and Admin Asst. <i>Growth Management</i>	Clayton County Office of Economic Development is visible and known to State Project Managers and Business Community of Clayton County. Hired OED Team	Create an organizational chart. Draft 5 job descriptions for HR to post. Fill positions for Project Manager (2), Marketing Coordinator, Administrator.	1. Economic Development Officer 2. HR Director	1. Jobs to be posted by January 15, 2021 2. Interviews scheduled Jan 31 - Feb 8. 3. Hiring decisions by February 15 4. Start dates Feb 16-20.	1. HR to guide the intake process 2. Office space for workers designated 3. Budget allocation for salaries	All jobs were posted to the County website as of January 13, 2021. The process to analyze candidates has begun.
Establish an Office <i>Departmental</i>	Relocation is complete at Clayton Chamber of Commerce	Relocate to Clayton Chamber of Commerce	Economic Development Director			Complete
Strategic or Departmental Direction G2: Establish a Business Incubator						

Operational Plan for Office of Economic Development

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p>Establish a location in Clayton County equipped with Incubator space for budding entrepreneurs, training rooms, and Offices of Economic Development</p> <p><i>Economic Opportunity 2.1</i></p>	<p>Create a local business center</p> <p>Provide training and resources</p> <p>Establish Partnerships</p> <p># of incubators established in the county</p> <p># of businesses registered for training</p> <p># of training completed</p>	<p>Design and construct a local business center</p> <p>Develop a curriculum for training</p> <p>Create a network of partnerships</p> <p>1. Identify site Q1 2021</p> <p>2. Define business plan for the Incubator (staffing, hours, services offered there)</p> <p>3. Hire Consultant to assist with forming logistics</p>	<p>1. Economic Development Officer</p> <p>2. SPLOST Manager</p> <p>3. Consultant</p>	<p>July 1, 2021- June 30, 2022</p>	<p>1. 2015 SPLOST \$4.4 million already collected</p> <p>2. Staff to Manage the Incubator</p>	<p>The desired site has been identified at 564 Main St. in Forest Park.</p> <p>New Construction sites are being sought as well</p>
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Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

		Assign project to 2015 Splost dollars and begin buildout.				
Offer Bus Tours of key sites in Clayton County for development. Tours for Residential Brokers and Commercial Brokers will be separated. <i>Departmental</i>	Quarterly Development Tours – # of tours quarterly # of participants in tours quarterly # of residential tours quarterly # of commercial tours quarterly	In person and virtual guided tours using shuttle or high occupancy vehicle. Tour date will be on website and posted for signups; upon closing date, attendees will be contacted and transportation secured 1. EDO will set the calendar dates for the tours 2. Admin Asst will handle registrants for the tour 3. Marketing Coord – publicize tour	EDO Admin Asst Marketing Coord –	1. March 2021 2. June 2021 3. October 2021 4. January 2022	Vehicle needed quarterly; Rent a bus or use County shuttle per #of registrants Partnerships with other departments 50 Memorable / high value Gifts for Marketing	Gathering sites to be featured; no dates set yet

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

		to Development community and our EcDev partners				
Strategic or Departments Direction G3: Marketing						
Establish a business spotlight: interviews filmed in the Clayton TV studios and posted on YouTube channels <i>Communication & Image 3.2</i>	5 Weekly recording aired via YouTube for each day of the week. # of recordings monthly # of recordings posted monthly	Topics to be Covered: Manufacturing Mondays Bid Opportunity Tuesday Wealthy Wednesdays Education Thursdays Do You Know Clayton Friday	1. EDO 2. Marketing Coord. 3. Communications Dept. staff/video crew	July 1, 2021- June 30, 2022	Central Services Global Companies Colleges/ Universities Community Stakeholders	Active

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Develop a Clayton County Song that reveals the pride, strength and flavor of our great county. Song will be used at major events, can be played on the website as background music on the OED page; Ribbon cuttings, Commissioner meetings, Sporting events etc. <i>Communication & Image 3.3</i>	The 'Clayton Song' will be known to all citizens and stakeholders as a symbol of unity and pride	<ol style="list-style-type: none"> 1. Create high school competition; allow our students to write the words and music; 2. EDO provides the guidelines 3. Have Community vote on best 3 entries 4. Hold a big Press event to present the Clayton Song as part of our marketing efforts. 5. EDO creates the mission and guidelines 6. Marketing Coord –works with our schools and 	<ol style="list-style-type: none"> 1. EDO 2. Marketing Coord 3. a student or a Clayton citizen 4. HS chorus 	<ol style="list-style-type: none"> 1. March 2021 develop guidelines and share with BOC 2. Competition kicks off in September 2021 3. Top 3 entries selected by BOC and voted on by Clayton citizens at a live performance 4. December 2021 Press Reveal 	<ol style="list-style-type: none"> 1. Involve local Arts partners: <ul style="list-style-type: none"> -Stilwell High School of Performing Arts - Clayton State Univ orchestra - Local Musicians, Rappers and Writers <p>Set aside some grand prize money for the winning song - \$5000 /maybe \$10K.</p>	Active
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Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

			local home-grown music talent on creative ideas				
			7. Winning song version could be from a student or a Clayton citizen				
			8. A recording of the song will be sung by HS chorus				
Strategic or Departments Direction G4:							
Create a Minority Micro Manufacturers Row <i>Economic Opportunity 2.1</i>	There is a need for small producers of products to have lite industrial space; An established lite industrial space that serves small manufacturers	EDO	1. Appoint the DACC to buy land or building already in industrial area 2. Create marketing campaign to recruit	1. Q3 2021 present item at BOC Work Session	1. Bond financing from DACC for purchase or buildout of the space 2. Seek State funding of REBA grant 3. Marketing PR consulting	Active	

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	as tenants in an incubator like setting. # of tenants monthly requesting space monthly # of tenants confirmed in space monthly	Minority Manufacturers Build industrial park 1. EDO presents the project idea to BOC for approval; BOC directs DACC to purchase site EDO contracts with industrial brokers to market site			
Create a Green Agri-Tech Park <i>Quality of Life 5.3</i>	An established area where Green related industry and projects are directed and housed. # of green projects monthly	1. Recruit or Direct Green industry requests to this park 2. Charge them to lease or purchase the space desired 3. Use revenue from rents to	1. EDO 2. EDO Project Mgrs	1. Q3 2021 present item at BOC Work Session	2. Bond financing from DACC for purchase or buildout of the space 3. Seek State funding of REBA grant 4. Marketing PR consulting Active

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	# of green partnerships # of requests of green partnerships	market site and recruit more tenants			
Strategic or Departments Direction G5:					
Revise Incentive Policies <i>Governance</i>	20% of MF developments allocated for affordable housing # of affordable housing monthly # of dollars allocated to affordable housing monthly # of partnerships with schools	Waive business licenses and permit fees Waive impact fees for residential development Offer waiver of business license for 2 years on projects \$5m investment or higher Offer waiver of permit fees on projects creating 50+ jobs and \$10m investment	EDO	1. March 2021 have draft to BOC 2. Approval in place by April 2021 3. Market updates via press release and partner newsletters	1. Possible some consulting fees to review recommendations Active

Operational Plan for Office of Economic Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	# of incentives with partnerships	Require 'Give Back' from companies that receive incentives to partner with our schools or support a local cause 1. EDO present a draft of the revisions to BOC 2. Add revisions and changes to website and marketing materials				
Create millennial Task Force <i>Economic Opportunity & Growth Management</i>	Panel of Clayton citizens in the age group of 23-35 that voice and guide the discussion of need of millennials in Clayton County	Educate community about information and opportunities Ambassador Program – Perhaps an Ambassador per District; then quarterly updates	1. Partner/Citizen activist 2. EDO	Create in Feb. 2021; this group is ready to get engaged		Active

Operational Plan for Office of Economic Development

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Establish business Retention Efforts	Established task force with age group of 23-35	1. Call companies make appts Company visits to major employers in the county via zoom or in person as needed	1. Project Managers in the OED		Need Project Managers hired	Active
Growth Management 1.4		Ongoing function of the OED all the year through as long as staff is in place to conduct the work. 50 company visits a year per Project Mgr				

2023 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

Mission Statement

Clayton County Buildings and Maintenance supports the vision and mission of Clayton County Government by managing, maintaining, and improving Clayton County owned and operated facilities, related infrastructure, and SPLOST programs.

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total Square Footage County Buildings:	2,625,000	2,750,000	2,750,000	2,750,000
Number Buildings Maintained:	170	175	175	175
Total Maintenance Costs:	4,000,000	2,500,000	4,150,000	3,000,000
Maintenance Costs Per Square Foot:	1.53	1.10	1.51	1.09

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,927,864	2,150,054	2,421,674	2,780,833
Operations	1,540,512	1,891,725	2,489,877	2,167,488
Capital Outlay	1,577,270	1,235,296	2,649,151	500,414
Total:	5,045,645	5,277,075	7,560,702	5,448,735

2023 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	0	0	365,000	0
Total:	0	0	365,000	0

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	138,153	0
Capital Outlay	0	975,029	160,081	0
Total:	0	975,029	298,234	0

2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	128,053	2	0
Capital Outlay	0	984,089	52,174,435	0
Total:	0	1,112,142	52,174,437	0

2023 DEPARTMENTAL SUMMARY

BUILDINGS & MAINTENANCE

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director of Building & Maintenance	A	1	1	1
Senior Construction Project Manager	32	1	1	1
Assistant Director, Building & Maintenance	31	1	1	1
Assistant Director, Operations & Maintenance	31	0	1	1
Facilities Administrative Manager	30	0	0	1
Construction Project Manager, S.P.L.O.S.T.	27	3	3	3
Project Production Manager, S.P.L.O.S.T.	26	1	1	1
Buildings & Maintenance Service Manager	24	2	2	2
Facilities Administrator	24	1	1	0
Inspector III, S.P.L.O.S.T.	22	1	1	1
Inspector II, S.P.L.O.S.T.	21	4	4	4
Inspector I, Building & Maintenance	19	2	2	2
Master Trades Specialist	19	13	13	13
Senior Trades Specialist	17	5	8	8
Administrative Secretary	15	1	1	1
Administrative Secretary, S.P.L.O.S.T.	15	1	1	1
Trades Specialist	15	4	4	8
Director, Supplement	S	0	1	1
Assistant Director, Supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		41	47	51

Significant Expenditure & Staffing Changes

Add: 1 Facilities Administrative Manager 30-12
4 Trades Specialist 15-19

Delete: 1 Facilities Administrator 24-12

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
<i>Effective and efficient use of County facilities</i>	Creation of a facilities master plan	Meetings with stakeholders	Ben	Meetings throughout FY, Project report by end of FY 23	Requesting \$250,000 for A/E consulting with facility use planning	Pending
<i>Effective and efficient management of County facilities</i>	Properly staff department for maintenance needs.	Request staff and reorganization in the budget	Ben	Once new staff is approved, will post, advertise on Social media (LinkedIn, Indeed) and continue to recruit	Department reorganization	Pending
Strategic or Departmental Direction G2:						
Improve look and feel for County facilities	Removal of dead trees, flooring replacement, painting	Various projects requesting budgetary consideration	Rocky	Will be scheduled during the first and second quarter of FY (Pending supply chain and staffing)	Project funding	Pending
Improve County facilities efficiency	Seal windows, replace doors, replace HVAC equipment	Various projects requesting budgetary consideration	Rocky	Will be scheduled during the first and second quarter of FY (pending supply chain and staffing)	Project funding	Pending

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. To improve the productivity and efficiency of all procurement functions.
2. To increase the number of certified Small Local Business (SLBE) and Minority and Women owned businesses (MWBE) within the county.
3. To grow employee development for best practices in procurement and supply chain management.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of Solicitation (ITB's RFP's, RFQ's) Processed:	65	56	56	55
Number of Purchase Orders Processed:	8,170	5,300	5,300	4,619
Number of Informal Quotes:	170	125	125	43
Number of Non-Compete (SS/COOP/SP/SWC/GAP/IFQ) Processed:	176	267	267	135
Number of Professional Service Agreements (PSA) Processed:	37	33	33	32
Percentage of Solicitations completed within established procurement cycles:	95%	95%	95%	95%
Percentage of Satisfactory or Better Customer Service Ratings:	98%	95%	95%	95%
Number & Percentage increase in the number of SLBE Certified Vendors:	166 / -5.12%	175 / 12%	194 / 17%	220 / 13%

2023 DEPARTMENTAL SUMMARY

CENTRAL SERVICES

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Percentage of contracts meeting SLBEGoals/Good Faith Efforts:	90% / 10	96% / 04	92% / 08	98% / 02
Number of Warehouse Items Processed:	67,500	67,800	61,020	68,200
Number of Warehouse Deliveries Made:	5,350	5,400	4,860	6,100

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,498,386	1,683,321	1,719,133	1,834,210
Operations	347,241	207,373	394,108	341,456
Capital Outlay	0	0	0	0
Total:	1,845,627	1,890,694	2,113,241	2,175,666

Warehouse

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	29,016	35,884	0	0
Total:	29,016	35,884	0	0

2021 SPLOST

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel	0	28,333	2	0
Total:	0	28,333	2	0

2023 DEPARTMENTAL SUMMARY

CENTRAL SERVICES

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Central Services Staff Attorney	A	1	1	1
Director of Central Services	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
Contracts Administrator	26	1	1	1
Purchasing Administrator	26	1	1	1
Program Coordinator	26	0	0	1
Contract Compliance, Sr.	21	1	1	1
Contract Specialist Senior	20	2	2	2
Office Manager	20	1	1	1
Purchasing Specialist Senior	20	3	3	3
Warehouse Supervisor	18	1	1	1
Contract Specialist	16	3	3	3
Contract Specialist, S.P.L.O.S.T.	16	1	1	1
Purchasing Specialist	16	2	2	2
Contract Compliance Specialist	14	1	1	1
Purchasing Tag/Title Specialist	14	1	1	1
Warehouse Specialist	14	1	1	1
Warehouse Office/Supply Assistant	12	1	1	1
Office Assistant Senior	10	1	1	1
Warehouse Clerk/Courier	10	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		27	27	28

Significant Expenditure & Staffing Changes

Add: 1 Program Coordinator 26-1

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. To decrease the severity or the amount of losses by implementing new measures/programs or training.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of Claims Processed:	382	325	278	425
Number of Safety Inspections:	58	60	20	20
Percentage of Satisfactory Safety Inspections:	95%	95%	95%	95%
Number of Solicitation/Contracts Reviewed for appropriate risk transfer (insurance/bonding):	109	300	191	600
Number of Attendees for Defensive Driving Classes:	394	450	338	480

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	374,366	398,478	395,222	409,520
Operations	64,340	55,602	66,521	63,598
Total:	438,706	454,080	461,743	473,118

2023 DEPARTMENTAL SUMMARY

RISK MANAGEMENT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Risk Administrator	26	1	1	1
Risk Coordinator	18	2	2	2
Risk Safety Inspector	18	2	2	2
Risk Specialist	15	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		6	6	6

Significant Expenditure & Staffing Changes

No significant staffing changes.

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

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	To reduce the Purchase Order processing time frame 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)	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	<p>-FY 2023</p> <p>- A Consultant Services to develop a scope of work for a County-Wide Disparity Study to determine if inequities exist in the procurement and contracting for Minority or Women Owned Business. \$75,000.00</p> <p>-Consultant Services to analyze participation of MWBEs within the 3-year program period to measure if the race-neutral SLBE program has an effect on MWBE participation. Also, to develop and implement methodology for benchmarking of MWBE for semi-annual reporting. The benchmarking requirement is a part of the SLBE ordinance. \$15,000.00</p> <p>- Community Development will need to supply a monthly report of new business license vendors of the county.</p> <p>-Contract Compliance Program Coordinator for implementation of the Mentor Protégé Program which will entail an increase in program applications, evaluations of applicants, monitoring of partnerships and reporting. \$76,740.00</p>	In Progress

							-Contract Compliance Specialist position for the increase of program certifications, future program expansion, and increase in events and contract/project compliance for projects. \$58,326.00	
Strategic or Departments Direction G3:								
To focus on employee development for best practices in procurement and supply chain 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: \$29,442.00			In Progress
To focus on employee development for best practices in procurement and supply chain management	Increase the Number of Industry Memberships (Dues & Subscriptions) fees, due to an increase of staff in Central Services	Registration with Industry Institutes	All staff	FY 2022	Fees: \$9,565.00			In Progress

REV: 01-21-22

Operational Plan for Risk Management

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

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:						
Determine what additional training or loss control measures/program that may need to be implemented that may ultimately mitigate the possibility that a loss may occur or the severity of a loss by measuring our losses.	To ultimately reduce the amount of loss to the County.	Measuring the number, costs, and types of claims by department through reports from the Riskconnect System	Risk Administrator/Safety Inspectors/ Risk Coordinators and County Departments with claims of loss.	FY 2022	-Any County department with safety issues. -All County safety coordinators.	In Progress

Notes: Risk Management Division of Central Services Department.

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Civil Cases:	2,636	3,366	1,858	3,500
Criminal Cases:	10,026	32,973	14,671	30,000
Traffic Cases:	21,299	23,039	9,848	20,000
Red Light Citations/Crossing Guard Bus Cit:	175	328	329	350
Parking Violations:	1,076	1,252	1,230	1,300

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,398,217	1,461,705	1,480,982	1,486,240
Operations	16,519	15,436	27,633	27,574
Total:	1,414,736	1,477,141	1,508,615	1,513,814

2023 DEPARTMENTAL SUMMARY

CLERK OF STATE COURT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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
Court Calendar Clerk	17	2	2	2
Office Administrator/State Court	17	1	1	1
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 staffing changes.

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 court standards with state law *Procurement of vendor	Tiki Brown, Clerk of Court	June 30, 2023	*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	*Percentage of customers utilizing court technology	*Facilitate access to case records to technology by installing updated	Tiki Brown, Clerk of Court	June 30, 2023	*Funds allotted from SPLOST for CJIS 2.0 project *I.T. Support	Pending

technology systems.	<ul style="list-style-type: none"> *Percent increase in registered law enforcement and judiciary authorities *Reduced time processing customer requests *Product availability *Improved image/reputation *Customer Satisfaction 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> *Employee retention *Employee satisfaction *Number of quality resumes on hand *Reduced employee turnover *Percentage of employees systems efficient 	<ul style="list-style-type: none"> *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	June 30, 2023	<ul style="list-style-type: none"> *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.	*Number of relevant trainings conducted 26 employees completed Human Resources Development training	*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	June 30, 2023	*Funding in the amount of \$25,000 *Increase in the Clerk of State Court training fund up to \$20,000	Pending	

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Be completely paperless by way of electronic filing of all civil and criminal documents in both Superior and Magistrate Courts.
2. Work with IT and TylerTech to develop program for Sheriff Department to receive Civil Process Documents Electronically.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Civil Cases Filed: (Superior)	4,912	4541	4700	4700
Criminal Cases Filed: (Superior)	3393	4307	4700	4000
Civil Cases Filed: (Magistrate)	35,235	20,986	36,500	36,500
Criminal Cases Filed: (Magistrate)	26,239	26,116	27,000	27,000

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,042,494	2,034,074	2,211,661	2,268,166
Operations	505,243	28,526	861,689	684,545
Capital Outlay	0	0	0	0
Total:	2,547,737	2,062,600	3,073,350	2,952,711

2023 DEPARTMENTAL SUMMARY

CLERK SUPERIOR & MAGISTRATE COURT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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	<u>22</u>	<u>22</u>	<u>22</u>
Total # of Positions:		38	38	38

Significant Expenditure & Staffing Changes

No significant staffing changes.

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 Remaining Real Estate Documents Scanned and Indexed	100% Increase in Customer Satisfaction	Use KOFiLE to complete project	Jacqueline D. Wills, Clerk of Court	July 1, 2022 – June 30, 2023	Financial Funding Est Total Price: \$574,856.50	Pending
Integrate with Sheriff Dept that will allow electronic transfer of files from Clerks to Sheriff Dept	Successfully & Electronically transfer files from our offices to sheriff dept for civil process	Tyler Tech and IT to assist Sheriff Dept with program	Jacqueline D. Wills, Clerk of Court, TylerTech, Inc EfileGA	July 1, 2022 – June 30, 2023	IT Support TylerTech Support Sheriff Dept Support	Pending
Complete back log of Docketing and Filing in all Courts	All Documents up to date	Hire Part Time and Temporary Personnel	Jacqueline D. Wills, Clerk of Court	July 1, 2022 – June 30, 2023	Covid Financial Funds	Pending
Mandatory EFile for Magistrate Court Civil Cases	All Civil cases/documents filed electronically; improvement in work flow	Odyssey EFile Order from Chief Magistrate Judge requiring electronic filing	Jacqueline D. Wills, Clerk of Court	July 1, 2022 – June 30, 2023	TylerTech Support IT Support	Pending

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Permits Issued:	4,418	4,130	4,722	4,959
Business Licenses Issued:	4,827	4,723	5,084	5,338
Building Inspections Performed:	21,466	20,597	21,002	22,052

2023 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	974,644	980,110	2,069,427	1,962,640
Operations	752,451	931,900	828,970	885,540
Casualty & Other Losses	0	1	0	0
Total:	1,727,095	1,912,011	2,898,397	2,848,180

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

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	527,511	365,114	618,103	805,520
Operations	110,245	238,651	263,682	263,542
Total:	637,756	603,765	881,785	1,069,062

GIS (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	124,024	185,748	181,353	186,636
Operations	23,738	17,163	29,991	19,825
Capital Outlay	0	0	52,431	0
Total:	147,762	202,911	263,775	206,461

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	1,475,000	0
Total:	0	0	1,475,000	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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

2023 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Business Licenses Manager	27	1	1	1
Customer Service Concierge Manager	27	1	1	1
Financial Compliance Officer, CDBG	27	1	1	1
HUD Program Manager, CDBG	27	1	1	1
Senior Planner	27	0	0	1
Chief Building Inspector	26	1	1	1
Planner III	25	0	0	1
Compliance Senior NSP, CDBG	23	1	1	1
Customer Service Concierge Associate II	23	2	2	2
Permit/License Data Coordinator	23	1	1	1
Permit/License GIS Data Coordinator	23	1	1	1
Senior Program Specialist – CDBG/Home, CDBG	23	1	1	1
Senior Program Specialist – NSP, CDBG	23	1	1	1
Commercial Code Enforcement Supervisor	22	1	0	1
Customer Service Concierge Associate I	22	2	2	2
Inspector III	22	1	1	1
Planner II	22	1	0	1
Inspector II	21	2	2	2
Plans Examiner	21	1	1	1
Plans Reviewer-Residential	21	0	0	0
Arborist	20	0	1	1
Commercial Code Enforcement Inspector Lead	20	1	1	0
Compliance Specialist, CDBG	20	1	1	1
Housing Specialist, CDBG	20	1	1	1
Office Manager	20	1	1	1
Planner I	20	0	2	2
Real Estate HUD Program	20	1	1	1
Senior Zoning Code Enforcement Officer	20	2	2	2
Building Inspector	19	1	1	1
Building Inspector NSP, CDBG	19	1	1	1
Plumbing Inspector	19	1	1	0
Inspector I	19	4	4	1

2023 DEPARTMENTAL SUMMARY

COMMUNITY DEVELOPMENT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Mechanical Inspector	19	1	1	0
Apprentice Inspector	18	1	1	1
Director Housing Program Coordinator, CDBG	18	1	1	1
Commercial Code Enforcement Officer II	18	0	0	2
Permit & License Coordinator	17	2	2	2
Planning Specialist, Sr.	17	1	0	0
Administrative Assistant	16	1	1	2
Administrative Assistant, CDBG	16	1	1	1
Commercial Code Enforcement Officer I	16	2	2	0
Administrative Secretary	15	1	0	0
Customer Service Concierge Administrative Secretary	15	1	1	1
Customer Service Concierge Assistant	15	1	1	1
Permit & License Technician	13	2	2	2
Office Assistant, Senior	10	1	1	1
Administrative Assistant Supplement	S	0	1	1
Director Housing Program Coordinator Supplement	S	0	2	2
Director of Community Development Grant Supplement	S	0	1	1
Financial Compliance Officer Supplement	S	0	1	1
HUD Program Manager NSP Supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		54	59	58

Significant Expenditure & Staffing Changes

Add: 1 Senior Planner 27-1
 1 Planner III 25-1
 1 Planner II 22-1
 1 Commercial Code Enforcement Officer Supervisor 22-4
 1 Commercial Code Enforcement Officer II 18-16
 1 Commercial Code Enforcement Officer II 18-8
 1 Administrative Assistant 16-1

Delete: 1 Commercial Code Enforcement Inspector Lead 20-4
 3 Inspector I 19-8
 1 Mechanical Inspector 19-1
 1 Plumbing Inspector 19-1
 1 Commercial Code Enforcement Officer I 16-16
 1 Commercial Code Enforcement Officer I 16-1

Operational Plan for Community Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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	Meeting Goal 90% of the time (meeting our 10-day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance.	Building permits manager	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	Q2 October – December 2021 100 % -Goal Met
Issue Trade Permits within 10 business days Governance		Regular and consistent communication with customers		Implementation of e-checks internal and on-line FY July 1, 2022- June 30, 2023		Q2 October – December 2021 100 % -Goal Met
Strategic or Departmental Direction G2:						
Issue Business Licenses within 10 business days Governance	Meeting Goal 90% of the time (meeting our 10-day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance.	Business License Manager	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 July 1, 2022- June 30, 2023.	All staff vacancies to be filled.	Q2 October – December 2021 100% - Goal Met

Operational Plan for Community Development Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Issue Alcohol Licenses within 15 business days Governance	Meeting Goal 90% of the time (meeting our 15- day service delivery timeframe)	Streamline application processing. Constant internal status check of KPI compliance Encourage customers to use online services.	Business License Manager	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 July 1, 2022- June 30, 2023	Utilize current CD staff and consultant staff.	Q2 October – December 2021 100 % - Goal Met
Strategic or Departments Direction G3:						
Code Ordinance Rewrite Economic Opportunity	Identification of top issues w/in the Zoning Ordinance; Expand allowable business uses based on local demands and trends	Initiate RFQ/RFB for zoning code, Comprehensive plan, and Business License	CD Director CD Assistant Director CD Planning & Zoning Admin CD Business License Manager	2022-Mid 2024	Utilize CD current staff and consultant staff	May be underway 3 rd quarter FY 2022
Code Unification (Zoning- Comprehensive plan, zoning, and business ordinance) Economic Opportunity	Update zoning, business license, comp plan, and development codes. Identify areas of conflict.	Initiate an RFQ process for code unification rewrite.	CD Director CD Assistant Director CD Planning & Zoning Admin CD Business License Manager	2022-Mid 2024	Utilize current CD staff and consultant staff	May be underway 3 rd quarter FY 2022

2023 DEPARTMENTAL SUMMARY

CORRECTIONS/PRISON

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Continue to replace aging fleet of vehicles.
2. Add one (1) additional Corrections Captain.
3. Add one (1) Policy and Training Officer.
4. Launch culinary arts training for inmates.
5. Explore adding automotive detaining technical skills training for inmates.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Inmate Housing Capacity:	256	256	256	256
Average Number of Inmates	245	201	256	240
Inmate per Prison Staff Member (Ratio):	3.9	3.8	4	3.7
Total Inmate Man-power Hours	174,238	165,000	175,000	166,120

2023 DEPARTMENTAL SUMMARY

CORRECTIONS/PRISON

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	4,598,202	4,742,455	4,683,217	5,175,490
Operations	1,256,643	1,270,803	1,172,759	1,228,903
Capital Outlay	96,324	61,537	186,537	33,000
Total:	5,951,169	6,074,795	6,042,513	6,437,393

Code Enforcement

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	1,493,803	2,470,839	2,510,287
Operations	0	5,362	129,937	117,187
Total:	0	1,499,165	2,600,776	2,627,474

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	39,065	9,846	0	0
Capital Outlay	24,553	0	0	0
Total:	63,618	9,846	0	0

Reimposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	20,276	0
Capital Outlay	520,305	67,992	970,252	0
Total:	520,305	67,992	990,528	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel	0	0	488,755	0
Total:	0	0	488,755	0

2023 DEPARTMENTAL SUMMARY

CORRECTIONS/PRISON

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Warden	36	1	1	1
Deputy Warden	32	1	2	2
Corrections Major	31	1	0	0
Corrections Captain, Code Enforcement	28	1	1	1
Corrections Captain, Prison	28	1	1	2
Corrections Lieutenant, Code Enforcement	26	2	2	2
Corrections Lieutenant, Prison	26	4	4	4
Senior Counselor	26	1	1	1
Corrections Sergeant	24	5	5	5
Counselor	24	3	1	2
Commercial Code Enforcement Supervisor	22	1	1	1
Corrections Corporal	21	17	17	17
Correctional Counselor	20	0	1	0
Corrections Officer II	20	27	27	27
Office Manager	20	1	1	1
Civilian Supervisor, Code Enforcement	19	4	4	4
Corrections Officer I	19	1	0	0
Code Enforcement Officer II	18	3	3	3
Senior Trades Specialist	17	1	1	1
Code Enforcement Officer I	16	24	26	26
Commercial Code Enforcement Officer I	16	1	2	2
Administrative Secretary	15	1	2	2
Police Services Clerk, Code Enforcement	12	2	2	2
Warden supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		103	106	107

Significant Expenditure & Staffing Changes

Add: 1 Corrections Captain, Prison 28-1
1 Corrections Counselor 24-4

Delete: 1 Corrections Counselor 20-1

2023 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 citizen.

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number County Facilities Cleaned:	44	47	47	47
Number County Facilities Landscaped:	46	46	46	46
Number County Dumpsters:	56	56	56	44
Number of County Roads Cleaned:	1150	1032	1400	1400
Number of Dead Animals removed:	551	464	600	600

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,704,593	1,912,956	2,073,726	2,500,664
Operations	308,675	331,284	338,940	331,581
Capital Outlay	0	0	5,751	5,751
Total:	2,013,268	2,244,240	2,418,417	2,837,996

2023 DEPARTMENTAL SUMMARY

REFUSE CONTROL

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Corrections Captain	28	1	1	1
Corrections Sergeant	24	1	1	1
Grass Cutting Crew Leader	17	3	3	4
Administrative Secretary	15	1	1	1
Heavy Equipment Operator	15	1	1	1
Equipment Operator Senior	13	4	4	5
Refuse Control Inspector II	13	1	1	1
Small Engine Mechanic	13	2	2	2
Custodian Supervisor	12	3	3	3
Equipment Operator	11	8	8	8
Refuse Control Inspector	11	1	1	1
Crew Worker III	10	1	1	1
Office Assistant, Senior	10	1	1	1
Crew Worker II	9	1	1	1
Courier	8	1	1	1
Crew Worker I	8	4	4	4
Custodian	8	10	10	14
Office Assistant	8	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		45	45	51

Significant Expenditure & Staffing Changes

Add: 1 Grass Crew Leader 17-4
 1 Equipment Operator, Senior 13-1
 4 Custodian 8-8

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 all portions of the prison	No contraband or reduce findings during searches. Conduct daily searches for visitors and vendors	Additional training of corrections staff with a minimum of three (3) days of in-service training per year Quarterly unannounced random searches of the prison and dorms Daily searches of all returning offender details once inside the gate	Deputy Warden of Security	July 1, 2022 – June 30, 2023 Fiscal Year	Enlisting support from other agency's K9 units Police Department Sheriff's Office	Ongoing
Departmental	Staff assigned to the housing units are required to conduct five (5) shakedown searches per shift. Conduct daily searches of staff; wand all staff with hand held devices to scan for contraband All items entering the prison will be searched.					

	Monitor all offender movement						
Keep Staff and Offenders COVID-Free Strategic (Quality of Life)	<p>No COVID inside the prison</p> <p>Monitor number of negative and positive staff COVID tests daily</p> <p>Monitor the number of negative and positive offenders COVID tests quarterly</p> <p>Monitor the number of offenders tested once symptomatic</p> <p>Monitor the number of offenders symptomatic and segregate from general population</p>	<p>All staff must sign COVID Free Attestation Form witness by shift supervisor daily</p> <p>All arriving staff must have temperature scan and verification of PPE daily</p> <p>All arriving and departing offenders must have temperature scan and verification of PPE daily.</p> <p>Coordinate with Georgia Department of Corrections for scheduling of offenders for the</p>	Warden and Deputy Wardens	July 1, 2022 – June 30, 2023 Fiscal Year	Continuous PPE received from the County and GDC	Ongoing	

	Oversee the signatures received for COVID Free Attestation Forms	COVID-19 vaccinations. Scheduled weekly fogging of the entire facility.				
Prevent escapes through security and effective management of offenders Departmental	<p>No offender escapes</p> <p>Conduct official and census counts according policy daily</p> <p>Shift Supervisors ensure offender counts are documented and verified according to policy</p> <p>Increase number of unofficial counts are conducted by detail officers and assigned staff for accountability of offenders</p>	<p>Security checks are conducted and documented by the on-duty Shift Supervisor per shift. Official counts will be conducted per policy and documented five (5) times per day</p> <p>Emergency Counts will be conducted as needed</p> <p>All shifts properly staffed daily</p> <p>Increase internal facility searches of the housing units for</p>	Deputy Warden of Security, Shift Supervisors, and Duty Officers	July 01, 2022 – June 30, 2023	Continuous training	Ongoing

Request Additional Personnel	One (1) Captain One (1) COII Training Officer One (1) COII	<p>Captain – Oversees daily operations of the prison and transitional center</p> <p>Training Officer – conducts annual training and weapons recertification for all assigned corrections officers, enroll recruits in Basic Corrections Officer Training (BCOT), conducts additional training as needed as it pertains to policy updates, and establishes a point a contact with the Georgia Department of Corrections.</p> <p>Correctional Officer II – Corrections Officer will be assigned to the new Transition Center.</p>	Deputy Warden of Security and Captain	July 01, 2022 – June 30, 2023	<p>Establish effective methods and practices implemented according to policy updates. Ensures all practices in place are within the guidelines of department policy.</p> <p>Provide additional training for staff weapons re-certification.</p> <p>Conduct additional in-service and specialized training as required</p>	New
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Strategic or Departmental Direction G2: Inmate Services Division									
Provide more comprehensive offender labor to the department in the County	All County Departments receive offender labor as needed	Conduct training for detail officers as needed	Deputy Warden of Security and Inmate Services Division Captain	July 01, 2022 – June 30, 2023					Ongoing
Strategic (Growth Management)	<p>Increase the number of offenders assigned to outside details is reviewed weekly</p> <p>Increase the number of outside detail site visits to ensure compliance</p> <p>Effectively schedule details assignments according to Clayton County Government's needs, as well as serving contract</p>	Continue to meet the needs and demand for offender labor							

	agencies and municipalities.						
Add Body Scanner device(s) to be used on offenders (and possibly staff) to prevent the introduction of contraband in the facility Departmental	<p>Decrease the number of contraband introductions into the facility.</p> <p>Decrease the number of offenders under the influence of drugs or narcotics.</p> <p>Create a safer working environment for staff.</p>	<p>Staff trained on the correct procedures to utilize the scanner to detect contraband</p> <p>Quarterly numbers provided on the effectiveness of the scanner</p> <p>Create a more effective search of offenders returning from outside details.</p>	Deputy Warden of Security and Captain	July 1, 2022 – June 30, 2023			New

Reduce contraband flow into the prison Departmental	<p>Success of investigations prevents illegal activity and contraband/weapons from entering the prison</p> <p>Monitor the number of discovered contraband monthly</p>	<p>Each detail vehicle searched thoroughly daily. Every two weeks an inspection will be conducted by the outside detail supervisor</p> <p>Continuous searches by detail officers of detail assignments.</p> <p>Monitor offender activity</p>	Deputy Warden of Security and Inmate Services Division Captain	<p>Outside Detail Supervisor will conduct detail searches weekly</p> <p>Submit weekly reports to Captain Boyd</p>		Ongoing
		<p>Closely supervise pat searches and strip searches</p> <p>Spot check/search one detail daily</p> <p>Document searches reflecting daily, weekly, and spontaneous searches, to include contraband findings</p>	Outside Detail supervisor and Inmate Services Division Captain	July 1, 2022 – June 30, 2023		Ongoing

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G3: Code Enforcement Division						
Coordinate with the Chief Magistrate Judge to assign one (1) judge to preside over all Code Enforcement cases.	Consolidation of code enforcement cases under one Court's jurisdiction Increased number of residential code enforcement cases quarterly Increase number of commercial code enforcement cases quarterly	Meet with Judge to ensure all necessary resources are available and maintain a good working relationship with the Court.	Code Enforcement Division Captain	July 2021 initial meeting (completed) December 2021 follow up meeting (completed) Late January, early February of 2022 begin presenting cases to Magistrate Court July 1, 2022 – June 30, 2023	Collaborate with Magistrate Court Pending scheduled meeting in regard to selection process of Judge	Ongoing Delayed due to court backlog
Create partnership with community through education and awareness.	Create new awareness of Code Enforcement and announce changes	Update information on the Quality of Life Codes and the	Code Enforcement Division Captain	January 2022 - all information is up to date and current,	Collaborate with HOAs and local businesses	Ongoing

Educate homeowners and business owners on the most common code violations and gain voluntary compliance through education.	and improvements Provide Code Enforcement Division Public Service Announcements (PSA) quarterly	International Property Maintenance Code.	Code Enforcement Division Supervisor	Begin meeting with County departments, and began passing out literature while on code enforcement blitzes. February 2022 - complete meetings with county departments. April 2022 have all literature in selected county buildings and have a Public Service Announcement spot running on CCTV-23.		
Strategic (Communication and Image Quality of Life)	Increase number of County departments trained on new code enforcement policies	Meet with all the appropriate departments and determine the number of staff and equipment needed/used.				
Strategic or Departmental Direction G3: Code Enforcement Division						
All Code Enforcement Operations working out of one building (1285 Government Circle).	Improved morale of officers promoting unity and uniformity.	Establish a date for Elections Department to move into their new facility and move 18 Code	Code Enforcement Division Captain and Elections Department Director	Jan 1, 2022 – July 30, 2023 January 2022 establish a new building for the Elections Department	Use existing budgeted funds July 1 2022 – June 30, 2023	New

Strategic (Growth Management)	Allows us to closely monitor all Code Enforcement operations.	Enforcement personnel form Flicker Road to 1285 Government Circle	Building and Maintenance Director.	to move out (February 2022) February - March 2022 Remodel other half of the building located at 1285 Government Circle March 2022 – Move remaining Code Enforcement to the building and began working has a cohesive unit.		
Increase the number of Code Enforcement controlled Blitzes conducted each month within the higher complaint areas Departmental	Increase the number of controlled Blitzes Number of high complaint areas identified	Identify high crime area Create a Blitz team.	Code Enforcement Supervisors	July 1, 2022 – June 30, 2023	Collected statistics from phone, email, and Click Clayton requests	Ongoing

<p>Provide additional annual training for Code Enforcement Officers to enhance their knowledge to better serve the community and decrease the number of violation complaints.</p> <p>Strategic (Quality of Life)</p>	<p>Increase the number of staff members trained quarterly</p> <p>Monitor the number of violations</p>	<p>Train staff on Code Enforcement duties and responsibilities</p> <p>Educate the community on common County code violations</p> <p>Code Enforcement Survey on cleanliness conducted quarterly</p>	<p>Code Enforcement Supervisors</p>	<p>July 1, 2022 – June 30, 2023</p>	<p>Georgia Association of Code Enforcement (GACE) and approved training classes</p>	<p>Ongoing</p>
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Strategic or Departmental Direction G4: Refuse Control Division						
<p>Coordinate beautification projects Clayton County, to include county road median improvements and general beautification of all county roads.</p> <p>Departmental</p>	Increasing number of median projects started.	Discuss direction of projects with the Warden.	Refuse Control Division Captain	February 2022 – Determine future medians for beautification.	Funding Source for median projects from COO.	Ongoing
	Increasing number of median projects completed.	Meet with project vendors to ensure design and construction timelines are met.		March 2022 - Secure additional funding for median projects		
				April 2022 – Select design type for medians and work with landscape contractor to develop medians.		
				July 1, 2022 – New positions allocated	BOC approval of new positions in budget.	
				August 30, 2022 – New positions hired		
			Refuse Control Division Captain	July 012022 – June 30,2023 Fiscal Year		New

Create Landscaping Crew dedicated to county roads and land bank properties	Consistent and standardized maintenance of all assigned county facility landscaping Over 400 land banks properties and county roads Additional requests of force clean	Addition of (1) Grass Crew Leader position and (1) Senior Equipment Operator	Refuse Control Division Captain	July 1, 2022 – New positions allocated	New
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<p>Increase custodial staff to provide services for new and additional office space coming online.</p> <p>Strategic (Quality of Life)</p>	<p>Increase cleaning of County-owned buildings</p> <p>Increase the number of civilian employees trained to supervise offender labor.</p> <p>Train on national sanitation standards</p> <p>Projection 02 additional building fiscal year July 01 2022 – June 30, 2023</p> <p>Additions 2021 - IT Building and Drug Court.</p> <p>2022 – Stephens House and Planning Zone Department</p>	<p>Addition of 04 Custodian positions</p> <p>Train new custodial staff on quality of service and accountability of cleaning supplies</p> <p>Perform cleaning of all County buildings and offices according to standards and guidelines.</p> <p>Increase number of on-site visits by supervisor to ensure quality control standards are met.</p>	<p>August 30, 2022 – New positions hired</p>	<p>BOC approval of new positions in budget.</p>	
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Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

Notes: Code Enforcement (Corrections)

Action Item /K.P.I. 2.3.3 Increase the number of Code Enforcement Blitzes conducted each month within the higher complaint area. (4)

Action Item/ K.P.I. 5.1.1.1 Provide additionally annual training for Code Enforcement Officers to enhance their knowledge to better serve the community and decrease the number of violation complaints.

Action Item/ K.P.I 5.3.1 Create advertising to help educate our citizen to encourage a sense of strong ownership and responsibility of their communities. These are located in blue on the plan. We took what PD has in Envisio and put in on the plan. Would you like to keep or replace these goals?

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Felony counts filed:	12,343	14,153	14,500	15,000
Felony counts disposed:	5,389	5,602	6,000	7,000
Misdemeanor counts filed:	unknown	1,557	1,700	1,800
Misdemeanor counts disposed:	unknown	560	650	700
Cost per count filed:	~340	~442	~540	~600
Cost per count disposed:	~333	~400	~450	~500
Average number of cases per attorney: 22,500 cts/16 attys (12 in ct rms/2 CAW/2 Exec)	~750	~800	~825	~825
Victims served:	3,507	4,201	~4,500	~5,000

2023 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	5,082,121	5,481,368	5,492,402	5,632,329
Operations	225,778	103,470	302,089	293,265
Total:	5,307,899	5,584,838	5,794,491	5,925,594

Federal Narcotics Condemnation Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	38,239	15,512	29,400	31,000
Total:	38,239	15,512	29,400	31,000

State Narcotics Condemnation Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	145,330	138,985	147,787	145,270
Operations	0	0	0	0
Capital Outlay	0	136,679	0	0
Total:	145,330	275,664	147,787	145,270

Victim Assistance Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	228,664	196,839	225,282	314,413
Operations	14,492	7,637	8,185	8,185
Operating Transfers Out	0	0	0	0
Total:	243,156	204,476	233,467	322,598

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	488,359	378,908	436,353	0
Operations	15,915	0	5,799	0
Capital Outlay	0	0	0	0
Total:	504,274	378,908	442,152	0

2022 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

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

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	667,392	612,790	581,367	0
Operations	48,635	27,653	39,898	0
Capital Outlay	0	0	0	0
Total:	716,027	640,443	621,265	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	87,602	0
Operations	0	0	229,343	0
Total:	0	0	316,945	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
District Attorney	E	1	1	1
Chief Administrator	35	1	1	1
Executive Assistant District Attorney	35	1	0	0
Chief Investigator	33	2	1	1
Deputy Chief Assistant District Attorney	33	2	1	1
Assistant District Attorney Team Lead	32	0	5	5
Sr. Prosecution Assistant	32	2	0	0
Assistant District Attorney II	31	0	6	6
Senior Litigation Assistant DA	31	6	0	0
Deputy Chief Investigator	30	0	2	2
Unit Supervisor	30	3	0	0
Senior Assistant District Attorney	29	5	0	0
Investigator III	28	14	20	20
Assistant District Attorney	27	0	5	6
Administrative Manager	26	1	0	0
Investigator II	26	4	0	0
Program Development Coordinator	26	1	0	0
Programs Supervisor	26	0	1	1
Task Force Investigator II	26	0	0	0

2023 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Investigator I	24	0	0	0
Task Force Investigator	24	1	1	1
Assistant Administrative Manager	23	1	0	0
Victim Assistance Program Manager	21	1	1	1
Administrative Supervisor	20	1	0	0
Legal Support Team Lead	20	0	1	1
Marketing & Communications Superintendent	20	0	1	1
Legal Assistant II	19	0	9	9
Senior Felony Legal Support Staff	19	4	0	0
Victim Assistance Coordinator, Sr. (Grant)	19	1	1	1
Victim Assistant Coordinator, Sr.	19	2	0	0
Victim Assistant Program Supervisor	19	0	2	2
Legal Assistant	17	4	0	0
Program Development Assistant Coordinator	17	1	0	0
Program Support Assistant	17	0	1	1
Victim Assistance Coordinator/Grants	17	0	1	1
Victim Advocate	15	2	2	2
Victim Advocate/Grants	15	0	5	5
Victim Compensation Advocate	15	2	2	2
Assistant District Attorney State 1 Supplement	S	0	1	1
Assistant District Attorney State 2 Supplement	S	0	1	1
Assistant District Attorney State 3 Supplement	S	0	1	1
Chief Assistant District Attorney Supplement	S	0	1	1
Legal Secretary Supplement	S	0	2	2
Victim Assistance Coordinator Senior Supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		63	77	78

Personnel (DA Child Support)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
District Attorney (Child Support)	A	1	1	1
Sr. Prosecution Assistant (Child Support)	32	1	0	0
Senior Assistant DA (Child Support)	29	1	1	1

2023 DEPARTMENTAL SUMMARY

DISTRICT ATTORNEY

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Child Support Administrator	25	1	1	1
Assistant Child Support Administrator	20	1	0	0
Financial Lead Case Manager	20	0	1	1
Lead Case Manager (Child Support)	18	2	2	2
Victim Assistance Coordinator (Child Support)	17	1	0	0
Case Manager (Child Support)	16	7	7	7
Victim Advocate (Child Support)	15	<u>5</u>	<u>0</u>	<u>0</u>
Total # of Positions:		20	13	13

Significant Expenditure & Staffing Changes

Add: 1 Chief Administrator 35-5
 1 Assistant District Attorney II 31-12
 1 Assistant District Attorney II 31-7
 1 Assistant District Attorney 27-17
 2 Assistant District Attorney 27-9
 1 Assistant District Attorney 27-7
 1 Assistant District Attorney 27-13
 1 Programs Supervisor 26-17
 1 Victim Assistance Program Manager 21-14
 1 Legal Assistant II 19-18
 1 Legal Assistant II 19-17
 2 Legal Assistant II 19-16
 1 Victim Assistant Coordinator, Senior 19-12
 1 Victim Assistant Coordinator, Senior 19-11
 1 Program Support Assistant 17-14

Delete: 1 Chief Administrator 35-3
 1 Assistant District Attorney II 31-10
 1 Assistant District Attorney II 31-5
 1 Assistant District Attorney 27-15
 1 Assistant District Attorney 27-11
 2 Assistant District Attorney 27-7
 1 Programs Supervisor 26-15
 1 Victim Assistance Program Manager 21-12
 1 Legal Assistant II 19-16
 1 Legal Assistant II 19-15
 1 Legal Assistant II 19-14
 1 Legal Assistant II 19-13
 1 Victim Assistant Coordinator, Senior 19-10
 1 Victim Assistant Coordinator, Senior 19-9
 1 Program Support Assistant 17-12

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	Developed 3 diversion programs per year 5 community efforts per year	Host educational workshops, seminars with a target audience	Tasha Mosley	ongoing	Nonprofit organizations	Ongoing
Strategic or Departmental G2: Community Engagement						
Increase the DA's office interaction with the community	A completed communications plan with the communication department	Target: 3 communication programs per quarter	Tasha Mosley	ongoing	Community Engagement Lead and communication department	Ongoing
Strategic or Departmental G3: Case Management:						
Increase efficiency of felony case prosecution <i>Growth Management, Quality of Life</i>	average time of less than 6 months for low level felonies from filing and disposition in all felony prosecutions average time of less than 18 months for low level felonies from filing and disposition in all felony prosecutions Tracking: Number of cases completed in felony prosecutions quarterly		Tasha Mosley	ongoing	Updated technology	Ongoing

Strategic or Departmental Direction 4: Interagency Collaboration:						
Improve communication and collaboration with other law enforcement agencies	Number of community coalitions attended with external stakeholders	Attendance at meetings Research on external coalitions	Tasha Mosley	ongoing	Sherriff's office, nonprofits, other court services, Police, Communication department	Ongoing

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of Elections Held	7	4	5	3
Number of Optical Scan Ballots Used	175,408	107,882	160,000	110,000
Number of Registered Voters	204,111	203,202	202,892	215,000

2023 DEPARTMENTAL SUMMARY

ELECTIONS & REGISTRATION

Elections (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	666,339	451,394	790,000	700,000
Operations	257,654	108,683	155,820	174,410
Total:	923,994	560,077	945,820	874,410

Registration (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	456,071	461,503	928,216	881,839
Operations	14,239	11,246	21,789	22,575
Total:	470,310	472,749	950,005	904,414

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	1,614,579	0	0
Operations	0	1,448,904	298,426	0
Capital Outlay	0	233,739	0	0
Total:	0	3,297,222	298,426	0

2023 DEPARTMENTAL SUMMARY

ELECTIONS & REGISTRATION

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director, Elections & Registration	31	0	1	1
Registrar Manager	28	1	1	1
Absentee Manager	24	1	1	1
Elections Technician Manager	23	0	1	1
Elections Office Supervisor	21	0	0	0
Elections Technician	21	0	0	0
Administrative Assistant	16	0	1	1
Community Outreach Specialist	15	0	1	1
Election & Registration Technician	15	1	1	1
Registrar	15	5	6	6
Elections & Registration Administrative Office Aide	13	1	1	1
Elections & Registration Official	13	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		10	15	15

Significant Expenditure & Staffing Changes

No significant staffing changes.

Operational Plan for Elections and Registrations Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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	# and quality of software used to enhance public's viewing experience	Utilize Election Night Reporting Software Utilize County Website and Social Media	Director of Elections	July 2021 - June 2022	Information Technology Department	Pending

Operational Plan for Elections and Registrations Fiscal Year 2023 (July 1, 2022- June 30, 2023)

		Develop Voter APP						
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. <i>Governance 6.2</i>	# 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.	# of special ballots processed correctly in elections annually.	Conduct voter education	Community Outreach Specialist Director of Elections	July 2021- June 2022	Georgia Secretary of State Elections Division	Pending		

Operational Plan for Elections and Registrations Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Quality of Life	# of registered voters that voted during elections annually.					Clayton County Public School System	
	# of voter educational programs.					Municipal Clerks in Clayton County	
	# of participants.					Clayton County Community	
	# of successful completion of program.						
	# of trained voter registrants.						
	# of trained community organizations.						

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?

Operational Plan for Elections and Registrations

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G4:						
Complete annual staff trainings. Growth Management 1.3	# of staff. # of staff training. # of poll workers who complete and submit required post-election documentation annually.	Complete trainings annually via Teams/Zoom. In person training on elections equipment Video Demonstrations Quarterly Staff trainings and Staff trainings per each election	Elections Technician Manager Director of Elections	July 2021- June 2022	Teams Zoom	

2023 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. We translate science of everyday living for farmers, families and communities to foster a healthy and prosperous Georgia.

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and beyond

Education and programming to encourage healthy dietary and physical activity behaviors are critical to a healthy Georgia population. Offering direct education that focuses on making healthy dietary choices and increasing physical activity can increase the adults' ability to make positive choices. It also increases their self-efficacy in feeding their families and physical activity. By addressing the issue of obesity in the Clayton County community there is an opportunity to reduce the risks or prevalence of the chronic diseases that are currently plaguing Clayton.

The habits formed, decisions made, and knowledge gained during childhood can have a significant impact on future health. Clayton Fresh's mission is increasing awareness of the benefits of a balanced diet, promoting the practice of trying new foods and increasing knowledge of Georgia's agriculture for Clayton's youth.

2023 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of youth reached through Extension programming:	14,065	12,486	7,500	7,500
Number of residents reached through Extension programming:	12,317	9,768	10,000	10,000
Number of unique educational programs for youth through Extension programming:	446	222	500	500
Number of unique educational programs for adults through Extension programming:	403	361	200	200
Number of volunteers trained, screened, and utilized for Extension programming:	29	16	15	15
Number of directly-related trainings/conferences staff attend:	28	17	15	15
Number of unique social media posts to Facebook and Twitter:	471	736	400	400
Clayton Fresh Mobile Market Contacts:	9,174	4,080	5,000	5,000

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	197,304	180,196	324,823	286,101
Operations	65,348	54,719	68,174	66,726
Total:	<u>262,652</u>	<u>234,915</u>	<u>392,997</u>	<u>352,827</u>

Drug Abuse Treatment and Education Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	1,200	2,500	8,000
Total:	<u>0</u>	<u>1,200</u>	<u>2,500</u>	<u>8,000</u>

2023 DEPARTMENTAL SUMMARY

EXTENSION SERVICES

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	12,538	0	0	0
Operations	82,955	3,145	0	0
Total:	95,494	3,145	0	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Program Coordinator	18	1	1	1
Parent Aide Coordinator (GRANT)	14	1	0	0
Principal Secretary	13	2	2	2
Horticulture Program Assistant	10	1	1	1
County Extension Coordinator	S	0	1	1
Cooperative Extension Agent Supplement	S	0	1	1
Agricultural Natural Resource Agent Supplement	S	0	1	1
Secretary Supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		5	8	8

Significant Expenditure & Staffing Changes

No significant staffing changes.

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	Monthly Performance Indicator Report (data and stats of programming, contacts, volunteers, etc. Provide at least 25% of the monthly programming in an online format.	Monthly Performance Indicator Report: Provide at least 25% of the monthly programming in an online format.	Diandria Barber, Sergio Sosa (starting February 1, Aisha Favors (starting March 1)	Between July 2022 and June 2023	Resources already provided	In progress
Strategic or Departmental Direction G2: Education Awareness						
Provide education and awareness for youth and families under Extension services and programs	# of youth reached # of adults reached Total # of families reached # of participants	Monthly Performance Indicator Report: Provide 24 unique educational programs for	Diandria Barber, Sergio Sosa (starting February 1, Aisha Favors (starting March 1)	July 2021 - June 2022	Program supplies, demonstration materials, travel, training (\$15,000)	In progress

		<p>youth.</p> <p>Provide 48 unique adult educational programs.</p> <p>Reach 500 youth each month.</p> <p>Reach 200 residents each month.</p>							
Deliver research based educational programs	<p># of research based programs</p> <p># of programs delivered or actively used</p>	<p>Monthly Performance Indicator Report: Provide 24 youth focused, research-based educational programs</p>	Diandria Barber, Sergio Sosa (starting February 1, Aisha Favors (starting March 1)	July 2022- June 2023	Program supplies, demonstration materials, travel, training	In progress			
Strategic or Departments Direction G3:									
Design an effective volunteer development system that attracts, retains, and energizes a diverse group of youth and adult volunteers	<p># of youth volunteers</p> <p># of adult volunteer</p> <p># of programs completed</p> <p># of total volunteers</p>	Annually train, screen, and utilize 24 volunteers for program success.	Diandria Barber, Sergio Sosa (starting February 1, Aisha Favors (starting March 1)	July 2022- June 2023	Resources already provided	In progress			

including extension leadership, and councils, and program-focused volunteers.							
Offer annual training to extension services staff	# of staff to complete training # of trainings offered	Annually Provide 10 training opportunities for faculty and staff.	Rebecca Hardeman	July 2022- June 2023	Travel, training (\$14,500)	Not started	

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	Completion and review of brochure	Approval from UGA Distribute brochure via mail	Diandria Barber, Sergio Sosa (starting February 1, Aisha Favors (starting March 1), Rebecca Hardeman	July 2022- June 2023	Printing	In progress
Strategic or Departmental Direction G4:						
Develop a fee based model to support the development of program	# 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, Sergio Sosa (starting February 1, Aisha Favors (starting March 1), Rebecca Hardeman	July 2022- June 2023	Resources already provided	Not started

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Checks processed by AP per employee:	1,945	1308	1436	1300
Budget per analyst (millions):	\$109.3	\$189.2	\$171.2	\$199.0
Budget Amendments processed:	42	48	35	35
Received Certificate of Achievement for CAFR:	Yes	Yes	Yes	Yes
Received Distinguished Budget Award:	Yes	Yes	Yes	Yes

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,783,136	2,910,874	3,425,271	3,537,765
Operations	(53,619)	(110,226)	112,149	122,653
Total:	2,729,517	2,800,648	3,537,420	3,660,418

2023 DEPARTMENTAL SUMMARY

FINANCE

Mailroom (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	38,278	37,288	50,310	37,577
Operations	507,837	441,678	640,036	639,893
Casualty & Losses	(1)	0	0	0
Total:	546,114	478,966	690,346	677,470

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	57,069	0	183,587	0
Capital Outlay	1,565,217	622,395	526,604	0
Total:	1,622,286	622,395	710,191	0

2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	21,669	3	0
Total:	0	21,669	3	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Deputy CFO Budget & Grants Special Projects	35	1	1	1
Deputy CFO Finance	35	1	1	1
Financial Accounting Coordinator	34	1	1	1
Finance Budget & Special Projects Manager	32	1	1	1
Financial Reporting Manager	32	1	1	1
Grants and Contracts Manager	32	1	1	1
Payroll Manager	31	1	1	1
Systems Administrator	31	1	1	1
AP/A/R Manager	30	1	1	1
Pension Manager	30	1	1	1
ERP Systems Analyst	29	1	1	0
Financial Management Analyst	29	0	0	2
Financial Reporting Analyst	28	1	1	1
Financial Management Analyst	27	2	2	0
Senior Accountant	27	2	2	2
Senior S.P.L.O.S.T. Accountant	27	1	1	1

2023 DEPARTMENTAL SUMMARY

FINANCE

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Senior Treasury Manager	27	1	1	1
Finance Grants Analyst Senior	27	0	0	1
Assistant Payroll Manager	26	1	1	1
Finance Grants Analyst Senior	26	1	1	0
Grants Analyst HUD	26	0	0	1
Accounts Payable Assistant Manager	25	1	1	1
Grants Analyst HUD	25	1	1	0
Pension Accounting Analyst	25	2	2	2
Principal Accountant	25	1	1	1
Principle Accountant S.P.L.O.S.T.	25	1	1	1
Procurement Card Specialist	25	1	1	1
Payroll Technician I	20	0	0	3
Administrative Assistant/Stenographer	19	0	0	0
Assistant to CFO	19	1	1	1
Payroll Technician, Senior	18	0	0	0
Accounting Technician, Senior	17	2	2	2
Administrative Assistant/Records Ret Specialist	16	1	1	1
Payroll Technician I	16	4	4	1
Accounting Technician	15	10	10	10
Administrative Coordinator/Receptionist	13	1	1	1
Mail Clerk	12	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		47	47	46

Significant Expenditure & Staffing Changes

Add: 1 Deputy CFO Finance 35-11
 1 Financial Management Analyst 29-17
 1 Financial Management Analyst 29-14
 1 Financial Grants Analyst, Senior 27-5
 1 Grants Analyst HUD 26-1
 1 Assistant to CFO 19-11
 3 Payroll Technician I 20-4

Delete: 1 Deputy CFO 35-7
 1 ERP System Administrator 29-1
 1 Financial Management Analyst 27-17
 1 Financial Management Analyst 27-14
 1 Financial Grants Analyst, Senior 26-5
 1 Grants Analyst HUD 25-1
 1 Assistant to CFO 19-5
 3 Payroll Technician I 16-4

2023 DEPARTMENTAL SUMMARY

FINANCE - 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, investigate Ethical Advocate complaints with integrity and assist department directors in reviewing procedures for improvement. The department also provides support services to the Office of Performance Management for special projects and quality assurances.

Departmental Goals, Objectives and Issues

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2023 and Beyond

1. Provide assistance to OPM for oversight of ARPA and Cares Act funding allocated to Clayton County.

Performance Measurements

	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Internal Audits:	20	12	12	24

General Fund

<u>Expenditures/Appropriations</u>	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	424,985	436,893	470,864	489,741
Operations	9,405	8,085	12,756	17,712
Total:	<u>434,390</u>	<u>444,978</u>	<u>483,620</u>	<u>507,453</u>

2023 DEPARTMENTAL SUMMARY

FINANCE - INTERNAL AUDIT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director, Internal Audit	34	1	1	1
Assistant Director/Senior Internal Auditor	31	0	1	1
Associate Auditor, Internal Audit	27	<u>3</u>	<u>2</u>	<u>2</u>
Total # of Positions:		4	4	4

Significant Expenditure & Staffing Changes

No significant staffing changes.

Operational Plan for Finance Department Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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 and sound financial practices <i>(Fiscal Responsibility)</i>	Completed procedures by function available online. (Target and tracking: 100%)	Finance managers review and update procedures monthly. Current processes are documented online in Munis system.	Deputy CFO- Finance	Completed by 1/1/2022		Done
Maintain long-term budget plan which brings the County into operational and programmatic balance <i>(Fiscal Responsibility)</i>	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		Ongoing
Operate within the budget, funding basic operating systems, liabilities, and reserves with current resources for all departments and constitutional offices <i>(Fiscal Responsibility)</i>	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		Initiated, ongoing

Operational Plan for Finance Department Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Invest County resources in ways which create additional ongoing revenue to reinvest in operations <i>(Fiscal Responsibility)</i>	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		Ongoing
Strategic Direction G2: Improve County Government Operations						
Incorporate the Board of Commissioner's strategic plan in the county budget document to tie departments' performance measures to the plan <i>(Fiscal Responsibility)</i>	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	The Office of Performance Management	Done
Add limited Procurement Card functionality to improve purchasing and reduce manual check payments. <i>(Fiscal Responsibility)</i>	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	Ongoing

Operational Plan for Internal Audit Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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. <i>Governance 6.1</i>	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, 2022- June 30, 2023		In Progress
Audit high-risk assets on a rotating basis. <i>Governance 6.4</i>	# of high-risk assets # of identified high risk assets	Audit high-risk assets quarterly	Director of Internal Audit	FY July 1, 2022- June 30, 2023		In Progress
Provide reasonable assurance that the internal control systems and processes are in place and actively used. <i>Governance 6.1</i>	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, 2022- June 30, 2023		In Progress

Operational Plan for Internal Audit Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Provide recommendations for improving and streamlining old processes within the department and across multiple departments. <i>Governance 6.4</i>	# 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, 2022- June 30, 2023	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. This will mainly consist of ARPA funding for FY 2023. <i>Governance 6.1</i>	# of grant audits completed based on risks # of grant audits at Risk	Audit grants based on risks	Director of Internal Audit	FY July 1, 2022- June 30, 2023		In Progress
Provide guidance to departments on compliance with guidelines. <i>Growth Management 1.3</i>	# of departments that received department guidelines # of departments that received	Collaborate with departments on compliance and guidelines	Director of Internal Audit	FY July 1, 2022- June 30, 2023	County departments	In Progress

Operational Plan for Internal Audit Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	compliance for guidance					
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. <i>Growth Management 1.2</i>	# of departments communicated with # of investigations discussed	Collaborate with management and departments regarding investigations	Director of Internal Audit	FY July 1, 2022- June 30, 2023	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. <i>Governance 6.4</i>	# of special projects assigned to internal audit # of special projects completed	Assist with special projects	Director of Internal Audit	FY July 1, 2022- June 30, 2023	BOC Elected Officials	In Progress

The plan covers the what, the who, the when, and how much:

2023 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Mission Statement

Clayton County Fire & Emergency Services is committed to providing innovative emergency response, mitigation, and education with compassion and professionalism to create a safe place to live, work, and play for the community we serve.

Functions

Clayton County Fire & Emergency Services is comprised of 419 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Develop and implement new staffing models to help address employee fatigue from increased call volume.
2. Revise the Standard of Cover to address service expansion to ensure all areas of the County have adequate fire protection.
3. Increase the Resilience and Sustainability of Clayton County through grant funding opportunities, flood plan mitigation strategies, and coordination with the surrounding network of agencies.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total Incident Responses:	45,997	48,845	50,583	52,687
Number of Fire Calls:	930	940	973	1,014
Hazardous Situation Calls:	601	610	631	657
Other Call Types:	8,982	9,676	10,020	10,437
Medical Calls:	35,484	37,619	38,889	40,506
Average Response Time (Minutes):	8:31	8:34	8:39	8:30

2023 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	17,139,849	21,044,171	23,441,155	26,051,727
Operations	2,868,151	5,505,198	5,117,478	4,279,970
Capital Lease Principal Payment	0	0	0	884,961
Capital Outlay	2,299,028	5,260,293	5,570,907	3,784,868
Total:	22,307,029	31,809,662	34,129,540	35,001,526

Emergency Management (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	165,412	173,569	266,329	326,920
Operations	179,320	229,406	108,667	89,400
Capital Outlay	223,108	0	0	0
Total:	567,840	402,975	374,996	416,320

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	71,878	109,406	0
Capital Outlay	0	0	994,877	0
Total:	0	71,878	1,104,283	0

Emergency Management (Other County Grants Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	100,000	104,200	0	0
Operations	0	15,297	0	0
Total:	100,000	119,497	0	0

2023 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	1,025,942	0
Operations	0	0	227,000	0
Capital Outlay	0	0	1,312,250	0
Total:	0	0	2,565,192	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Emergency Services Physician	A	1	1	1
Fire Chief Resilience Office/Director of Fire & Emergency Services	40	1	1	1
Fire Chief	39	0	0	0
Fire Chief of Staff	36	1	1	1
Fire/Chief Financial Officer	35	1	1	1
Fire/Chief Operations Officer	35	0	0	0
Deputy Chief Operations	31	1	1	1
Deputy Chief Prevention	31	1	1	1
Deputy Chief Prof Standards	31	1	1	1
Battalion Chief	29	7	7	7
Emergency Services Communications Officer	28	1	1	1
Fire Captain	28	6	7	7
Fire Training Lieutenant	27	3	3	3
Paramedic Lieutenant	27	27	28	28
Public Safety Institute	27	1	1	1
Fire Lieutenant	26	35	35	35
Fire Lt/ Deputy Fire Marshall	26	4	4	4
Fire Sergeant/Inventory Control Supervisor	25	1	1	1
Paramedic Sergeant	25	16	16	16
Statistical Data Analyst	25	1	0	0

2023 DEPARTMENTAL SUMMARY

CLAYTON COUNTY FIRE & EMERGENCY SERVICES (FIRE/EMA)

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Systems Analyst/Fire	25	1	1	1
Tech Services Hardware/Software Technician	25	0	1	1
Field Support Sergeant	25	0	0	4
Fire Sergeant	24	38	36	36
Firefighter Paramedic	23	10	10	10
Paramedic	22	4	4	4
Master Firefighter/Relief Driver	21	28	28	28
Firefighter EMT	20	36	36	36
Office Manager	20	1	1	1
Fire Supply Specialist	19	1	1	1
Firefighter Recruit	19	41	41	41
Payroll Technician	16	1	1	1
Administrative Secretary	15	<u>3</u>	<u>3</u>	<u>3</u>
Total # of Positions:		273	273	277

Personnel (Emergency Management)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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>0</u>	<u>0</u>	<u>0</u>
Total # of Positions:		3	3	3

Significant Expenditure & Staffing Changes

Add: 4 Field Support Sergeant 25-8

2023 DEPARTMENTAL SUMMARY

EMERGENCY MEDICAL SERVICES (EMS)

Mission Statement

Clayton County Fire & Emergency Services is committed to providing innovative emergency response, mitigation, and education with compassion and professionalism to create a safe place to live, work, and play for the community we serve.

Functions

Clayton County Fire & Emergency Services is comprised of 419 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Revise the recruitment process to create a more resilient, sustainable, and inclusive work force in an effort to increase retention.
2. Develop and implement new staffing models to help address employee fatigue from increased call volume.
3. Maintain EMS Accreditation through enhanced Continuous Quality Improvement Programs.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total Calls Received:	45,997	48,845	50,583	52,687
Medical Calls:	35,484	37,619	38,889	40,506
Total Number of Patients:	34,633	36,778	37,937	39,515
Number of Patients Transported:	18,998	18,452	18,996	19,824
Average Response Time (Minutes):	8:31	8:34	8:39	8:30
Total Stations:	14	14	14	14
Stations With Transport Units:	14	14	14	14

2023 DEPARTMENTAL SUMMARY

EMERGENCY MEDICAL SERVICES (EMS)

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	8,965,221	8,833,763	11,448,960	13,258,878
Operations	1,142,284	1,147,465	1,771,192	1,527,572
Capital Outlay	0	0	204,617	0
Total:	10,107,505	9,981,228	13,424,769	14,786,450

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	1,853,160	5,169,883	0
Operations	0	0	250,000	0
Capital Outlay	0	0	0	0
Total:	0	1,853,160	5,419,883	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Community Care Practitioner (APRN)	37	9	10	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	25	25	25
Paramedic	22	7	7	7
Master Firefighter/Relief Driver	21	10	10	10
Firefighter EMT	20	21	21	21
Firefighter Recruit	19	15	15	15
Administrative Secretary	15	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		143	144	144

Significant Expenditure & Staffing Changes

No significant staffing changes.

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
FIRE: Enhance CCFES sustainability and service delivery with recruitment, professional development, improved fleet maintenance, increased technology, and diversity & inclusion initiatives						
GOAL 1: Create a more resilient, sustainable, and inclusive workforce to increase retention <i>BOC: Economic Opportunity</i>	Increase retention, reduce attrition; Vacancy rate at or below 6%	A. Assess and identify trends related to employee attrition/retention B. Develop and implement a plan to improve retention based on identified trends C. Continuously evaluate and revise the plan as needed	D/C Professional Standards & Chief Diversity and Inclusion Officer	12 months - ongoing	Culture Amp Survey Program; Funding for any resources necessary for employee retention.	In Progress
GOAL 2: CCFES ability to maintain an appropriate fleet status to meet the needs of the department and community. <i>BOC: Governance</i>	Improve overall fleet status and reduce amount of time fleet are out of service due to maintenance.	A. Identify current fleet maintenance status and needs B. Review current policies and response packages to determine opportunities to	Chief Financial Officer, Captain Logistics, D/C EMS, D/C Operations	12 months - ongoing	Web EOC and Operative IQ, personnel resources to analyze data; Fund resources or contracts necessary to meet the needs of fleet maintenance	In Progress

GOAL 3: Create and implement a professional development process promoting advancement, establishing a foundation for individual career paths, to produce highly trained employees for a healthy and safe County. <i>BOC: Quality of Life</i>	Increase the quality of professional development by offering all necessary courses that better prepare candidates for advancement.	<p>improve fleet status.</p> <p>C. Develop, implement, and evaluate an action plan based on the findings from 2-B.</p> <p>A. Identify and create career track pathways and skillsets of professional development for all personnel to promote succession planning.</p> <p>B. Revamp the current education and training model to align with the career track guidebook.</p> <p>C. Implement the professional development guidebook, review it annually, and revise it as needed.</p>	Chief Diversity and Inclusion Officer, D/C Training	6 months - ongoing	Personnel to collect and analyze data; Internet to make finished product information available to personnel	In Progress
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GOAL 4: Enhance Clayton County Fire & Emergency Services' service delivery model by implementing the latest cutting-edge technology and equipment, resulting in a progressive workforce. <i>BOC: Fiscal Responsibility</i>	Reduce equipment that is out of service by maintaining and/or upgrading equipment (for example i-pads, MCTs, other reporting equipment).	<p>A. Establish a baseline of the organization's current equipment and technology to identify needs.</p> <p>B. Assess current industry equipment and technology trends and identify the best options for a progressive workforce.</p> <p>C. Develop a timeline for the purchase of equipment and technology identified.</p> <p>D. Implement the department's new equipment and technology and perform an annual appraisal on effectiveness.</p>	CCFES IT, D/C EMS, D/C Operations, D/C Training	12 months	Personnel to analyze equipment; Internet for industry standard research, training personnel on new equipment, funding to purchase necessary equipment	In Progress
GOAL 5: Revise the recruitment process to better attract and identify highly	Reduce attrition rate	A. Evaluate the existing	Chief Diversity & Inclusion Officer, D/C	6 months - ongoing	Personnel to evaluate the recruit process, internet and	

<p>motivated and qualified applicants for employment to create a more diverse and inclusive workforce.</p> <p><i>BOC: Communication & Image</i></p>		<p>recruitment process.</p> <p>B. Develop, implement, and monitor necessary changes to the recruitment process as determined by the evaluation.</p>	<p>Professional Standards, CCFES IT, D/C Training</p>		<p>administrative resources to create marketing material; purchase marketing strategies that reach specific audiences</p>	
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Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
EMS: Enhance employee Health and Wellness programs and initiatives.						
GOAL 6: Expand and modify employee Health and Wellness programs to promote an inclusive culture designed to maintain or improve overall well-being, proper diet and fitness, mental health, and individual healthcare management. <i>BOC: Growth Management</i>	Increase number of health and wellness programs offered to employees	<p>A. Develop a diet and fitness program to enhance employee performance, reduce injury, and improve quality of life.</p> <p>B. Expand and modify employee-centered programs to increase mental health awareness, and provide stress management support for all department personnel.</p> <p>C. Create a robust and convenient option for healthcare</p>	Chief Diversity & Inclusion Officer, D/C EMS, D/C Training, D/C Professional Standards	12 months - ongoing	Purchase of updated resources to guide diet and fitness program creation; funding for professional mental health services (contracting and/or conference and traveling fees); EMS staffing and equipment necessary to conduct employee physicals	In Progress

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. Increase the resilience and sustainability of Clayton County through grant funding opportunities, flood plain mitigation strategies, and coordination with surrounding network of agencies.						
GOAL 7: Mitigate small, localized flooding within the county utilizing current and empirical storm data and events to identify key areas in the community. <i>BOC: Economic Opportunity; Quality of Life</i>	Documented levels of debris removal per linear foot from impacted areas. Increased number of households with improved quality of life. Decrease in water retention indicated by measuring water level at site.	A. Analyze areas impacted by Camp Creek watershed B. Analyze areas impacted by Flint River watershed C. Assess floodplains for potential solutions D. Mitigate flooding that impacts Clayton County residents E. Leverage state and federal grants for mitigation purposes	Chief Resilience Officer; Deputy Director EMA	Immediate and on-going	Crisis Track; Wildlife license; equipment for trapping beaver wildlife; personnel for analysis of floodplain areas identified; additional equipment listed within FYE'23 budget.	In progress
GOAL 8: Incorporate flood preparedness activities and outreach throughout heavily impacted areas, to include information regarding the National Flood Insurance Program.	Documented public interactions via phone, email, and administered courses by EMA staff	A. Research information to help citizens better prepare for flooding disasters B. Develop education and	Chief Resilience Officer; Deputy Director EMA; EMA Operations Officer	On-going	Presentation equipment; printing materials; additional equipment listed within FYE'23 budget.	In progress

<i>BOC: Quality of Life</i>						
					outreach delivery strategies C. Work with various stakeholders to ensure citizens have all necessary resources to prepare, prevent, or mitigate flooding in their community	

2023 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

Mission Statement

Human Resources is a transformational, data driven, strategic, and analytical business partner. Human Resources continuously seeks opportunities to reinvent the services we deliver to our internal and external partners. Human Resources' drive is for Clayton County to be known as one of the best places to work. Human Resources has a keen focus on creating the ideal work environment in which employees can thrive. Human Resources is focused on delivering results.

Functions

Human Resources' specialized functions are Administration/Public Relations; Benefits Administration/Workers' Compensation; Compensation & Classification/Workforce Analytics; Professional Development/Employee Relations.

Departmental Goals, Objectives, and Issues

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. To establish a compensation structure to lead the market with a focus on all County employees.
2. To implement a County-wide succession/formal mentor plan to ensure continuity.
3. To conduct a work force development project to forecast labor needs to ensure an integrated skill set to meet future needs in response to Clayton County's rate of growth, changing technologies, and other related factors.
4. To establish a sustainable wellness program to promote health and wellness throughout the employee population.
5. To establish a highly efficient employee relations function to promote a work environment in which employees can grow, thrive, and be proud of.
6. To ensure the consistent improvement of benefits administration to provide a sustainable, cost effective, high quality benefits program to employees and their families.

2023 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of Employment Applications Processed	15,415	10,022	10523	11049
Number of New Hires Processed	550	721	757	795
Number of Terminations Processed	581	964	1012	1063
Number of Personnel Actions Processed	5260	5,784	6073	6377
Number of HR Resignations, Terms, Retirements	2	1	0	0
Human Resources Turnover Rate	.12%	5%	0	0
Number of Active Employees	2671	2,622	2753	2891
Number of HR Budgeted Positions	17	18	19	20
Human Resources Ratio	1:159	1:145	1.145	1.145
Number UI Claims Processed	272	132	139	146
Number of Employees Attending NEO	234	406	426	448
Number of Open Records Requests Processed	135	29	30	32
Number of Verifications of Employment	1010	1,404	1474	1548
Number of FMLA Requests Processed	786	784	823	864
Number of Civil Service Appeals Received	28	18	20	22
Number of Civil Service Grievances Received	0	2	2	2
Number Civil Services Cases Ruled for Appellants	0	2	2	2
Number of Civil Services Cases Heard by CSB	0	6	6	7
Employees Enrolled in Wellness Plans	--	0	1000	1500
Retirees Enrolled in Kaiser Senior Advantage	217	224	235	247
Retirees Enrolled in Aetna Medicare Advantage	322	451	474	497
Employees Enrolled in Kaiser Fully Insured	1017	927	973	1022
Employees Enrolled in Self-Funded Medical	891	1,035	1087	1141
Employees not Enrolled in Medical Plans	792	437	459	482
Workers' Compensation Claims	208	248	260	273

2023 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,239,655	1,288,695	1,363,452	1,396,946
Operations	96,156	107,267	117,994	123,812
Capital Outlay	0	0	0	0
Total:	1,335,811	1,395,962	1,481,446	1,520,758

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	2,800	31,648	0
Total:	0	2,800	31,648	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director, Human Resources	38	1	1	1
HR Manager	31	2	2	2
HR Officer	27	0	1	1
Chief Administrative Officer	25	0	0	1
Wellness Coordinator	25	0	1	1
HT Trainer Researcher	23	1	0	0
HR Assistant Manager	22	2	2	2
Executive Assistant/Human Resources	20	1	1	0
Office Admin/HR Leave Coordinator	20	1	1	0
HR Analyst Lead	20	0	0	2
HR Analyst II	18	2	5	3
HR Analyst	18	0	0	1
Civil Service Administrative Assistant	16	1	1	0
HR Assistant, Senior	16	0	0	1
HR Analyst	15	5	3	3
HR Assistant	14	1	1	0
HR Technician	14	<u>1</u>	<u>0</u>	<u>0</u>
Total # of Positions:		18	19	18

2023 DEPARTMENTAL SUMMARY

HUMAN RESOURCES

Significant Expenditure & Staffing Changes

Add: 1 Chief Administrative Officer 25-7
1 Human Resources Analyst Lead 20-17
1 Human Resources Analyst Lead 20-12
1 Human Resources Analyst 18-4
1 Human Resources Assistant, Senior 16-8

Delete: 1 Office Administrator/Leave Coordinator 20-15
1 Executive Assistant 20-14
1 Human Resources Analyst II 18-17
1 Human Resources Analyst II 18-16
1 Civil Service Administrative Assistant 16-1
1 Human Resources Assistant 14-1



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Where the World Lands
and Opportunities
Take Off

Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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	Number of Citizens Contacts Number of Activities Provided	Provide virtual and in person events	Human Resources Director - Primary Ryan Shaw, Human Resources Officer - Secondary	September 2022	Communications Economic Development Legal Additional resources may be needed as we plan this project	Not Started Discussions to Begin Planning February 15, 2022
To increase external partnerships and promote positive branding through the enhancement of our Countywide internship program.	Number of Interns Onboarded Number of partners and individuals contacted	Provide virtual and in persons contacts	Human Resources Director Ryan Shaw, Human Resources Officer - Secondary	Already Implemented Ongoing	Communications	Last Intern Placed for Commissioner Davis

Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Economic Opportunity 2.5						
Collaborate with local business owners to establish a discount program for County employees.	Number of partnerships established	In-person and virtual contacts. Establish parameters of program. Recruit partners	Human Resources Director Ryan Shaw Carol Lowe, Noi Souphanthavong Ebony Alston	October 2022	Communications Economic Development Legal Employee Relations Committee	Has not been implemented. Discussion to Being Planning February 28, 2022
Governance 6.1						
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.	Number of activities initiated	Host employee events in-person and virtual.	Human Resources Director	Implemented - Ongoing	Communications Employee Relations Committee	539 Employees Participated in Annual Stay Interview – Presentation to BOC on 5/8/22
Growth Management 1.3	Number of Participants for the Annual stay interviews	Engage in various communication initiatives	Ryan Shaw Ebony Alston Wellness Coordinator			
	Number of Exit Interviews Completed Annually					
	Turn-over Rate					
	New Employee Touchpoint					

Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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	Implemented Ongoing Consistently Reviewing with a Focus on Improving the Experience for Our New Employees	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	Implemented a survey for new employees. Contact is made at or shortly after 120 days of hire.	Information Technology All County Departments	Implemented – Review ongoing Initiate Quarterly Review April 1, 2022
Re-vamp the Countywide Exit Interview Process to Increase Participation. Governance 6.1	Number of interviews	Have implemented an enhanced process, which is part of the offboarding process	Human Resources Director Ryan Shaw Ebony Alston	Implemented an exit interview process to capture feedback from exiting employees	All County Departments	Implemented – Review ongoing Initiate Quarterly Review April 1, 2022
Re-vamp and standardize the Biennial Stay interview process. Governance 6.1	Number of participants	Released September 2021	Human Resources Director Ryan Shaw Ebony Alston	Annual Stay Interview Implement. 539 employees participated, which is a 400% increase from the 2019 project.	Communications Information Technology	Presentation to BOC on 2/8 to present findings

Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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 Human Resources Leaders	Implemented Ongoing.	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 Human Resources Leaders	Implemented Ongoing	None	Implemented



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Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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 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	Completion of a Work Force Planning Project	Engage a RFP to obtain vendor. Request Funding. Execute the Project	Human Resources Director Carol Lowe Natalie Hewitt	June 2021- July 2022	Funding for a Work Force Planning Project	Funding has not been requested. February 2022 Develop RFP Request Funding July 2020
To implement a mandatory leadership class as part of the promotional process for Clayton County Employees Departmental	Number of Employees Completing Class Increase in Retention to be reviewed annually	Conduct this class quarterly	Human Resources Director Ryan Shaw Ebony Auston	April 2022 and ongoing	No extra funding required for this request	Everything is in place for implementation



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Operational Plan for Office of Human Resources Fiscal Year 2023 (July 1, 2022- June 30, 2023)

To develop an eLearning training program. Economic Opportunity 2.4	Secure Platform Number of Classes Developed Number of Participants		Human Resources Director Ryan Shaw Ebony Alston	June 2021- July 2022		
To work closely with broker/consultant to identify various cost containment strategies. Governance 6.4	Savings Realized	Relationship Management Consistent Meetings for Data Review Establish Annual Strategies- Forecasting Needs for Future Plan Years	Human Resources Director Karen Bohannon Angela Jolly	June 2021- July 2022	No additional funding or support needed.	Implemented and Monitoring Ongoing Over \$300,000 saved in Plan Year 2022
To implement a comprehensive wellness program to include part-time employees.	Number of Programs/Activities Offered Number of Participation Improved Health Data	Programming Data Review to Ensure Activities Align with Goals Relationship Management to Build Support for Program	Human Resources Director	June 2021- July 2022	At this time, no additional funding needed. Continue to Form Partnerships With Internal and External Stakeholder	

2023 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

*Chart attached at the end of the departmental summary.

Long-term Issue for FY2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Requests for IT Service Desk Support	23,408	20,218	19,389	18,500
Percent of First-call Resolution	16.23%	14.6%	13%	15%
Average Problem Closure Duration (Days)	5.5	5.6	5.4	5.5
Percent of Requests Resolved within 2 Business Days	73.8%	64%	74.2%	70%
Destroyed Records Past Retention Cycle (Boxes)	5,009	4,342	4,380	4,800
Submitted First Time Records to Archives (Boxes)	1,585	2,506	1,877	1,850
Retrieved Records from Archives (Boxes)	2,856	2,826	2,622	2,500
Return Records to Archives (Boxes)	2,982	Remove	Remove	Remove
Number of digitized images	148,981	61,487	87,677	90,000

2023 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	5,151,022	5,871,430	6,675,474	7,028,018
Operations	3,521,394	5,954,583	6,424,072	4,998,924
Capital Outlay	297,244	1,177,512	65,559	0
Total:	8,969,660	13,003,525	13,165,105	12,026,942

Archives & Records Retention (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	218,447	225,253	222,812	241,750
Operations	17,666	17,168	25,716	30,800
Total:	236,113	242,421	248,528	272,550

Archives & Records (Reimposition SPLOST 2009 Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	6,230	0
Capital Outlay	473	501,528	523,512	0
Total:	473	501,528	529,742	0

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	20,299	30,100	0
Operations	0	15,427	78,847	0
Capital Outlay	0	132,341	75,071	0
Total:	0	168,067	184,018	0

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	101,180	0
Operations	137,876	101,569	292,427	0
Capital Outlay	4,198,923	1,162,402	1,580,364	0
Total:	4,336,799	1,263,971	1,973,971	0

2023 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	110,000	0
Total:	0	0	110,000	0

2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	0	0	2,000,000	0
Total:	0	0	2,000,000	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Chief Information Officer	A	0	1	1
Director, Information Technology	A	1	0	0
Chief Information Security Officer	36	0	0	1
Deputy Chief Information Officer	36	0	0	1
Assistant Director, Information Technology	34	2	1	0
Chief Information Security Officer	34	0	1	0
Senior Software Architect	34	0	0	1
Network Architect	34	0	0	1
Division Manager, Application Development	33	1	1	1
Division Manager, Client Services	33	1	1	1
Division Manager, IT Project Office	33	1	1	1
Division Manager, Net Infrastructure & Operations	33	1	1	0
Division Manager, Interactive & Web Technologies	33	1	1	0
PSDN System Manager	33	1	1	1
Software Architect	33	1	1	0
Desktop Support Services Coordinator	31	1	1	1
IT Services, Division Manager	31	1	1	1
Network Security Engineer	31	1	1	1
Senior IT Business Systems Administrator	31	3	3	3
Senior Software Developer	31	0	1	2
Senior Web Technologies Developer	31	1	1	0
Systems Project Manager	31	1	0	0
Chief of Staff	30	0	1	1
Division Manager, Archives and Records	30	1	1	1

2023 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
GIS Technical Coordinator	30	1	0	0
Business Intelligence Analyst	29	1	1	1
Cybersecurity Operations Analyst	29	2	3	3
IT Business Systems Administrator	29	11	10	9
Software Developer	29	4	5	5
Web Technologies Developer	29	1	1	2
GIS Analyst	28	1	1	1
PSDN Services Coordinator	27	1	1	1
Senior Desktop Support Technician	27	2	2	2
Service Desk Manager	27	1	1	1
Systems Administrator	27	2	2	2
Digital Equity Associate	27	0	0	1
IT Asset Management Specialist	26	1	0	0
IT Technical Training Coordinator	25	1	1	1
Communications Technician	24	2	2	2
Desktop Support Technician	24	4	6	6
Desktop Technician II	24	6	4	4
Physical Sec Sup Tec	24	1	1	1
QA/QC Specialist	24	0	2	2
Telecommunications Support Technician	24	2	2	2
IT Operations Specialist	23	1	1	1
IT Project Implementation Specialist	23	1	1	1
Communication Specialist	22	1	0	0
Information Technology Technical Training Specialist	22	0	1	1
Audio Visual Support Specialist	21	0	1	1
Software Support Specialist	21	3	2	2
Office Manager- Information Technology	20	1	1	1
Archives & Records Retention Specialist	19	1	1	1
Web Content Specialist	18	1	1	1
Administrative Services Assistant	16	1	1	0
Service Desk Technician	16	3	3	3
Records Response Specialist	16	0	0	1
IT Inventory Control Specialist	14	1	1	1
Archives Inventory Clerk	12	1	1	1
Software Developer (Temporary)	T	0	2	2
Total # of Positions:		77	81	83

2023 DEPARTMENTAL SUMMARY

INFORMATION TECHNOLOGY

Significant Expenditure & Staffing Changes

- Add: 1 Chief Information Security Officer 36-19
1 Deputy Chief Information Officer 36-15
1 Senior Software Architect 34-16
1 Network Architect 34-10
1 Division Manager, Interactive & Web Technologies 33-9
1 Senior Software Developer 31-10
1 Web Technologies Developer 29-1
1 Digital Equity Associate 27-1
1 Records Response Specialist 16-1
- Delete: 1 Chief Information Security Officer 34-19
1 Assistant IT Director 34-11
1 Software Architect 33-16
1 Division Manager, Network Infrastructure & Operations 33-10
1 Senior Web Technologies Developer 31-13
1 IT Business Systems Administrator 29-18
1 Administrative Services Assistant 16-1

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.						
Provide a secure, resilient, and adaptable 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
Begin large scale digitization of county records ensuring proper retention schedules are applied and accessible by those who need it	Number of pages scanned	Scanning of paper records into County's document management system and apply proper retention period scheduling for destruction	Archives & Records Division Manager	Monthly	Existing Staff	In-Process
Disposal of overdue eligible records.	Number of records that are eligible for destruction, and number of actual destructions.	Dispose of overdue eligible records.	Archives & Records 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.						
Establish the Information Security	Assess and report the implementation of the CIS controls and	Develop and publish a comprehensive	Chief Information	On-Going	Existing Staff	In-Process

framework which will govern the integrity and availability of systems and information	the CIS risk assessment methodology	security framework and conduct bi-annual assessments	Security Officer			
Promote and enhance employee awareness of security risks.	Phish email click-rate.	Continuous employee training and exercises for cybersecurity awareness and published IT policies, procedures, and guidelines	Chief Information Security Officer	On-Going	Existing Staff	In-process
Strategic or Departments Direction G3: Provide technical leadership and expertise for County operations by aligning resources in support of departmental goals and objectives.						
Align IT organization and structure with the needs of the County departments.	Number of completed initiatives	Software development, software integration, software implementation, and support services	Senior Staff	On-Going	Existing Staff	In-Process

Capacity and Sucession 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
Implement ARPA funded technology enhancements	Number of assets replaced	Procurement, programming, and installation of equipment	Chief Information Security Officer and Network Architect	On-Going	Existing Staff	In-Process

2023 DEPARTMENTAL SUMMARY

JUVENILE COURT

Mission Statement

The mission of the Clayton County Juvenile Court is to cultivate an environment of respect, integrity, honesty, transparency, and professionalism; improve outcomes for court-involved children and families using data-driven, rehabilitative treatments based in science and best practices; and implement programs, policies, and procedures designed to reduce detention and decrease racial disparities among court-involved children while protecting children and the community.

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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 an additional set of contracted attorneys to represent parties in dependency hearings—this will not only help alleviate heavy caseloads and court schedules from our existing contracted dependency attorneys, by reducing caseloads with the additional attorneys, the children and parents appearing before the Juvenile Court should receive higher-quality representation.
3. Expansion of technology to promote remote-working capabilities for court staff.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total # of youth served	2,489	1,984	1,986	2,153
Total # of court hearings	1,586	2,002	2,221	1,936
Total # of intake detention decisions	357	278	290	308
Total # of dependency complaints	472	584	382	479
Total # of informal adjustments (delinquency)	64	148	131	114
Total # of mediations (delinquency)	31	33	28	31
Total # of children placed on probation	164	99	129	131
Total # of commitments to DJJ	29	6	14	16
Total # of children advocated by CASA	1,529	3,377	2,453	2,453
Total # of Citizen Review Panel hearings	32	9	6	16

2023 DEPARTMENTAL SUMMARY

JUVENILE COURT

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	4,156,669	4,405,752	4,368,286	4,523,162
Operations	367,505	395,134	469,514	526,309
Capital Outlay	27,891	0	0	175,012
Total:	4,552,066	4,800,886	4,837,800	5,224,483

Juvenile Supplemental Services Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	2,381	1,500	6,000	5,000
Total:	2,381	1,500	6,000	5,000

Other County Grants Fund (County Grants)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	255,236	278,811	199,193	0
Operations	341,565	151,872	405,910	0
Total:	596,801	430,683	605,103	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	53,188	0
Operations	0	0	125,000	0
Operating Transfer Out	0	0	121,812	0
Total:	0	0	300,000	0

2023 DEPARTMENTAL SUMMARY

JUVENILE COURT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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
Chief Child Welfare	26	1	1	1
Juvenile Court IT Coordinator	26	1	1	1
Coordinator JC Grants and Staff Dev	24	1	1	1
Chief Court Operations	23	1	1	1
Chief Field Operations	23	1	1	1
Chief Intake Operations	23	1	1	1
Chief Restorative Justice	23	1	1	1
Chief Special Juvenile Justice Program	23	1	1	1
Clerk of Court	23	1	1	1
Coordinator JC Program D&S	23	1	1	1
Juvenile Detention Alternatives Initiative Coordinator	23	1	1	1
Mediation Program Coordinator	23	1	1	1
Paralegal Senior	23	1	1	1
Citizen Review Panel Coordinator	22	1	1	1
CASA Training Supervisor	19	1	1	1
CASA Volunteer Supervisor	19	6	6	6
Juvenile Court Officer II	19	4	4	4
Juvenile Court Officer	18	20	20	21
Office Administrator Senior	18	1	1	1
Assistant Clerk of Court	17	1	1	1
Judiciary Secretary	17	3	3	3
Deputy Court Clerk Senior	16	7	7	7
Intake Assistant	14	1	1	1
Office Assistant, Senior	10	1	1	1
Juvenile Court Officer (ARPA Funded)	18	0	1	1
Staff Attorney (ARPA Funded)	33	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		64	65	66

Significant Expenditure & Staffing Changes

Add: 1 Juvenile Court Officer 18-1

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.	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.	Chief of Investigations	Monthly, from 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.	Failure-to-appear rates lower than 40% for diversion workshops. A minimum of 10 successful completions of informal processes each month.	Timely screening and scheduling of informal processes. Efficient scheduling of informal process meetings.	Chief of Restorative Justice; ADR Coordinator	Monthly, from 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	A minimum of 30 dependency cases processed	Screening and processing of dependency cases	Chief of Intake Operations	Monthly, July 1 – June 30	Intake Unit with support from the	

children in dependency cases.							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.	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.	Chief of Field Operations	Monthly, from July 1 – June 30	Field Operations Unit with support from the Clerk's Office and Judiciary			
Investigations will properly supervise juveniles released from detention on Community Detention Orders.	90% or more of youth on CDOs receiving weekly contact.	Supervision of youth released on CDOs	Chief of Investigations	Monthly, from 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.	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. Guardian ad litem services and home evaluations for children in dependency proceedings.	Chief of Child Welfare	Monthly, from 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 through the Second Chance Accountability Court (SCC).	Maintenance of at least 5 cases assigned to the SCC. 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 evidenced-based	Chief of Special Juvenile Justice Programs	Monthly, from July 1 – June 30	Special Juvenile Justice Programs Unit with support from the Clerk's Office and Judiciary	

Restorative Justice will promote community-based programs and services.	Fewer than 30% of referrals to diversion workshop that fail to appear. A minimum of 2 referrals to programs and services each month.	Efficient screening informal cases and referral to diversion workshops and programs and services.	Chief of Restorative Justice; ADR Coordinator	Monthly, from 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 Children in Need of Services (CHINS) cases.	Use of detention alternatives. Fewer than 3 CHINS cases requiring court intervention. At least 2 Finding Alternatives for Safety and Treatment	Efficient referral and utilization of detention alternatives. Effective implementation of the FAST Panel and Clayton County Child Study Team processes.	JDAI Coordinator	Monthly, from July 1 – June 30	JDAI Unit with support from Intake, the Clerk's Office, and Judiciary		

	(FAST) Panel hearings a week.								
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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: 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	Monthly, from 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	Monthly, from 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	Monthly, from 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:						
N/A						

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

Notes:

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Development of a System-wide communication & 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 work force development within our 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Number of Library Branches:	7	7	7	7
Average Operating Hours per week:	45	45	45	45
Library Visits:	453,175	60,168	155,724	453,175
Public Use Computers Available:	192	246	246	246
Average Monthly Public Computer Use:	8,366	393	4,105	8,366
Attendance at Children's Program:	19,384	4,985	17,481	19,384

2023 DEPARTMENTAL SUMMARY

LIBRARY SYSTEM

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,447,999	3,028,686	3,312,866	3,030,081
Operations	832,540	703,252	1,123,825	1,021,030
Capital Outlay	10,479	0	0	0
Casualty and Other Losses	(11)	11	0	0
Total:	3,291,007	3,731,949	4,436,691	4,051,111

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	389,724	429,311	538,534	0
Operations	186,681	239,013	207,234	0
Operating Transfer	0	0	600,000	0
Total:	576,405	668,324	1,345,767	0

Reimposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	361,600	145,977	7,033	0
Capital Outlay	3,900,491	485,777	169,364	0
Total:	4,262,091	631,754	176,397	0

2023 DEPARTMENTAL SUMMARY

LIBRARY SYSTEM

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director- Library Services	36	1	1	1
Access Services Manager	24	1	1	1
Associate Dir Youth Services	24	0	0	0
Branch Librarian	24	6	6	6
Collections Management Librarian	24	1	1	1
Headquarters Managing Librarian	24	0	0	0
Virtual Services Librarian	24	1	1	1
Office Manager	20	1	1	1
Circulation Manager	18	1	1	1
Youth Services Supervisor	18	2	2	2
Administrative Assistant	16	2	2	2
Library Assistant, Senior	15	8	8	8
Library Youth Services Assistant	15	8	8	8
Library Technical Assistant	14	2	2	2
Library Assistant	12	20	20	20
Director- Library Services Supplement	S	0	1	1
Assistant Library Director Youth Services Supplement	S	0	1	1
Assistant Library Director/Account Services Supplement	S	0	1	1
Deputy Director Supplement	S	0	1	1
Assistant Library Director Supplement	S	0	1	1
Assistant Library Director of BSTDM Supplement	S	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		54	60	60

Significant Expenditure & Staffing Changes

No significant staffing changes.

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental 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.	Patrons increase usage of space and report improved experience in the library. # of patrons to use space?	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 2022-June 2023	Funding for Furnishings, Fixtures and Equipment, Carpet replacement and Structural repairs to windows & doors, and upgrades to restrooms, for ADA compliance, as needed. Support for the Comprise System and the maintenance or the Bibliotheca Self-Check System	
<i>Growth Management 1.1.5 Quality of Life 4.2</i>	# of branches # of furnishings replaced # of improvements					

Strategic or Departmental 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. <i>Economic Opportunity 2.1 &</i>	Increase usage of new technologies to support STEAM, Workforce Development and Literacy. # of Hotspots, Chromebooks, Interplay Licenses and STEAM equipment?	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 Deputy Director Assistant Library Directors Virtual Service Librarian Youth Service Supervisors	July 2022-June 2023	Funding to support Computer upgrades for public and staff computers. Funds to support increasing the number and availability of Hotspots, Chromebooks, Tablets, Interplay licenses, and Filming Equipment, as well as other new technologies.				

Strategic or Departments Direction G3:						
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. <i>Communication & Image 3.4</i>	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.	Deputy Director, Assistant Library Directors Virtual Service Librarian Access Service Manager Branch Managers Tech Srvc. Manager	July 2022-June 2023	Funding for materials to create and design STEAM Make & Take and Make Interactive Tool Kits to accompany digital programming Funds to purchase new STEAM materials to stimulate learning and growth in our children, special needs, and adult populations.	

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed

- How much – the financial resources available to complete a strategy/task

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental 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. <i>Governance 5.3</i>	Increase the rate of engagement for our Adaptive/Self-Paced programs & Special Needs participants. # of new participants # of children actively participating # of adults actively participating.	Monthly Create and maintain our programs that offer self-paced learning and adaptive education opportunities for all citizens of Clayton County, with emphasis on the special needs community.	Assistant Library Directors Branch Managers Outreach Coordinators	July 2022- June 2023	Continued support of Learning Spaces & programming for special needs communities. Funding to support Adult Programming. Financial Support to increase our Interplay Licensing for workforce development and financial support for offering more Hotspots,	

	# of participants in the program.				Chromebooks and other computer resources for public use. Support for additional adaptive learning tools.	
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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 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. <i>Quality of Life Growth Management 1.3</i>	# 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,	Managers Assistant Library Directors Deputy Director Director	July 2022-June 2023	Support to hire subject specialist and experts to present CE programs and offer interactive staff development. Support to add a librarian to the Reference and training team to increase support of county departments and the community.	

			niche academy, state skills base training and to provide more on-the-job coaching.				
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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 G5: 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.	% 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	All Managers Assistant Library Directors Virtual Service Librarian Outreach Coordinators	July 2022-June 2023	Supplies for duplication of paper surveys, access to online survey tools, laptops and tablets for training & outreach. and online survey tools to reach community groups to solicit responses from the public	

<i>Fiscal Responsibility</i> 4.5			navigating electronic resources.				
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2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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*

(*Department did not complete)

	<u>2020 Actual</u>	<u>2021 Actual*</u>	<u>2022Unaudited*</u>	<u>2023 Budget*</u>
Bond Hearings:	762			
Claims Cases:	102			
Dispossessory Cases:	1,344			
Ordinance Violations:	47			
Abandoned Motor Vehicle Cases:	108			
Temporary Protective Orders:	112			
Search Warrants:	637			
Arrest Warrants:	4,817			
Warrantless Arrest: Felony:	5,215			
Warrantless Arrest: Misdemeanor:	17,343			
Total Warrants Issued:	27,375			

2023 DEPARTMENTAL SUMMARY

MAGISTRATE COURT

Performance Measurements*

(*Department did not complete)

	<u>2020 Actual</u>	<u>2021 Actual*</u>	<u>2022 Unaudited*</u>	<u>2023 Budget*</u>
Preliminary Hearings:	2,620			
First Appearance:	27,066			
Child Abandonment:	20			
Criminal Pre-Issuance Warrants:	37			

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,000,625	1,109,010	1,077,861	1,070,259
Operations	162,961	126,398	179,314	232,333
Capital Outlay	27,684	13,063	7,375	0
Total:	1,191,270	1,248,471	1,264,550	1,302,592

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	300,000	15,927
Total:	0	0	300,000	15,927

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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
Associate Magistrate Court Judge Supplement	S	0	3	3
Associate Magistrate Court Judge (Temporary)	T	0	2	2
Associate Magistrate Court Judge (Temporary) Supplement	S	<u>0</u>	<u>2</u>	<u>2</u>
Total # of Positions:		10	17	17

Significant Expenditure & Staffing Changes

No significant staffing changes.

Operational Plan for Magistrate Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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. (<i>Quality of Life</i>)	\$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, 2022 - June 30, 2023	Clayton County Board of Commissioners	Ongoing
Monitor statistics that show the actual number of individuals being affected	# of citizens affected			July 1, 2022 - June 30, 2023		Ongoing
Research and attend conferences and training designed to inform judges how to obtain more grants or information on other program resources that are offered. (<i>Growth Management</i>)	# of conferences attended each quarter # of trainings received each quarter			July 1, 2022 - June 30, 2023		Ongoing

Operational Plan for Magistrate Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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	Target: 14 per day		Magistrate Court Staff	July 1, 2022 - June 30, 2023	Additional funding for support staff and judicial staff
Conduct TPO hearings safely through the ZOOM application	Target: 9 per day				Additional funding for support staff and judicial staff
Increase number of weekly TPO calendars from two to three	Target: 3				Additional funding for support staff and judicial staff

Operational Plan for Magistrate Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G3: 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. <i>Communication & Image</i>	Target number of community trainings per fiscal year: 4 Tracking number of attendees: 50+ participates per session	Monthly community education training.	Magistrate Court Staff	July 1, 2022 - June 30, 2023	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. <i>Communication & Image</i>	Tracking: Number of quarterly community events		Magistrate Court Staff	July 1, 2022 - June 30, 2023		

2023 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. To be awarded the Georgia Recreation & Parks Association Agency of the Year Award.
2. To maintain our accreditation 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 SPLOST projects.
6. Begin a marketing and accreditation program to increase visibility and awareness in the community.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Percent of Citizens satisfaction with appearance of parks:	94%	94%	94%	94%
Number of park acres per 1,000 population:	7.6	6.9	6.9	6.9
Percent of 2004 SPLOST spending plan encumbered:	99.9%	100%	100%	100%
Percent of users satisfied with recreation services:	88%	90%	90%	90%
Ratio of developed and underdeveloped park acres per grounds maintenance FTE:	1:25	1:25	1:25	1:25

2023 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	5,390,937	5,523,758	6,493,279	7,072,120
Operations	909,331	754,913	1,341,789	1,445,916
Capital Outlay	110,617	34,522	728,530	163,480
Casualty and Other Losses	17	46	0	0
Total:	6,410,902	6,313,239	8,563,598	8,681,516

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	12,500	1,615	1,169	0
Capital Outlay	0	0	9,718	0
Total:	12,500	1,615	10,887	0

2004 SPLOST Roads & Recreation Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	55,635	248,832	44,968	0
Capital Outlay	12,967,114	1,876,231	934,064	0
Total:	13,022,749	2,125,063	979,032	0

Reimposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	114,173	98,002	400,306	0
Capital Outlay	3,686,464	3,439,729	762,788	0
Total:	3,800,637	3,537,731	1,163,094	0

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	87,809	277,391	0
Capital Outlay	3,008,421	13,274,872	6,761,732	0
Total:	3,008,421	13,362,681	7,039,123	0

2023 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director of Parks and Recreation	38	1	1	1
Assistant Director/Parks and Recreation	34	1	1	1
Administrator Leisure Services	28	0	1	1
Administrator Of Parks	28	0	1	1
Administrator Of Recreation	28	0	1	1
Park Administrator	28	0	0	0
Recreation Administrator	28	1	0	0
Deputy Administrator	26	1	0	0
Deputy Administrator Athletics	26	1	2	2
Deputy Administrator Greenspace	26	1	1	1
Deputy Administrator International Park	26	0	0	0
Deputy Administrator Marketing & Communications	26	1	0	0
Deputy Administrator of Administrative Services	26	1	0	0
Aquatic Manager	21	1	1	1
Athletic Manager	21	1	0	0
Greenspace Maintenance Manager	21	1	0	0
Park Maintenance Manager	21	1	1	2
Payroll Specialist	21	0	1	1
Recreation Center Manager	21	6	6	7
Recreation Manager - Therapeutics	21	1	0	0
Special Services Manager	21	1	1	1
Accreditation & Sponsorship Superintendent	20	0	1	1
Marketing & Communications Superintendent	20	1	0	0
Office Manager	20	0	1	1
Parks Maintenance Coordinator, Senior	19	3	3	3
Recreation Coordinator, Senior - International Park	19	0	1	1
Administrative Services Specialist	18	5	4	4
Aquatics Coordinator	18	1	0	0
Aquatics Program Coordinator - Jim Huie Center	18	0	2	2
Athletic Coordinator	18	5	6	6
Executive Assistant	18	1	0	0

2023 DEPARTMENTAL SUMMARY

PARKS AND RECREATION

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Greenspace Coordinator	18	1	0	0
Maintenance Coordinator	18	0	1	1
Parks Maintenance Coordinator	18	0	1	1
Program Coordinator	18	10	10	10
Recreation Coordinator - Therapeutics	18	1	0	0
Assistant Recreation Coordinator	16	0	1	1
Mechanic Senior - Park Services	16	0	0	0
Administrative Secretary	15	5	3	3
Athletic Recreation Leader	14	1	0	0
Parks Maintenance Crew Leader	14	4	3	3
Tree Service Crew Leader	14	0	1	1
Equipment Operator I - Park Services	13	0	1	1
Center Maintenance Worker, Senior	12	8	7	7
Parks Maintenance Worker, Senior	12	9	11	12
Assistant Program Coordinator	10	2	1	1
Parks Maintenance Worker	10	<u>10</u>	<u>9</u>	<u>9</u>
Total # of Positions:		87	85	88

Significant Expenditure & Staffing Changes

Add: 1 Park Maintenance Worker, Senior 12-4
 1 Recreation Manager 21-3
 1 Maintenance Manager 21-3

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
Provide safe environment on trails.	Monitor monthly reports from 9-1-1 call center.	Maintain Trail Ambassador Program with at least 10 (four) active volunteers.	Troy Hodges	August 2023	CDBG grant Funds of \$121,000	Pending
<i>Quality of Life 5.1</i>	Monitor volunteer feedback regarding trail activity. 90% positive feedback on customer survey regarding safety	Update our QR Codes signage along trails for linking to a Customer Satisfaction Survey for customer feedback on safety Install Cameras along the trails		December 2023 August 2022		

Strategic or Departmental Direction G2:					
Improve overall customer experience.	90% Positive Customer Satisfaction Surveys on restroom facilities and employee service	Installation of at least 3 vandal-proof modular restrooms throughout the park system.	Troy Hodges	July 2022	CDBG grant funds of \$319,000
<i>Quality of Life 4.2</i>		Require all Clayton County Parks and Recreation employees attend Customer Service Training.		January 2022	Pending

Strategic or Departments Direction G3:						
Foster efficient and goal-centered productivity.	Quarterly Org Chart Review	Evaluate and restructure the current organizational chart	Troy Hodges	March 2022	No budgetary changes at this time	Pending
<i>Growth Management 1.3</i>	Monitor division goals quarterly	Evaluate and balance individual workload responsibilities				
	90% Satisfaction Rate on Employee Survey for efficiency	Establish clear division goals				

2023 DEPARTMENTAL SUMMARY

POLICE

Mission Statement

To serve and protect all citizens with excellence.

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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

Police (Performance Measurements)

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Calls Dispatched	427,978	417,597	419,121	420,565
Incident Reports	41,386	39,736	33,818	36,313
Traffic Accident Reports	11,866	12,365	12,450	12,550
Family Violence Reports	2,342	1,820	2,320	2,160
DUI Arrests	346	218	271	278
Citations	24,706	29,357	31,500	32,000

Narcotics (Performance Measurements)

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total Narcotics Cases:	1,195	808	900	900
Total Value Narcotics Removed from the Streets:	\$16,652,386	\$2,427,711.56	\$2,500,000.00	\$2,500,000.00
Total Arrests:	1,191	752	800	800

2023 DEPARTMENTAL SUMMARY

POLICE

Central Communications/E-911 (Performance Measurements)

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total 911 Calls:	648,248	577,550	566,970	606,428
911 Calls Dispatched Within 1 Minute:	88%			
Law Enforcement Calls for Service:	338,247	321,698	332,508	349,133
Fire/ EMS Calls for Service:	56,197	60,603	65,244	70,000
Officer Initiated Law Enforcement Calls:	141,112	152,953	156,984	160,000
Processing of all Priority 1 Calls for Service in 90 seconds of less; 85% of the time		95%	92%	95%

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	28,723,488	35,588,514	35,709,547	39,631,979
Operations	2,830,217	2,519,824	3,067,035	2,630,834
Capital Outlay	335,316	437,346	677,691	0
Casualty and Other Losses	(1)	1	0	0
Total:	31,889,020	38,545,685	39,454,273	42,262,813

Narcotics (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	20,089	29,386	19,434	31,676
Capital Outlay	0	0	30,000	0
Total:	20,089	29,386	49,434	31,676

Central Communications (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	140,870	104,383	103,977	111,479
Operations	601	218	0	0
Total:	141,471	104,601	103,977	111,479

2023 DEPARTMENTAL SUMMARY

POLICE

E-911 Fund (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,855,630	2,860,249	4,204,284	4,490,528
Operations	682,911	527,573	642,189	891,559
Capital Outlay	0	0	620,000	562,021
Total:	3,538,541	3,387,822	5,466,473	5,944,108

Federal Condemnation Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	244,750	137,655	205,210	207,430
Capital Outlay	0	14,184	19,955	0
Total:	244,750	151,839	225,165	207,430

Narcotics (State Condemnation Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	1,146	28,168	80,953	133,820
Capital Outlay	0	0	2,953,631	1,200,000
Total:	1,146	28,168	3,034,584	1,333,820

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel	0	0	142,884	0
Operations	57,266	79,429	285,990	0
Capital Outlay	684,755	32,000	281,362	0
Total:	742,020	111,429	710,236	0

Re-imposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	113,475	7,376	2,317	0
Capital Outlay	1,966,725	76,041	68,497	0
Total:	2,080,199	83,417	70,814	0

2023 DEPARTMENTAL SUMMARY

POLICE

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	56,093	0	35,125	0
Total:	56,093	0	35,125	0

2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	0	330,660	5,069,340	0
Total:	0	330,660	5,069,340	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	1,950,771	0
Operations	0	0	500,000	0
Total:	0	0	2,450,771	0

2023 DEPARTMENTAL SUMMARY

POLICE

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Chief of Police	A	1	1	1
Animal Control Veterinarian	36	1	1	1
Assistant Chief of Police	36	0	1	1
Deputy Chief of Police	35	2	1	1
Aviation Manager	31	1	1	1
Legal Advisor	31	1	1	1
Police Major	31	7	6	6
Aviation Mechanic	29	1	1	1
Assistant Aviation Manager	28	1	1	1
Police Captain	28	16	14	14
Police Social Worker	28	1	2	2
Program Analyst	27	1	1	1
Police Lieutenant	26	30	30	30
Police Pilot	26	1	1	1
Police Training Instructor II	26	1	1	1
Police Statistical Analyst	25	0	1	1
Police Sergeant	24	41	43	43
Police Sergeant/Crime Analyst	24	1	1	1
Tactical Flight Officer	24	3	3	3
Paralegal Senior	23	1	0	0
Crime Scene Investigator	22	11	11	11
Field Training Officer	22	30	30	30
Police Detective	22	49	51	51
Master Police Officer	21	43	43	43
Animal Control Facility Coordinator	20	1	1	1
Helicopter Mechanic	20	1	1	1
Office Manager	20	1	1	1
Police Community Relations	20	1	1	1
Police Officer	20	156	154	154
Civilian Supervisor- Code Enforcement	19	0	0	0
Code Enforcement Supervisor	19	2	0	0
Civilian CSI Technician II	18	0	2	2
Code Enforcement Officer II	18	0	0	0
Crime Analyst	18	2	1	1
GCIC Terminal Agency Coordinator	18	1	1	1
Animal Control Veterinary Tech	17	1	1	2

2023 DEPARTMENTAL SUMMARY

POLICE

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Civilian Crime Scene Technician	17	3	3	3
Commercial Code Enforcement Officer II	17	2	2	2
Police Service Supervisor	17	0	1	1
Administrative Assistant	16	1	1	1
Code Enforcement Officer I	16	0	0	0
Commercial Code Enforcement Officer	16	2	2	2
Police Payroll Technician	16	1	1	1
Administrative Secretary	15	2	2	2
Animal Control Rescue Coordinator	15	1	1	1
Animal Control Supervisor	15	2	2	2
Code Enforcement Office/ CDBG-HUD	15	1	1	1
Police Records Custodian	15	1	1	1
Police Services Supervisor	14	1	0	0
Animal Control Officer	13	14	14	14
Principal Secretary	13	6	7	7
Animal Control Kennel Technician	12	4	4	4
Police Services Clerk	12	11	13	14
Secretary	12	<u>5</u>	<u>5</u>	<u>5</u>
Total # of Positions:		467	469	471

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
False Alarm Administrator	16	1	1	1
Administrative Secretary	15	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		2	2	2

2023 DEPARTMENTAL SUMMARY

POLICE

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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	15	15
Communications Dispatcher, I	17	13	11	11
Digital Records Custodian	15	1	1	1
Call Taker	14	<u>6</u>	<u>7</u>	<u>7</u>
Total # of Positions:		60	61	61

Significant Expenditure & Staffing Changes

Add: 1 Animal Control Veterinarian Technician 17-1
1 Police Services Clerk 12-4

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

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 qualified 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 Quarterly reports of attrition rate. This goal is 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 attend. Promote active participation in recruitment efforts by offering recruitment bonus to existing employees. 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

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 and provide dispatching instruction to interested students where they are tested on trained material and skills required for successful dispatchers.	Dispatch Supervisors	Fiscal Year July 1 - June 30	PowerPoint Critically Elite Pre-Employment Testing Software \$1495.00 (Also used to test potential dispatching candidates when screening applications)	Delayed Due to COVID and closure of the schools, this goal has been delayed. Researching if virtual learning is possible.
Educate employees regarding resources available to them in order to cultivate positive work environment (i.e. GATEWAY Program, Internal/External Training, internal	Weekly reports of attrition and retention rates.	Increase the number of training opportunities internally and encourage employee involvement.	Division Commanders	Fiscal Year July 1 - June 30	Participation of commanders and supervisors.	Ongoing

movement throughout the divisions).							
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 comparing resources and investigative tools Completing and scheduling of joint law enforcement details such as roadside safety checkpoints.	Commanders of Department and individual units of Clayton County Police Department Commanders of other law enforcement agencies	Fiscal Year July 1 - June 30	Agency directors Key leadership participation of commanders Clear Investigative research tool \$26,400.00 Leads Online \$19,800.00 Magnet Forensics \$8,000.00 Graykey Forensics \$18,000.00 Police to Police and Crime View	In Progress	

			Weekly stat review in CAPS (Crime Analysis in Police Services) Monthly stat review Quarterly stat review			integration with RMS	
Reduce violence, using proven methods and non-traditional civil enforcement remedies.	Reports completed based on crime stats weekly and monthly 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 investigations of crimes involving gang activity Analysis of violent crime incidents to determine commonalities	Federal Agencies Criminal Investigation Division Titan Unit (Crime Analysts)	Stats reviewed weekly CAPS meetings, monthly and quarterly to make sure on track with reduction of violence. Fiscal Year July 1-June 30	Clear Investigative research tool \$26,400.00 Leads Online \$19,800.00 Magnet Forensics \$8,000.00 Graykey Forensics \$18,000.00 Crime Mapping Crime View and	In Progress	

		and potential for prevention measures.				Police to Police integration with RMS	
Increase high visibility presence through aggressive traffic enforcement.	<p>Traffic and safety infractions</p> <p># or % of traffic and safety infractions</p> <p># of roadside safety checkpoints</p> <p>Gauge/ no baseline</p> <p># of contacts</p>	<p>Conducting weekly traffic details</p> <p>Maintaining traffic unit to promote advanced traffic enforcement</p> <p>Promote motor unit details for traffic enforcement</p> <p>Weekly roadside safety checkpoints to be conducted in areas identified by commanders</p> <p>Conducted weekly and results published</p>	<p>Officers</p> <p>Supervisors</p> <p>Assisting agencies when joint operations</p>	<p>Conducted weekly and results published at command meetings</p> <p>Fiscal Year July 1- June 30</p>	<p>Traffic Speed signs (provide traffic detail and identify percentage of violators)</p> <p>Lidar speed detection devices \$2055 each</p> <p>Rader speed detection devices for moving speed detection</p> <p>Marked Police vehicles</p> <p>Grant</p>	Police to Police integration with RMS	In Progress

		at command meetings				
Strategic or Department Direction G3: Integrate technology within our organization for improved internal and external communication						
Provide internal training and external education regarding technological capabilities currently utilized within the department.	<p>External- Citizens</p> <p>Internal- District Attorney's office, Solicitor General's Office, Sheriff's Department</p> <p># of bulletins quarterly</p> <p># of videos quarterly</p> <p>Social Media Analytics</p>	<p>Attending community meetings and educating the citizens on technology</p> <p>Open house events to allow citizens to view new technologies and equipment utilized by police department</p> <p>Educate and promote transparency by use of body camera technology for quality control</p> <p>Social Media</p>	<p>Community Affairs officers</p> <p>Officers on calls</p> <p>Internal affairs with complaints</p> <p>Citizen's academy (on hold due to COVID)</p>	<p>Community events and neighborhood watch meetings (typically weekly)</p> <p>Internal education typically conducted at weekly command meetings</p> <p>Fiscal Year July 1- June 30</p>	<p>Driving simulators for citizen training (procured fiscal 2020, delayed due to COVID)</p> <p>Body Camera and In-Car Contract with Utility and Associates (promotes transparency) Approximately \$330,000.00</p> <p>Helicopter</p> <p>Drones</p>	In Progress

		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 and 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 and Devices, Sub splash \$2400.00	In Progress
Strategic or Departments 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	Academy First Aid instructors	Fiscal Year July 1- June 30	Tourniquets Provided under Byrne Grant Gloves	Completed

		to take as fourth quarter training in 2020				
Enhancing tactical options for our sworn and field personnel	# or % Officers # or % Specialized tactical units Aviation Unit (Helicopter)	Research grant opportunities for funding Research grant opportunities for funding Procurement of Rifles Implement rifle training program Procurement of ballistic shields Implementation of training for use of shields Procurement of ballistic vest for specialized units (SWAT,	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 Funding for support Armored Vehicle for SWAT \$222,000.00 (Grant options \$\$\$)	IFAK Kits First Aid Instructors
						In Progress

	Weekly reports provided to Command during CAPS meetings	Sufficient number of vehicles to support operations Implementation of Mobile CAD Terminal	Titan Unit		Radios Increased number of officers in Uniform Division	
Increase the number of Animal Control personnel.	Fill vacant positions within the Animal Control Unit Fill vacant Animal Control Board seat in 2022	Approval through Board of Commissioners	Animal Control Commander	Fiscal Year July 1 - June 30	Support from public entities with Animal Control interest	In Progress
Develop relationships with our social services resources to assist with the challenges of our special needs population.	Clinical Social Worker hired Collaboration with Mental Health Resources	Research funding Implement program to allow clinical social worker to assist officers with response to mental health crisis calls	Clinical Social Worker	Fiscal Year July 1 - June 30	Finance Department Human Resources Clinical Social Worker \$95,795	In Progress

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 15 seconds or less, 90% of the time.	911 Emergency phone calls Report weekly, monthly and quarterly stats call times for dispatchers calls in 15 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	Dispatchers Dispatcher supervisors E-911 Commanders	Reviewed weekly, monthly and quarterly FY July 1, 2022- June 30, 2023	Central Square CAD Motorola/VETSA phone system (acquired FY July 1, 2021 – June 30, 2022)	

			clearing phone calls to answer emergency calls				
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, 2022- June 30, 2023	Central Square CAD Motorola/ VESTA 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							
Enhance our dispatchers capabilities to locate 911 callers		Implementation of VESTA Map Local along with RapidSOS for wireless caller location enhancement.	Dispatchers Dispatch Supervisors E-911 Commanders	FY July 1, 2022 – June 30, 2023	VESTA Map Local Rapid SOS	In progress	

Training for new VESTA phone system, to include TXT29-1-1, Rapid SOS, and Citizen Input	Training for new VESTA phone system integration. Completed training of VESTA, TXT29-1-1, Rapid SOS and Citizen Input with personnel at a level of 100%	Full implementation of new VESTA phone system Provide train-the-trainer and online training opportunities for more in depth training for instructors to teach back to new employees	Motorola Dispatchers Dispatch Supervisors E-911 command	FY July 1, 2022 – June 30, 2023	Funding 911 fee funding Training	In Progress
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 by 30%	Administer monthly Critical sessions. Assist community affairs and background with ad campaigns and pop up recruitment events. Implement rotating shifts in order to attract a	Dispatch Supervisors E-911 Commanders	FY July 1, 2022 – June 30, 2023	Dispatchers Criticall training system Community Affairs Unit Social Media platforms	In Progress

		greater applicant pool.				
Increase retention Rate and support personnel	Increase the number of working dispatchers in the E-911 Communications room by 25%	Streamline the current training program, fast track pre-certified dispatcher applicants, while also cultivate front line supervisors with leadership training that is focused on building trust and morale.	Dispatchers Training personnel Dispatch Supervisors E-911 Commanders	FY July 1, 2022 – June 30, 2023		
Support the professional development of the E-911 Communications staff.	Increase professional development for middle managers and unit commanders Increase 911 personnel training and capabilities Implement a career pathway program	Middle managers and unit commanders will attend a minimum of 24 hours of relevant training to their positions. All leaders will be required to cross train their subordinate	Dispatchers Training personnel Dispatch Supervisors E-911 Commanders	FY July 1, 2022 – June 30, 2023	APCO courses NENA Courses GPSTC	

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. To effectively and efficiently handle the ever increasing caseload.
2. To continue clerk training and utilizing better technology to expedite the processing of petitions.
3. To recruit and retain quality employees.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Marriage Licenses:	1,026	1,185	1,320	1,450
Firearms Licenses:	5,882	7,043	7,500	6,750
Minor Guardianships:	182	129	135	130
Death Certificates:	0	0	0	0

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personal Services	1,310,535	1,398,614	1,556,178	1,523,825
Operations	120,849	105,650	140,483	120,900
Total:	1,431,385	1,504,264	1,696,661	1,644,725

2023 DEPARTMENTAL SUMMARY

PROBATE COURT

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personal Services	0	0	10,000	0
Operations	0	0	273,344	0
Capital Outlay	0	0	16,656	0
Total:	0	0	300,000	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Probate Court Judge	E	1	1	1
Associate Probate Court Judge	A	1	1	1
Probate Director/Chief Clerk	30	1	1	1
Supervisor Estates Division	27	1	1	1
Supervisor Licensing Division	27	1	1	1
Law Clerk II	26	0	1	1
Paralegal Senior/Probate Court	23	1	1	1
Judicial Assistant/Court Manager	22	0	1	1
Fiduciary Clerk	18	2	2	2
Paralegal/Probate Court	18	1	1	1
Probate Court Clerk, Senior	17	0	0	6
Administrative Assistant	16	1	0	0
Probate Court Clerk, Senior (Temporary)	16	0	1	1
Probate Court Clerk, Senior	16	6	6	0
Probate Court Clerk	12	<u>4</u>	<u>4</u>	<u>4</u>
Total # of Positions:		20	22	22

Significant Expenditure & Staffing Changes

Add: 1 Probate Court Clerk, Senior 17-6
5 Probate Court Clerk, Senior 17-4

Delete: 1 Probate Court Clerk, Senior 16-21
2 Probate Court Clerk, Senior 16-6
3 Probate Court Clerk, Senior 16-4

Operational Plan for Probate Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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 & Estates Clerks	July 1 – June 30	CJT software, EZ CourtPay	
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	July 1 – June 30	Accurate CJT data entry & accurate import/conversion	
Strategic or Departmental Direction G2: Technical Advancement						
Use IT solutions to automate and streamline processes.	Clerks advancing cases within the established time frames. # of clerks trained quarterly.	Stay up to date on available solutions for efficiency. Provide ongoing training quarterly.	Chief Clerk, Estates, Supervisor, & Licensing Supervisor	July 1 – June 30	Internal/External trainers	



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Operational Plan for Probate Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Resolve data conversion issues with new software system.	Maintain quarterly progress on completion of identified issues. #of identified issues #of issues resolved.	Quarterly meetings with the CJT development team and the County IT department.	Judges & Chief Clerk	July 1 – June 30		
Strategic or Departments Direction G3: Retention and Recruitment of Staff						
Hire qualified applicants and 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. Advocate for salaries appropriate for the positions held.	Judges, Chief Clerk, & Admin team.	July 1 – June 30		

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Preserving the highest quality legal representation for the economically vulnerable through pay parity.
2. Continually improving customer service.
3. Ongoing in-house training program for lawyers, legal interns, and investigators, and administrative assistants

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Total Open/Closed Cases:	12,218	7,500	11,100	12,000

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	2,128,450	2,561,701	2,728,134	4,128,739
Total:	2,128,450	2,561,701	2,728,134	4,128,739

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	300,000	0
Total:	0	0	300,000	0

Personnel

No County-funded personnel.

2023 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, adults and families.

Functions

Clayton County provides a wide variety of programs and services through the Aging Program, Senior, and Intergenerational Centers. The Senior Services Department strives to meet older adults, relative caregivers, youth, teens, adults, and families through education, recreation and leisure, transportation, physical health, and in-home services.

Departmental Goals, Objectives, and Issues

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Funding for grant funded services (Home Delivered Meals, In Home Services) and programs (Kinship Care Resource Center).
2. Expansion of J. Griswell Senior Center

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
# of Art Programs:	86	65	85	101
# of Cultural Programs:	24	38	51	56
# of Educational Programs:	83	46	74	68
# of Life-skills Development Programs:	96	27	24	32
# of Sports & Fitness Programs:	85	106	117	128
# of Prevention & Awareness Programs:	80	16	13	24
# of Classes:	469	306	285	310
# of Day Trips:	122	42	80	127
# of Overnight Trips:	0	0	0	1
# of total Programs offered:	446	383	427	430
Senior Center Volunteers:	131	40	94	151
# of Total Memberships:	3,937	1,651	4,142	6,002
# of Partnerships:	60	64	78	84
# of Grants Received:	3	4	2	2
# of Home Delivered Meals Served:	37,998	46,401	48,721	48,000

2023 DEPARTMENTAL SUMMARY

SENIOR SERVICES

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
# of Congregate Meals Served:	6,562	22,369	12,311	22,500
# of Case Management Hours:	1,012	3,071	2,263	1,038
# of Information and Referral Hours:	1,261	1,011	600	600
# of Personal Care Hours:	2,029	1,473	1,473	1,500
# of Homemaker Hours:	2,084	1,541	1,541	1,600
# of In-Home Respite Hours	2,367	1,467	1,467	1,500
# of Transportation Trips/Medical/Non:	3,998	9,375	9,563	10,000

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,834,678	2,548,565	3,229,326	3,211,123
Operations	614,091	913,231	1,585,294	1,517,850
Capital Outlay	0	0	218,126	0
Total:	<u>2,448,769</u>	<u>3,461,796</u>	<u>5,032,746</u>	<u>4,728,973</u>

Aging Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	620,047	595,254	79,721	0
Operations	598,250	747,517	761,852	680,000
Total:	<u>1,218,297</u>	<u>1,342,771</u>	<u>841,573</u>	<u>680,000</u>

Re-imposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	207,961	166,051	113,008	0
Capital Outlay	7,180,784	1,674,704	375,414	0
Total:	<u>7,388,745</u>	<u>1,840,755</u>	<u>488,422</u>	<u>0</u>

2023 DEPARTMENTAL SUMMARY

SENIOR SERVICES

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director of Senior Services	34	1	1	1
Assistant Director of Senior Services	28	1	1	1
Deputy Administrator	26	1	2	2
Program Administrator (Aging)	25	1	1	1
Kinship Care Manager	21	1	1	1
Senior Center Manager	21	4	4	4
Office Manager	20	1	1	1
Aquatics Coordinator	18	1	1	1
Health & Fitness Coordinator	18	4	4	4
Health & Wellness Coordinator	18	1	1	1
Intergenerational Program Coordinator	18	2	2	2
Office Administrator Senior	18	1	1	1
Senior Center Program Coordinator	18	4	4	4
Senior Center Program Coordinator (Aging)	18	0	1	1
Congregate Site Coordinator	16	4	2	2
Congregate Site Coordinator (Aging)	16	0	2	2
Event Marketing Coordinator	16	1	1	1
Fitness Instructor	16	0	0	0
Senior Services Financial Coordinator	16	0	0	0
Administrative Secretary	15	5	5	5
Case Manager (Aging)	14	2	2	2
Administrative Coordinator	13	1	1	1
Principal Secretary	13	1	1	1
Center Maintenance Worker Senior	12	2	2	2
Information & Referral Specialist	12	2	2	2
Kinship Care Leader	12	1	1	1
Kinship Leader (Unclassified)	12	1	1	1
Special Programs Coordinator	12	5	4	4
Site Coordinator Assistant	11	0	0	0
Office Assistant Senior	10	4	3	3
Office Assistant, Senior (Aging)	10	<u>0</u>	<u>1</u>	<u>1</u>
Total # of Positions:		52	53	53

Significant Expenditure & Staffing Changes

No significant staffing changes.

Operational Plan for Senior Services

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: Growth Management – Human Resources						
Goal I-To implement a cloud based knowledge transfer and training platform that houses every process, policy, procedure and SOP for all roles and responsibilities within Senior Services.	1. Increased employee productivity rate. 2. Improve training effectiveness. 3. Increased employee satisfaction index. 4. Improve the new employee's onboarding and orientation experience.	1. Transfer all policies and procedures from paper to the cloud based software called Trainual. 2. Train employees how to use Trainual. 3. Go live with Trainual	Tonette White	1. 1/1/22-7/1/22 2. 7/1/22-9/2/22 3. 10/3/22	N/A	Software has been purchased for FY'22 and FY'23
Strategic or Departmental Direction G2: Fiscal Management- Financial Management						

Operational Plan for Senior Services Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal 1.-Develop and launch a 501c3 arm, "Friends" of Clayton County Senior Services.	1. "Friends of Senior Services" will expand support for ancillary services for the Aging Program and Kinship Care.	1. Draft a list of potential candidates to be on the "Friends of Senior Services" Board 2. Host a Kick Off luncheon for the invitees to inform them of the goals and objectives of "Friends of Senior Services"	Tori Strawter-Tanks Melissa Myers-Bristol Dr. Olaode Samson Tori Strawter-Tanks Melissa Myers-Bristol Dr. Olaode Samson	1. 2/1/22-3/1/22 2. 7/28/22 N/A	N/A
Strategic or Departments Direction G3: Quality of Life – Programs and Services					
Goal I. Implement 3 new evidence based programs.	1. To improve quality of life for Seniors, youth, teens and adults 2. Increase and maintain independence and mobility. 3. Reduce pain.	1. Provide pre and post evaluations. 2. Share results with the community.	Melissa Myers Bristol Elaine Jackson	1. 7/1/122-6/30/23	N/A

Operational Plan for Senior Services Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Strategic or Departments Direction G3: Communication and Image – Brand Building				
Goal I. Increase program and service visibility.	1. Assess community awareness 2. Identify community marketing channels and partners.	1. Survey community and community partners to assess marketing effectiveness.	Tori Strawter Tanks Melissa Myers Bristol Dawn Herkley Patton	1. 7/1/122-6/30/23 Assistance from Communications.

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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 clean 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 Operational Plan.

Long-term Departmental Issues for FY 2024 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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Warrants Received:	19,108	16,451	18,519	4,507
Warrants Served/Cleared:	18,411	5,112	3,120	6,842
Civil Processes Served/Cleared:	50,789	20,348	18,415	2,103
Sentenced Inmates to Work Release:	54	27	38	4
Courthouse Visitors Screened:	849,703	0	231,333	50,739
Citations Issued:	7,516	9,721	8,498	106
Incident Reports:	3,853	4,956	5,654	210
Inmates Transported:	2,325	1,610	1,719	430
Evictions Completed:	1,615	0	1,314	118
Medical Appointment Hours:	350	520	460	94
Inmate Hospital Hours:	8,030	7,485	5,856	672
Inmates Sent to Court:	24,940	25,657	23,947	2,527

2023 DEPARTMENTAL SUMMARY

SHERIFF

Sheriff (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	25,358,712	25,814,183	25,718,847	29,020,106
Operations	786,116	835,103	788,736	789,819
Capital Outlay	42,557	0	0	10,990
Total:	26,187,384	26,649,286	26,507,583	29,820,915

Courthouse Security (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	734,975	523,447	948,850	900,000
Total:	734,975	523,447	948,850	900,000

Jail Operations (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	10,957,630	11,373,053	10,960,437	11,662,453
Total:	10,957,630	11,373,053	10,960,437	11,662,453

Special Operations (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	276,731	199,067	419,258	300,000
Total:	276,731	199,067	419,258	300,000

Federal Narcotics Condemnation (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operating Transfer Out	351,290	0	0	0
Total:	351,290	0	0	0

2023 DEPARTMENTAL SUMMARY

SHERIFF

Sheriff State Narcotics

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlays	0	0	103,608	0
Total:	0	0	103,608	0

2015 SPLOST Capital Project Fund (Jail Operations)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	230	2,922	0
Capital Outlay	973,903	1,608,061	149,369	0
Total:	973,903	1,608,291	152,291	0

Jail Construction and Staffing Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	0	0	0	180,000
Operating Transfer Out	584,500	470,000	418,000	0
Total:	584,500	470,000	418,000	180,000

Sheriff DOJ Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	25,102	167,600	25,000	13,910
Capital Outlay	42,390	179,279	150,000	0
Total:	67,492	346,879	175,000	13,910

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	28,469	101,857	0
Capital Outlay	29,864	37,063	0	0
Total:	29,864	65,532	101,857	0

2023 DEPARTMENTAL SUMMARY

SHERIFF

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel	0	0	844,441	0
Operations	0	0	955,200	0
Total:	0	0	1,799,641	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Sheriff	E	1	1	1
Interim Sheriff	A	0	0	0
Chief Deputy Sheriff	35	1	1	1
Assistant Chief Deputy	34	0	0	0
Chief of Staff	31	1	1	1
Legal Advisor	31	1	1	1
Sheriff/Major	31	3	3	4
Sheriff/Captain	28	6	7	8
Chaplain, Senior	27	1	1	1
Sheriff Correctional Captain	27	1	0	0
Sheriff/Lieutenant	26	13	14	14
Work Release Coordinator	26	1	1	1
Chief Clerical Supervisor	25	1	1	1
Sheriff Correctional Lieutenant	25	6	6	6
Chaplain/Sheriff	24	1	1	1
Sheriff Sergeant	24	14	15	15
Assistant Clerical Supervisor	23	0	0	0
Bond Administrator Supervisor	23	1	1	1
Sheriff Correctional Sergeant	23	14	14	14
SHF Public Information Officer	23	1	1	1
Investigator/Sheriff	22	16	14	14
Deputy Sheriff III	21	21	21	21
Deputy Sheriff II	20	57	62	62
Sheriff Correctional Officer	19	123	123	123
Administrative Supervisor	17	4	4	4
Bond Administrator	17	1	1	1
Sheriff Personnel Administrator	17	1	1	1
Administrative Assistant	16	0	0	0

2023 DEPARTMENTAL SUMMARY

SHERIFF

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Sheriff Finance Administrator	16	1	1	1
Accounting Technician	15	4	4	4
Administrative Secretary	15	1	1	1
ID Technician	14	3	3	3
Principal Secretary	13	5	5	5
Security Specialist	12	36	35	35
Sheriff Services Clerk	12	<u>49</u>	<u>49</u>	<u>49</u>
Total # of Positions:		389	393	395

Significant Expenditure & Staffing Changes

Add: 1 Sheriff Major 31-11
1 Sheriff Captain 28-11.

2023 DEPARTMENTAL SUMMARY

SOLICITOR

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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Expand recruitment and retention efforts by bringing salaries in line with industry and regional expectations (dependent on BOC approval)
2. Build a community prosecution unit of community based prosecutors in each district of the county (dependent on BOC approval of additional positions)
3. Explore and obtain technology software to better facilitate court processes and presentations.

2023 DEPARTMENTAL SUMMARY

SOLICITOR

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Traffic Cases Received	20,007	19,488	20,500	21,000
Criminal Cases Received	10,174	10,355	10,500	11,000

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,349,976	2,403,840	2,803,241	3,044,674
Operations	133,673	105,506	217,014	211,744
Total:	2,483,649	2,509,741	3,020,255	3,256,418

Victim Assistance Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	357,529	353,890	385,563	384,477
Total:	357,529	353,890	385,563	384,477

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	78,785	72,445	76,859	0
Operations	3,302	1,016	1,100	0
Total:	82,087	73,461	77,959	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	270,000	4,048
Operations	0	0	30,000	0
Total:	0	0	300,000	4,048

2023 DEPARTMENTAL SUMMARY

SOLICITOR

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Solicitor General	E	1	1	1
Chief Assistant Solicitor General	34	1	1	1
Chief of Staff	34	0	0	1
Chief Investigator	33	1	1	1
Deputy Chief Assistant Solicitor General	32	1	1	1
Deputy Chief Investigator	31	0	0	0
Senior Assistant Solicitor General II	31	3	3	3
Senior Assistant Solicitor General I	29	3	3	3
Senior Investigator, Solicitor General	28	3	3	3
Assistant Solicitor General	27	3	3	3
Administrative Manager	26	1	1	1
Program Development Coordinator	26	0	0	1
Investigator I	24	1	1	1
Investigator I (ARPA)	24	0	1	1
Paralegal Senior	23	0	0	1
PreTrial Intervention & Divergent Program Manager	22	1	1	0
Victim Services Supervisor	21	1	1	1
Executive Assistant	20	1	1	1
Victim Services Officer, Senior	19	5	5	5
Victim Services Officer, Senior (Grants)	19	2	2	2
Legal Assistant II	18	2	2	2
Legal Assistant	17	3	3	3
Accusations Specialist	16	3	3	3
Investigative Assistant	16	1	1	1
Legal Secretary	15	3	3	3
Senior Assistant Solicitor General (Temporary)	T	<u>2</u>	<u>2</u>	<u>2</u>
Total # of Positions:		42	43	45

Significant Expenditure & Staffing Changes

Add: 1 Chief of Staff 34-4
 1 Program Development Coordinator 26-11
 1 Paralegal Senior 23-4

Delete: 1 Pretrial Intervention & Divergent Program Manager 22-15

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1: <i>Revise Hierarchical Structure</i>						
<i>Create Career Pathways across all the divisions of the SG Office</i>	<ul style="list-style-type: none"> -Hierarchical revision that reflects entry level position to mid to senior level leadership for each of the five divisions of the office. -Create Clear lines of vertical direct reports -BOC approval of positions 	<ul style="list-style-type: none"> -Collaborate with county HR to create job descriptions/ classifications and pathways Collaborate with county Finance deptmt to provide cost out per position -Presentation to BOC for approval 	SG	FY2023	<ul style="list-style-type: none"> -Budget Adjustments as needed for pathways -HR collaboration regarding classification -County Attorney input regarding civil service implications -BOC approval 	Pending
Strategic or Departmental Direction G2: <i>Increase Technology to streamline courtroom presentations/ back-office processes</i>						
<i>Research and obtain visual presentation software</i>	<ul style="list-style-type: none"> -Execution of contract -subscription-based purchase -use-based purchase 	<ul style="list-style-type: none"> -vendor demo -compatibility analysis with hardware -software compatibility analysis 	SG Chief ASG IT Personnel	FY 2023	<ul style="list-style-type: none"> -IT evaluation of compatibility with existing systems and hardware -Funding source (general fund/ IT splost/ grant) 	In progress

Research and Obtain evidence management software	See above	See above	SG Chief Inv. Admin Mgr. IT personnel	FY2023	See above	See above	See above		
Research and Obtain online investigation software	See above	See above	SG Chief Inv. IT personnel	FY2023	See above	See Above	See above		
Strategic or Departments Direction G3: Recruit and Retain talent to enhance public safety									
Increase digital presence on all employment search engines	Continual pool of qualified applicants for various positions in office	Register office account across all search platforms	Admin Mgr	FY2023		-Collaboration with county HR to cast widest net across all employment websites	See above		
Increase flexibility to negotiate salary range for qualified talent	See above	5% -10% flexibility in salary range upward for entry level and senior level positions	SG	FY2023		-BOC approval of career pathway structure. -HR flexibility as to elected' s ability to set salary for employees	See above		
Create Pipeline of qualified candidates for	See above	Enhance presence at career fairs/ Foster	Chief ASG Dep Chief ASG	FY2023		-travel budget for career fairs in state and on very	See above		

<i>prosecutor positions</i>			relationships with clinical programs/			limited occasions out of state -Funding Source for platforms that require subscription fee	
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2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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 to implement a Family Law Information Center for Clayton County Pro-Se Litigants.
4. Seek grant funding opportunities to support three (3) Accountability Courts: Adult Felony Drug Court, Veterans Treatment Court and Behavioral Health Accountability Court.
5. Ensure all indigent persons of Clayton County continue to receive professional and efficient representation.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Civil Cases	4,022	4,326	2,307	4,300
Criminal Cases	3,523	4,020	3,448	3,600
Criminal Cases Closed	3,213	1,800	1,829	3,300
Civil Cases Closed	3,418	2,998	2,094	4,000
Total Case Disposition Rate	88%	57%	72%	93%
Jury Trials	42	0	7	30

2023 DEPARTMENTAL SUMMARY

SUPERIOR COURT

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,624,350	1,743,640	2,027,324	2,239,196
2,953, Operations	690,581	635,181	827,620	918,839
Capital Outlay	209,680	200,400	0	0
Total:	2,524,610	2,579,221	2,854,944	3,048,035

Indigent Defense (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	62,258	75,531	61,208	69,496
Operations	2,624,743	2,462,093	2,388,500	153,000
Total:	2,687,001	2,537,624	2,449,708	222,249

Court Reporters (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	651,128	688,449	754,447	755,489
Operations	3,736	2,977	5,125	6,750
Total:	654,864	691,426	759,572	762,239

Drug Court (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	22,871	20,702	29,174	36,980
Total:	22,871	20,702	29,174	36,980

Veterans Court (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	1,306	2,275	10,721	6,000
Total:	1,306	2,275	10,721	6,000

2023 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Mental Health Court (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	1,020	1,000
Total:	0	0	1,020	1,000

Drug Abuse Treatment & Education Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	6,500	4,933	13,000	5,000
Total:	6,500	4,933	13,000	5,000

Alternative Dispute Resolution Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	105,009	115,411	128,873	137,650
Operations	22,859	17,950	53,250	54,486
Total:	127,868	133,361	182,123	192,136

Domestic Seminars Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	4,590	0	7,000	7,000
Total:	4,590	0	7,000	7,000

Law Library Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	61,738	66,467	66,466	69,180
Operations	80,506	53,562	110,646	110,646
Total:	142,244	120,029	177,112	179,826

2023 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	70,194	122,666	252,509	0
Operations	216,764	211,362	573,385	0
Total:	286,958	334,028	825,894	0

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	300,000	0
Total:	0	0	300,000	0

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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
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
Law Clerk Senior	27	3	3	3
ADR Program Director	25	1	1	1
Accountability Courts Coordinator	24	1	1	0
Senior Accountability Courts Coordinator	24	0	0	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
Law Clerk	21	1	1	1
ADR Case Manager	20	1	1	1
ADR Program Assistant	17	0	0	0
Court Calendar Clerk	17	5	5	5

2023 DEPARTMENTAL SUMMARY

SUPERIOR COURT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Judiciary Secretary	17	3	3	3
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	0	0
Veterans Court Coordinator (Grant)		1	1	1
Adult Mental Health Court Program Coordinator (Grant)		0	1	1
Veterans Treatment Court Case Manager (Grant)		0	1	1
Superior Court Judges Supplement	S	0	5	5
Interim Superior & State Court Administrator (Temporary)				
Supplement	S	0	1	1
Judiciary Secretary Support Supplement	S	<u>0</u>	<u>3</u>	<u>3</u>
Total # of Positions:		39	49	49

Significant Expenditure & Staffing Changes

Add: 1 Senior Accountability Courts Coordinator 24-27

Delete: 1 Accountability Courts Coordinator 24-14

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 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.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Civil Cases:	2,636	3,366	1,858	3,500
Criminal Cases:	10,026	32,973	14,671	30,000
Traffic Cases:	21,299	23,039	9,848	20,000
Civil Cases Closed:	2,187	2,607	1,983	3,000
Criminal Cases Closed:	8,951	21,350	11,743	25,000
Traffic Cases Closed:	17,670	15,601	8,294	19,000
Total Case Disposition Rate:	85%	70%	90%	88%
Jury Trials:	91	0	17	60
Total Cases – Panel Attorney, Public Defender, Lister/Holt:	22,361	22,279	10,339	22,000
Total Cases-Panel Attorneys Only:	79	113	82	175
Cost per case (Average) Panel Attorneys Only:	\$468	\$884	\$1,248	\$1,000

2023 DEPARTMENTAL SUMMARY

STATE COURT

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,818,045	1,872,706	1,848,048	1,881,624
Operations	285,754	178,942	369,842	417,687
Total:	2,103,799	2,051,648	2,217,890	2,299,311

Drug Court (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	5,267	29,868	22,000
Total:	0	5,267	29,868	22,000

Drug Abuse Treatment & Education Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	44,718	43,070	27,420	35,572
Total:	44,718	43,070	27,420	35,572

State Court Technology Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	89,963	89,633	129,717	152,635
Capital Outlay	0	36,493	0	0
Total:	89,963	126,126	129,717	152,635

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	6,975	7,673	396,457	0
Operations	69,930	93,639	482,813	0
Total:	76,905	101,312	879,270	0

2023 DEPARTMENTAL SUMMARY

STATE COURT

ARPA

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	300,000	
Total:	0	0	300,000	

Probation Services (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,080,065	1,096,454	1,187,872	1,206,184
Operations	11,708	23,705	89,389	15,137
Total:	1,091,773	1,120,159	1,277,261	1,221,321

Drug Abuse Treatment & Education Fund (Probation Services)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	21,164	4,352	30,000	16,428
Total:	21,164	4,352	30,000	16,428

2023 DEPARTMENTAL SUMMARY

STATE COURT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
State Court Judge	E	5	5	5
Law Clerk Senior, Career	31	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
Judiciary Secretary	17	<u>5</u>	<u>5</u>	<u>5</u>
Total # of Positions:		17	17	17

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Director of Probation	29	1	1	1
Probation Officer, Senior	19	4	4	4
Probation Officer	18	8	8	8
Administrative Assistant	16	1	1	1
Drug Test Clinician	16	1	1	1
Cashiers/Collection Clerks	15	2	2	2
Probation Aide	15	<u>3</u>	<u>3</u>	<u>3</u>
Total # of Positions:		20	20	20

Significant Expenditure & Staffing Changes

No significant staffing changes.



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Where the World Lands
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Take Off

Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/Completion Dates (When)	Resources Required (Supports)	Status
Strategic or Departmental Direction G1:						
<u>DUI Court</u>						
1. Reduce recidivism rates.	Tracking: % change in recidivism - Bi-annually	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. Provide the best suitable treatment program for the participant and monitor the status from entry to	1) Deborah Boddie and DUI Court Team 2) Deborah Boddie and DUI Court Team 3) Deborah Boddie and DUI Court Team	1) July 1, 2022 – June 30, 2023 2) July 1, 2022 – June 30, 2023 3) July 1, 2022 – June 30, 2023	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 \$500,000 to accomplish	Pending - All graduates are screened at graduation and must test NEG. 100% of participants have passed the last 24 months.
2. Reduce substance abuse among participants.	Graduations. Drug Testing Target = 100% participants pass					
3. Address access and fairness needs.	We have standard criteria all prospects must meet. We keep up with the demographics. Submit demographic info with CJCC quarterly report andBJA performance report					

Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

			<p>program completion and graduation. Offer standardized and random drug testing.</p> <p>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.</p>			<p>all of its goals. The source of funding will be a combination of county and grant funds and participant fees.</p>	
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p><u>Drug Court</u></p> <ol style="list-style-type: none"> 1. Reduce recidivism rates. 2. Reduce substance abuse among participants. 3. Address access and fairness needs. 	<p>1. Track % change in recidivism rate – Track for three years post graduation</p> <p>2. Track: # of negative drug test results - Quarterly</p> <p># of positive drug test results - Quarterly</p>	<ol style="list-style-type: none"> 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 the status from entry to program completion 	<ol style="list-style-type: none"> 1) Deborah Boddie and Drug Court Team 2) Deborah Boddie and Drug Court Team 3) Deborah Boddie and Drug Court Team 	<ol style="list-style-type: none"> 1) July 1, 2022 – June 30, 2023 2) July 1, 2022 – June 30, 2023 3) July 1, 2022 – June 30, 2023 	<p>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 \$600,000 to accomplish all of its goals. The source of funding will be a combination of</p>	<p>Pending – Currently in the process of running GCIC reports for the graduates for the calendar years 2018, 2019, and 2020.</p>
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

			<p>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.</p>			county and grant funds and participant fees.	
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Strategic or Departmental Direction G2:

<p><u>Alternative Dispute Resolution:</u></p> <p>1. Increase agreements between parties.</p> <p>2. Conduct more in person mediations.</p> <p>3. Increase magistrate mediator roster.</p>	<p>1) Provide report of numbers of agreements reached compared to number of cases referred for mediation to the Georgia Office of Dispute Resolution.</p> <p>Tracking: # of mediations 350 # of full agreements 44% # of partial agreements 33% # of temporary agreements 10 # of impasses 13%</p> <p>2) Keep track of in person mediations compared to total mediations</p> <p>Tracking:</p>	<p>1) Contract experienced mediators.</p> <p>2) Recommend in person meetings to parties once pandemic ends.</p> <p>3) Increase number of magistrate mediators available to 5.</p>	<p>1) Kathleen Sterne and Staff</p> <p>2) Kathleen Sterne and Staff</p> <p>3) Kathleen Sterne and Staff</p>	<p>1) July 1, 2022 – June 30, 2023</p> <p>2) July 1, 2022 – June 30, 2023</p> <p>3) July 1, 2022 – June 30, 2023</p>	<p>Overall, to achieve is goals, ADR will need a budget of approximately \$200,000.</p>	<p>Pending</p>
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p>Court Administration:</p> <p>1. To provide exceptional service to both the internal customer (judges and employees) and external customer (patrons of the courthouse).</p> <p>2. To increase technology accessibility in the courtrooms.</p> <p>3. Ensure that interpreters are provided for non-English speaking persons and deaf persons.</p> <p>4. Ensure that the Law Library is furnished with up to date publications and forms, to which attorneys and</p>	<p>1) Annual approval of funds by the BOC.</p> <p>2) Annual approval of funds by the BOC.</p> <p>3) Annual approval of funds by the BOC.</p> <p>4) Annual approval of funds by the BOC.</p>	<p>1) Ensure the judges and employees have enough funds available to maintain necessary equipment and supplies for chambers, courtrooms and Law Library.</p> <p>2) Ensure adequate funds are available for regular technology updates.</p> <p>3) Ensure adequate funds are available to compensate interpreters as necessary.</p>	<p>1) Will Simmons and Court Administration Team</p> <p>2) Will Simmons and Court Administration Team</p> <p>3) Will Simmons and Court Administration Team</p> <p>4) Will Simmons and Court Administration Team</p>	<p>1) July 1, 2022 – June 30, 2023</p> <p>2) July 1, 2022 – June 30, 2023</p> <p>3) July 1, 2022 – June 30, 2023</p> <p>4) July 1, 2022 – June 30, 2023</p>	<p>Overall, to achieve its goals herein, Court Administration will need a budget of \$6,400,000.</p>	<p>Pending</p> <p>Item #2 – Site visit with vendor completed and quote in process for multi-lingual signage and directory kiosks at multiple locations in the building.</p>
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

patrons have access.		4) Ensure adequate funds are available to maintain updated Law Library.				
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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:						



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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p><u>Indigent Defense:</u></p> <p>1. To provide legal representation in a timely manner to indigent defendants who have been charged with a criminal offense.</p> <p>2. To continue to oversee all conflict case assignments in order to ensure quality representation for the indigent.</p> <p>3. To continue to build and strengthen the relationship with the Office of the Public Defender,</p>	<p>1) Monitor daily case inflow by legal case outflow.</p> <p>Target = 100% match</p> <p>Case inflow is determined by a Magistrate Court judge's order of indigency based on client's application. Each case is assigned per order the day of application completion and first appearance hearing. Other assignments including felony upgrade; conflict assignments or PD submissions are sent daily by their respective office and completed based on the office request.</p> <p>2) Monitor preparedness of counsel and feedback from judges.</p> <p>What is this and how</p>	<p>1) Ensure assignment counsel within the same day of referrals</p> <p>Magistrate Court (1st Appearance), PDs Office, Lister and Holt Conflict Assignments and Felony Drugs.</p> <p>2) Make sure the attorney assigned to case is qualified for the case and is assigned within same day.</p> <p>3) Ensure requests are completed timely and serve as liaison between Courts and PD office and</p>	<p>1) Cierra Kimbrough</p> <p>2) Cierra Kimbrough</p> <p>3) Cierra Kimbrough</p>	<p>1) July 1, 2022 – June 30, 2023</p> <p>2) July 1, 2022 – June 30, 2023</p> <p>3) July 1, 2022 – June 30, 2023</p>	<p>Overall, Indigent Defense will need a budget of approximately \$260,000 to complete its goals. Approved by the Budget and Finance Coordinator.</p>	<p>Pending</p>
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<p>is it tracked? Or does it have a target?</p> <p>Monitoring preparedness for court reviews</p> <p>We cannot track preparedness of cases assigned to the PD's office or Lister, Holt, & Dennis. For Panel Attorneys we are able to track preparedness by reviewing submitted invoices and line items.</p> <p>Additionally, amounts over \$1500 are reviewed by the legal department.</p> <p>3) Open line of communication is maintained.</p>	Lister and Holt.			
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

as well as the Law Office of Lister, Holt, & Dennis, in order to freely communicate and provide services as needed.						
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. Tracking: # of appointments per day 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, 2022 – June 30, 2023 2) July 1, 2022 – June 30, 2023 3) July 1, 2022 – June 30, 2023	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

Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p>expectations, and new stressors.</p> <p>2. Focus on monthly contacts on building the defendant's skills, related to prosocial behavior change.</p> <p>3. Offer additional forms of communications such as videoconferencing, telephone, or email reporting.</p>	<p>Team and participants provide feedback.</p> <p>3) JAGware will track the number of appointments per day with our check in database, that provides reporting for defendants who reported in office.</p> <p>Office of Probation Services also prints a report for daily reporting and missed appointments</p>	<p>2) Implement monthly prosocial activities for those involved in treatment program.</p> <p>3) Upgrade technology.</p>	<p>Probation Staff</p>	<p>of Probation Services will need a budget of approximately \$1,300,000. The source of funding will be a combination of county general and DATE funds and supervision fees.</p>	
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	ts via person or mail. What is tracked here? Office of Probation Services will assist defendants with building the defendant’s skills by providing resources such as job readiness, GED classes, or community support meetings to be successful in probation.						
Strategic or Departmental Direction G6:							
<u>Veterans Treatment Court:</u> 1. Provide treatment based programs for justice involved Veterans.	1) Treatment is tracked in Connexis. Tracking: # of treatment based programs for Veterans	1) Establish in-house counselors instead of contracted counselors.	1) Lakisha Dixon and Veterans Treatment Court Team	1) July 1, 2022 – June 30, 2023 2) July 1, 2022 – June 30, 2023 3) July 1, 2022 – June 30, 2023	Overall, the program will need approximately \$500,000. The source of funding will be a combination of	There are nine treatment programs tracked in Connexis by private treatment provider (CIR) and as	

Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

	2) Keep track of state or other sources of						needed treatment via Veterans Administration.
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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

2. Provide housing, community support and accountability for Veterans in need. 3. Reduce reliance on incarceration.	housing in Connexis. Track: # of housing per quarter 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 Dixon and Veterans Treatment Court Team 3) Lakisha Dixon 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.	Housed four participants 1 st quarter 2021 and one 2 nd quarter 2021.
Strategic or Departmental Direction G7:						



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Operational Plan for State and Superior Court Fiscal Year 2023 (July 1, 2022- June 30, 2023)

<p><u>Behavioral Health Accountability Court:</u></p> <ol style="list-style-type: none"> 1. Reduce criminal recidivism. 2. Increase community partnerships. 3. Increase community education regarding mental health. 	<ol style="list-style-type: none"> 1) Daily report of rearrest. Monitoring of reoffending for 3 years post program completion. 2) Documentation of new MOUs.3) 3) Record number of presentations and roster of those in attendance. 	<ol style="list-style-type: none"> 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. 3) Host presentations. Presentations at least twice a 	<ol style="list-style-type: none"> 1) Adrienne Bowen and Behavioral Health Accountability Court Team 2) Adrienne Bowen and Behavioral Health Accountability Court Team 3) Adrienne Bowen and Behavioral Health Accountability Court Team 	<ol style="list-style-type: none"> 1) July 1, 2022 – June 30, 2023 2) July 1, 2022 – June 30, 2023 3) July 1, 2022 – June 30, 2023 	<p>Overall, the program will need county and grant funds. The overall budget will be approximately \$200,000. Additionally, the program will need support and partnerships with county departments such as PD's and DA's office.</p>	<p>Pending</p> <ol style="list-style-type: none"> 1. Currently interviewing for part time clinician. Will seek funding to convert position to fulltime in next grant cycle. 2. In process: Will begin community outreach to determine community partners. Stakeholders meeting tentatively scheduled for March 2022 3. In process: Work with other accountability courts to coordinate trainings for PD's and DA's Offices. Will develop
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Operational Plan for State and Superior Court

Fiscal Year 2023 (July 1, 2022- June 30, 2023)

		year with PD's and DA's Offices.				presentation to local defense bar since they are often first contact with potential participants.
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2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. Utilize mobile devices to make data changes during onsite visits.
2. Incorporate E-file system to allow for only returns to be sent in and to assist in online appeal
3. Incorporate Comp Database system that would assist in settling appeals both at the BOA and BOE level.
4. Utilize new deed software to speed up deed processing and data accuracy.

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Commercial parcels audited per appraiser:	774	756	1700	1700
Residential parcels audited per appraiser:	1607	2269	2300	2500
Personal property parcels audited per appraiser:	0	0	0	0
New deed transactions processed:	6271	10228	10000	10000
New subdivision Lots processed:	49	404	278	300

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	2,049,075	2,071,716	2,282,618	2,374,031
Operations	121,138	101,034	118,305	109,282
Capital Outlay	0	40,072	0	0
Total:	<u>2,170,213</u>	<u>2,212,822</u>	<u>2,400,923</u>	<u>2,483,313</u>

Redisposition SPLOST 2015 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Capital Outlay	363,580	168,484	272,714	0
Total:	<u>363,580</u>	<u>168,484</u>	<u>272,714</u>	<u>0</u>

2023 DEPARTMENTAL SUMMARY

TAX ASSESSOR

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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	4	4
Commercial Appraiser III	22	1	3	3
Office Manager, Senior	22	1	1	1
GIS Property Mapping Technician, Senior	21	1	1	1
Appraiser III	20	3	0	0
GIS Property Mapping Technicians	20	1	1	1
Appraiser II	18	1	0	0
Tax Appeal Coordinator	17	1	1	1
Appraiser I	16	3	6	6
GIS Mapping Clerk	15	1	1	1
Lead Appraiser Tech	15	3	3	3
Appraiser Technician	14	<u>3</u>	<u>3</u>	<u>3</u>
Total # of Positions:		32	32	32

Significant Expenditure & Staffing Changes

No significant staffing changes.

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) <i>Envisio Fiscal (4.1)</i>	Median Ratio : 40 COD: 15 PRD: 1	Auditing (daily) and reviewing sales transactions	*Stephanie Davis (Residential Manager) *Khelsey Daniels (Commercial Manager) *Twana Hudson (Personal Property Manager)	Due in July Annually	*Staff wages & salaries (\$2,282,618) *Dues & Subscription (\$24,295) *Equipment & Supplies (\$36,309) *Other Contact Services (\$16,000)	In-progress
Complete 19,000 Audits <i>(Envisio 6.4) (Governance)</i>	1,600 audits (Monthly)	Auditing (daily)	*Stephanie Davis (Residential Mgr) *Khelsey Daniels (Commercial Mgr) *Twana Hudson	Tracking Monthly & Annually	*Staff wages & salaries (\$2,282,618) *Equipment & supplies (\$36,309) *Other Contract Services (\$16,000)	In-progress

Strategic or Departmental Direction G2:						
Establish policies and practices to insure quality customer service <i>(Envisio 6.1) (Governance)</i>	A completed policy and procedure handbook	Review existing Office Handbook with trade organizations to establish best business practices Consult with IT to establish written technical procedures	*Emitte George (Chief Appraiser) *Kenneth Pettaway (Deputy Chief Appraiser) *Angela Miller (IT)	Office Handbook January 2022 Technical Procedures – December 2022	*Training & Travel (\$20,000) *Equipment & Supplies (\$36,309) *Dues & Subscriptions (\$24,295)	In-progress
Strategic or Departments Direction G3:						

Notes: The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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

*Chart attached at the end of the departmental summary.

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

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Percent of tax levy collected:	98.0%	96%	98%	98%
Delinquent taxes as a percent of total levy:	2.0%	4%	2%	2%
Motor vehicle mail processing turnaround:	1 day	1 day	1 day	1 day

2023 DEPARTMENTAL SUMMARY

TAX COMMISSIONER

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,802,127	1,917,481	2,028,740	2,314,849
Operations	99,853	180,074	131,712	144,062
Capital Outlay	28,032	0	16,340	14,498
Casualty and Other Losses	0	276	0	0
Total:	1,930,012	2,097,831	2,176,792	2,476,109

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Tax Commissioner	E	1	1	1
Chief Deputy Tax Commissioner	31	1	1	1
Chief Tax Accountant	25	1	1	1
Deputy Tax Commissioner / MV Division	24	1	1	1
Deputy Tax Commissioner/ Property 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
Accounting Technician, Senior	17	3	3	3
Deputy Tax Accountant	17	1	1	1
Assistant Deputy Tax Accountant	16	1	1	1
Accounting Technician	15	1	1	1
Tag/Title Supervisor	15	2	2	2
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	10	12	12
Call Center Clerk	13	0	0	3
Total # of Positions:		35	37	40

Significant Expenditure & Staffing Changes

Add: 3 Call Center Clerks 13-8

Operational Plan for Tax Commissioner Fiscal Year 2023 (July 1, 2022- June 30, 2023)

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.						
Increase customer safety and well-being both internally and externally, and keeping the office current with COVID-19 mitigation strategies.	Decreased amount of customers standing in long lines (inside or outside in the heat/cold). More efficient service delivery.	Upgrading current Nemo-Q queuing system to include advance check-in system.	Chief Deputy Tax Commissioner, Deputy Tax Commissioner (Property), Accounting Division	FY July, 2022 – June 30, 2023	Budget enhancement for an estimated \$40k for the automated check-in system.	Pending BOC approval
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 97% collections. Success would be determined by reducing the 3% 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, 2022 – June 30, 2023	Continual enhancements of collections methods, third party collection agencies	In progress

Operational Plan for Tax Commissioner Fiscal Year 2023 (July 1, 2022- June 30, 2023)

Strategic or Departments Direction G3: To successfully implement iasWorld Tax Collection System.					
Increase customer satisfaction through improved service delivery with increasing the response times to customer inquiries and concerns. Decrease customer complaints to BOC and our office.	Increased customer satisfaction rates and decreased customer complaints to both our office and the BOC.	Implement new Call Center division staffed with 6 dedicated Call Center Employees	Chief Deputy Tax Commissioner, Deputy Tax Commissioner (Property), Chief Tax Accountant.	July, 2022 – June 30, 2023	Funding for buildout, personnel, equipment
					Pending BOC approval

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

2023 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

*Chart attached at the end of the departmental summary.

Long-term Departmental Issues for FY 2024 and Beyond

1. The hiring and retention of qualified staff. The Department and County have been struggling to fill vacant positions with qualified staff for several years. Given the current environment the applicant pool is non-existent. 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. This situation is prevalent throughout our entire Department, from an entry laborer position to an experienced engineer. It also is widespread touching all our divisions.
2. Technology/asset management data & software needs for department operations. The implementation of MUNIS Work Orders and Asset Management systems into T&D and Fleet Operations a couple years ago, has been problematic with multiple failures. It is obvious the software has limited functionality in the public works and fleet maintenance fields and probably should have never been procured for those functions. Industry specific software designed for the functions the Department performs is vitally needed.
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. Fleet Maintenance Division stabilization of staff and operational functions. There has been constant personnel turnover in this Division which combined with the MUNIS system has created operational hardships in daily operations. The ability to properly maintain vehicles given the staffing, outsourcing capabilities, and funding is impacted.
5. The ability to replace older or non-repairable vehicles in the County's Fleet. Given the COVID Pandemic and aftermath, the availability of vehicles and repair parts are limited and extremely delayed. This impact will continue until the automotive industry catches up on lost production time and stabilizes.
6. Implementation, management, and completion of 2004, 2009, 2015, and 2021 SPLOST projects.

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Performance Measurements

	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Miles of paved roads:	857.53	857.53	860.87	862.15
Miles of unpaved roads:	1.7	1.7	1.7	1.7
Cost per mile of roads maintained:	\$335,752.20	\$328,421.38	\$364,690.48	\$382,925.00
Traffic signals installed:	0	1	1	1
Traffic signals maintained:	263	264	264	265
Street signs installed:	1,545	2039	3187	2965
Street lights added:	104	97	14	71
Landfill customers:	16,244	21,130	19,400	20,000
Fleet Work Orders:	5,542	6,432	6,550	5,600

General Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	3,635,051	4,256,725	4,098,138	7,939,077
Operations	643,570	608,926	994,108	1,204,487
Capital Outlay	34,051	2,395	1,166	0
Total:	4,312,672	4,868,046	5,093,412	9,143,564

Fleet/Garage (General Fund)

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	983,080	1,116,052	1,564,129	1,683,575
Operations	4,127,443	3,877,958	4,486,966	5,852,944
Capital Outlay	632,189	1,318,715	1,024,896	1,000,000
Total:	5,742,712	6,312,725	7,075,991	8,536,519

Street Light Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	201,965	219,246	220,043	232,890
Operations	537,520	880,580	1,551,138	1,439,110
Operating Transfers Out	38,000	38,000	38,000	38,000
Total:	777,484	1,137,826	1,809,181	1,710,000

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Landfill

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	825,335	820,616	1,042,965	1,022,239
Operations	1,152,742	1,287,758	2,091,760	1,867,835
Capital Lease Payment	216,720	152,393	158,140	140,086
Capital Outlay	0	0	0	68,400
Casualty & Other Losses	10	(32)	0	0
Total:	2,194,806	2,260,735	3,292,865	3,098,560

Other County Grants Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	2,720,302	2,316,769	4,729,447	0
Capital Outlay	653,981	6,100,711	51,077,732	0
Operating Transfer Out	650,289	31,373	0	0
Total:	4,024,572	8,448,853	55,807,179	0

2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	197,091	802,909	0
Operations	5,578,760	5,753,350	11,325,838	0
Capital Outlay	2,361,683	1,495,305	16,174,174	0
Total:	7,940,443	7,445,746	28,302,921	0

2004 SPLOST Roads and Recreation Projects Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	0	0	0	0
Operations	0	0	39,338	0
Capital Outlay	12,501,717	942,064	12,378,939	0
Total:	12,501,717	942,064	12,418,277	0

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Reimposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Personnel Services	1,293,047	915,589	1,951	0
Operations	2,363,054	2,418,085	1,667,497	0
Capital Outlay	1,127,378	998,653	8,822,179	0
Total:	<u>4,783,479</u>	<u>4,332,327</u>	<u>10,491,627</u>	<u>0</u>

2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	0	0
Capital Outlay	0	0	1,100,000	0
Total:	<u>0</u>	<u>0</u>	<u>1,100,000</u>	<u>0</u>

Fleet/Garage Reimposition SPLOST 2009 Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	0	0
Capital Outlay	209,299	117,583	2,466,532	0
Total:	<u>209,299</u>	<u>117,583</u>	<u>2,466,532</u>	<u>0</u>

Fleet/Garage 2015 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	294	0	5,538	0
Capital Outlay	1,558,995	761,191	3,282,617	0
Total:	<u>1,559,289</u>	<u>761,191</u>	<u>3,288,155</u>	<u>0</u>

Fleet/Garage 2021 SPLOST Capital Project Fund

<u>Expenditures/Appropriations</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Unaudited</u>	<u>2023 Budget</u>
Operations	0	0	0	0
Capital Outlay	0	2,000,000	9,115,000	0
Total:	<u>0</u>	<u>2,000,000</u>	<u>9,115,000</u>	<u>0</u>

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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
Operations Manager	30	1	1	1
Systems Administrator	27	0	0	1
Civil Engineer III	28	4	4	4
Civil Engineer II	26	9	8	8
Public Works Manager	26	0	0	0
Civil Engineer I	24	1	2	3
Systems Administrator	24	1	1	0
GIS Technician	23	1	1	1
Civil Engineer Inspector III	22	5	3	3
Engineering Technician VI	22	2	3	2
Public Works Supervisor	22	2	2	2
Transportation Specialist I	22	2	2	2
Civil Engineer Inspector II	20	0	2	2
Engineering Technician V	20	4	4	4
Office Manager	20	1	1	1
Signal Technician III	20	3	3	3
Civil Engineer Inspector I	18	2	2	2
Engineering Technician IV	18	3	3	3
Public Works Foreman	18	5	5	5
Signal Technician II	18	1	1	1
Transportation Account Manager	18	1	1	1
Field Services Technician	17	1	1	1
Engineering Technician III	16	4	3	3

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Personnel

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Signal Technician I	16	2	2	2
Administrative Secretary	15	3	3	3
Equipment Operator II	15	10	10	10
Truck Driver II	15	5	5	5
Engineering Technician II	14	1	1	1
Equipment Operator I	13	11	11	11
Truck Driver I	13	10	10	10
Engineering Technician I	12	6	6	7
Crew Worker II	11	1	1	1
Crew Worker I	9	13	13	13
Custodian/Courier	9	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		121	121	122

Personnel (Street Light)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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

Personnel (Landfill)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
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	<u>3</u>	<u>3</u>	<u>3</u>
Total # of Positions:		15	15	15

2023 DEPARTMENTAL SUMMARY

TRANSPORTATION & DEVELOPMENT

Personnel (Fleet)

<u>Title</u>	<u>Pay Grade</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fleet Manager	30	1	1	1
Fleet Administrator	27	1	1	1
Fleet Technician IV	23	2	2	2
Fleet Technician Superintendent	23	1	1	1
Fleet Technician III	21	4	4	4
Fleet Technician II	19	6	6	6
Inventory Manager	18	1	1	2
Heavy Equipment Mechanic	17	1	1	1
Administrative Secretary	15	2	2	1
Fleet Technician Apprentice	15	1	1	1
Service Writer	15	2	2	2
Parts Assistant	13	1	1	1
Fuel Attendant	9	<u>1</u>	<u>1</u>	<u>1</u>
Total # of Positions:		24	24	24

Significant Expenditure & Staffing Changes

Add: 1 Systems Administrator 27-11
 1 Civil Engineer I 24-19
 1 Inventory Manager (Fleet) 18-9
 1 Engineering Technician I 12-8

Delete: 1 Systems Administrator 24-11
 1 Engineering Technician VI 22-19
 1 Administrative Secretary (Fleet) 15-13

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						
Percentage of disposed waste producing revenue	N/A – just reporting a %	Record Waste Intake	Landfill	Monthly	N/A	Ongoing
Tons of waste disposed in Landfill	N/A – just reporting a value	Record Waste Intake	Landfill	Monthly	N/A	Ongoing
Tons of recycled material	N/A – just reporting a value	Weight tickets from recycling vendors	Landfill	Monthly	N/A	Ongoing
Strategic or Departmental Direction G2: Provide Road Resurfacing Services						
2022 Resurfacing Program	100% Completion	Contractor performed	T&D, Contractor(s)	End of December 2022, depending on contract time extensions	Central Services, Contractor(s), Good Weather, Cost TBD @ bidding. Estimate +/- \$7.6M Total, \$2.3M Grant, \$5.3M SPLOST	@ CS for Bidding

2023 Resurfacing Program	50% Completion	Road selection, Bidding, Contractor performed	T&D, Contractor	End of December 2023, 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						
Rex Rd Sidewalk, Phase 4 – ROW Acquisition	100% Completion	Consultant performed	T&D Staff, Contractor	Estimated for October 2022.	Consultant, willing property owners Est. +/- \$250K SPLOST	Ongoing
Rex Rd Sidewalk, Phase 4 - Construction	100% Completion	Contractor performed	T&D, Contractor	Estimated for October 2022 through April 2023.	Contractor, Good Weather, Est. +/- \$1M SPLOST	Waiting on ROW Acquisition completion.
Flint River Rd Ped Crossing	100% Completion	Contractor performed	T&D, Contractor	TBD, end of 2022	Contractor, Good Weather, Est. +/- \$45K SPLOST	Contractor recently started first location.
Pointe South Pkwy Ped Crossings	100% Completion	Design, Contractor construction	T&D, Contractor	TBD, end of 2022	Contractor, Good Weather, Est. TBD SPLOST	Hasn't started

Garden Walk Blvd Ped Crossings	100% Completion	Design, Contractor construction	T&D, Contractor	TBD, end of 2022.	Contractor, Good Weather, Est. TBD SPLOST	Hasn't started
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Strategic or Departmental Direction G4: Provide Road Improvements						
Mt Zion Blvd / Battle Creek Rd Widening	Progress, specific % based upon construction activities and phases of the project.	Contractor Construction	T&D, Contractor, Utility companies	+/- 6 year project, end in 2027. Contractor NTP May 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	Contractor is performing clearing and grubbing activities in stages based upon location. Currently, trying to make the sites accessible so utility companies can begin their utility relocation activities.
Valley Hill Rd Bridge Construction	Progress, 100% completion.	Contractor Construction	T&D, Contractor, Utility companies	Current completion is trending around April 2023.	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 AT&T to finish relocations so that the Contractor can finish grading and paving activities for phase 1 construction.

						due to utility delays	
Conley Rd @ I-285 Interchange Feasibility Study	Completion	Data Collection Model Refinement Public Outreach Alternatives Analysis, Final Report	Consultant, T&D, Stakeholder Advisory Group	September 2022	Stakeholder Group, Citizens	Data Collection and Model generation.	
Morrow Roundabout	Progress, specific % based upon construction activities and phases of the project.	Bidding, Contractor Construction	CS, T&D, Utility companies	Submitted to CS for bidding. Estimated NTP May 2022, with a completion date around December 2023.	Central Services, Contractor(s), Utility Companies (Georgia Power, AGL, CCWA, Comcast, AT&T), Good Weather, Cost TBD @ bidding. Estimate +/- \$3.0M, SPLOST	Waiting on CS to bid project.	

The plan covers the what, the who, the when, and how much:

- What - the strategies and tasks to be achieved / completed
- Who - the individuals who have responsibility for each task strategy / task?
- When - the timeline for which the strategies/tasks must be completed
- How much – the financial resources available to complete a strategy/task

Notes:

Appendix

CLAYTON COUNTY, GEORGIA LEGAL DEBT MARGIN GENERAL OBLIGATION DEBT FOR THE FISCAL YEAR ENDED 2021

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 2021 fiscal year is approximately \$911,244,749. Because this amount is based on the latest tax digest (i.e., the 2020 calendar year) that has been approved by the State of Georgia Department of Revenue, one would expect a similar calculation based on January 1, 2021 assessments. (Debt limited is based on 2023 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

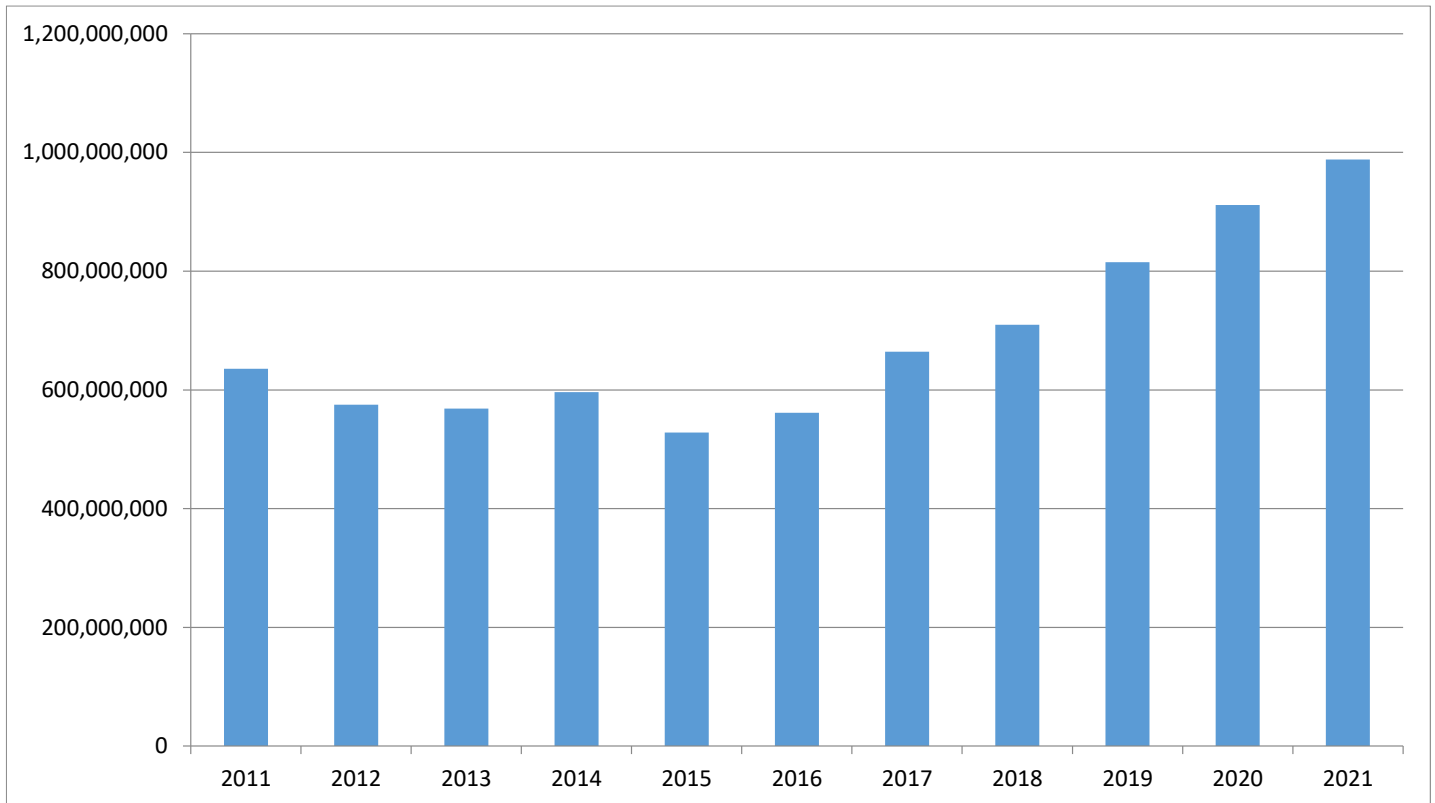
TAX YEAR EXPENDITURES	ASSESSED VALUE	APPLICABLE PERCENTAGE	DEBT LIMIT	CURRENT G.O. DEBT	LEGAL DEBT MARGIN
2021	\$10,599,608,966	10.00%	\$1,059,960,897	\$72,000,000	\$987,960,897

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
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	9,248,447,489	10%	924,844,749	13,600,000	911,244,749
2021	10,599,608,966	10%	1,059,960,897	72,000,000	987,960,897



Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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, 2021, is \$6,280,000.

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 agreements, 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, 2021, 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, 2021, is \$1,950,000. 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, 2021, is \$8,195,000.

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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 agreements, 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, 2021, 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, 2020 is \$3,955,000.

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

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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, 2020, 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, 2021 for the Series 2019 Bonds (Direct Placement), are as follows:

	Principal	Interest	Total
June 30,			
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	1,215,000	83,250	1,289,250
2027 to 2028	2,535,000	84,804	2,619,804
	-	-	-
	\$ 6,280,000	\$ 688,977	\$ 6,968,977

The County's revenue bonds payable debt service requirements as of June 30, 2021, excluding the Development Authority bonds and Series 2019 Bonds, are as follows:

	Principal	Interest	Total
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	595,000	156,269	751,269
2027—2031	3,225,000	523,669	3,748,669
2032—2035	2,160,000	90,200	2,250,200
	\$ 10,145,000	\$ 1,699,532	\$ 11,844,532

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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:

	Principal	Interest	Total
December 31,			
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
	<u>\$ 3,955,000</u>	<u>\$ 221,045</u>	<u>\$ 4,176,045</u>

4. Primary Government General Obligation Bonds Payable

2020 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%. Final payment on these bonds was made during the year ended June 30, 2021.

On October 28, 2020, the County issued the Clayton County, Georgia SPLOST Revenue Bond Series 2020 in the amount of \$72,000,000 for the purpose of financing various capital outlay projects. The bonds mature from 2022 through 2027, with an interest rate of .95%. 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, 2021 are as follows:

	Principal	Interest	Total
June 30,			
2022	11,675,000	684,000	12,359,000
2023	11,805,000	573,088	12,378,088
2024	11,930,000	460,940	12,390,940
2025	12,065,000	347,604	12,412,604
2026	12,195,000	232,988	12,427,988
2027	12,330,000	117,135	12,447,135
	<u>\$ 72,000,000</u>	<u>\$ 2,415,755</u>	<u>\$ 74,415,755</u>

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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, 2021, the outstanding balance of the Series 2015B Bonds was \$4,625,000.

7. Debt Service for Discretely Presented Component Units Bonds Payable

		<u>Landfill Authority</u>	
	Principal	Interest	Total
June 30,			
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	960,000	19,584	979,584
	<u>\$ 4,625,000</u>	<u>\$ 286,926</u>	<u>\$ 4,911,926</u>

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

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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,			
2022	\$ 865,724	\$ 71,294	\$ 937,018
2023	830,933	54,028	884,961
2024	848,565	36,395	884,960
2025	866,572	18,389	884,961
	<u>\$ 3,411,794</u>	<u>\$ 180,106</u>	<u>\$ 3,591,900</u>

Total remaining payments required by financed purchase agreements of the Landfill Authority (component unit) for each fiscal year ending June 30 are as follows:

	Principal	Interest	Total
June 30,			
2022	\$ 565,195	\$ 22,778	\$ 587,973
	<u>\$ 565 195</u>	<u>\$ 22,778</u>	<u>\$ 587,973</u>

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 \$571,821 at June 30, 2021. 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 \$6,597,543. 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, 2021.

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

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 \$4,678,894 based on 3,494,308 cubic yards of capacity used since the site was opened. This represents 70.92% of the estimated total capacity at June 30, 2021. The estimated remaining landfill life is approximately 142 years .

10. Changes in Long-Term Liabilities

Primary Government

Long-term liability activity for the County's year ended June 30, 2021 and the Development Authority's year ended December 31, 2020 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, 2020, 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.

Appendix

CLAYTON COUNTY, GEORGIA SCHEDULE OF DEBT AS OF JUNE 30, 2021

Component Units

Long-term liability activity for the Landfill Authority for the year ended June 30, 2021, was as follows:

	Beginning Balance	Additions	Deletions	Ending Balance	Due Within One Year
Landfill Authority:					
Revenue Bonds	\$ 5,495,000	\$ -	\$ (870,000)	\$ 4,625,000	\$ 885,000
Financed purchase agreements	1,329,524	-	(764,329)	565,195	565,195
Closure/post-closure costs	4,604,794	74,100	-	4,678,894	-
Total Landfill Authority	<u>\$ 11,429,318</u>	<u>\$ 74,100</u>	<u>\$ (1,634,329)</u>	<u>\$ 9,869,089</u>	<u>\$ 1,450,195</u>

Appendix

CLAYTON COUNTY, GEORGIA SALARY RANGES FOR CLASSIFIED POSITIONS EFFECTIVE JULY 9, 2022

Pay Grade	Salary Range
3	18,610.29 – 29,469.27
4	19,558.40 – 30,970.59
5	20,554.80 – 32,548.40
6	21,601.97 – 34,206.58
7	22,702.50 – 35,949.26
8	23,859.08 – 37,780.69
9	25,074.58 – 39,705.44
10	26,352.04 – 41,728.25
11	27,694.54 – 43,854.11
12	29,105.43 – 46,088.27
13	30,588.23 – 48,436.25
14	32,146.57 – 50,903.86
15	33,784.28 – 53,497.17
16	35,505.43 – 56,222.61
17	37,314.25 – 59,086.88
18	39,215.25 – 62,097.08
19	41,213.08 – 65,260.65
20	43,312.71 – 68,585.36
21	45,519.28 – 72,079.47
22	47,838.27 – 75,751.58
23	50,275.41 – 79,610.77
24	52,836.71 – 83,666.57
25	55,528.49 – 87,928.99
26	58,357.42 – 92,408.57
27	61,330.44 – 97,116.36
28	64,454.95 – 102,063.98
29	67,738.63 – 107,236.65
30	71,189.60 – 112,728.24
31	74,816.37 – 118,471.23
32	78,627.92 – 124,506.77
33	82,633.66 – 130,849.80
34	86,843.46 – 137,516.00
35	91,267.71 – 144,521.79
36	95,917.38 – 151,884.52
37	100,803.93 – 159,622.31
38	105,939.41 – 167,754.34
39	111,336.53 – 176,300.63
40	117,008.61 – 185,282.33

Appendix

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.

Audit - An official inspection of an individual's or organization's accounts, typically by an independent body.

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).

Appendix

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 by 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.

Appendix

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.

Fiduciary Fund — A governmental accounting fund used to account for assets held by a government acting as a trustee or agent for entities external to the governmental unit, including individuals, organizations, and other governmental units.

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.

Appendix

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.

Appendix

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.

Appendix

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.

Appendix

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.

Retained Earnings — When an entity collects more money than it spends within a year. Also known as fund balance.

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
ARPA	American Rescue Plan Act
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 911 Emergency 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
GFOA	Government Finance Officers Association
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 2023 all funds listed below are both budgeted and are also presented in the Comprehensive Annual Financial Report. The County has eight major funds. They are General Fund, Fire Fund, Other County Grant Fund, Roads and Recreation Fund, 2009 SPLOST Fund, 2015 SPLOST Fund, and the URA Fund. All these funds are budgeted with the exception of the Roads and Recreation Fund, 2009 SPOST Fund, 2015 SPLOST Fund, 2021 SPLOST and the URA Fund. These funds are budgeted in total for the year the special purpose tax is approved.

<u>Departments</u>	<u>Fund</u>
Board of Commissioners	General
Buildings and Maintenance	General
Central Communications	General
Central Services	General
Chief Operating Officer	General
Clayton County Communications	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	General
Elections	General
Emergency Management	General
Emergency Medical Services	General
Extension Service	General
Finance Department	General
Garage/Fleet Maintenance	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
Office of Performance Management	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

Senior Services
 Sheriff's Department
 Solicitor
 State Adult Probation
 State Court
 Superior Court
 Tax Assessors
 Tax Commissioner
 Transportation and Development

Fund

General
General
General
General
General
General
General
General
General

Special Revenue Funds

Fire
 Hotel/Motel
 Tourism Authority Fund
 E911
 District Attorney
 Sheriff
 Police
 Narcotics
 District Attorney
 Sheriff
 Police
 Narcotics
 Sheriff
 Commissioners
 Information Technology
 Building & Maintenance
 Other General Government
 Superior Court
 State Court
 Magistrate Court
 Juvenile Court
 Probate Court
 Solicitor
 DA
 Prison
 Sheriff
 Police
 Fire
 EMS
 Community Development
 Juvenile Court
 Clerk of Superior Court
 Clerk of State Court
 Sheriff
 Other General Government
 Juvenile Court

Fire Fund
Hotel/Motel Tax Fund
Tourism Fund
Emergency Telephone Fund
Federal Narcotics Fund
Federal Narcotics Fund
Federal Narcotics Fund
Federal Narcotics Fund
State Narcotics Fund
State Narcotics Fund
State Narcotics Fund
State Narcotics Fund
Sheriff DOJ Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
American Rescue Plan Fund
Jail Construction/Staffing Fund
Jail Construction/Staffing Fund
Jail Construction/Staffing Fund
Jail Construction/Staffing Fund
Jail Construction/Staffing Fund
Juvenile Supplemental Fund

Appendix

CLAYTON COUNTY, GEORGIA FUND MATRIX

Special Revenue Funds

Departments

Clerk of Superior Court
Clerk of State Court
Mental Health and Retardation
Extension Service
Superior Court
Clerk of Superior Court
Clerk of State Court
Juvenile Court
Solicitor
District Attorney
Superior Court
State Court
Aging Program
Community Development Block Grant
Solicitor
Child Support Recovery
Police
University of Georgia Grants
Other General Governments
Superior Court
Juvenile Court
Clerk of Court
Clerk of State Court
Health Department
Jail/Judicial Complex
Professional Services
Transportation and Development
Traffic Engineering
Other Capital Projects
Other General Government
Other General Government 2009 SPLOST
Other General Government 2015 SPLOST
Other General Government 2021 SPLOST
URA Bonds
Debt Service
Street Lights
Forest Park TAD Special Revenue
Mountainview TAD Special Revenue

Fund

Drug Abuse Treatment Fund
Drug Abuse Treatment Fund
Drug Abuse Treatment Fund
Drug Abuse Treatment Fund
Alternative Dispute Fund
Alternative Dispute Fund
Alternative Dispute Fund
Victims Assistance Fund
Victims Assistance Fund
Victims Assistance Fund
Domestic Seminars Fund
State Technology Fund
Aging Grant Fund
HUD Fund
Other County Grants
Other County Grants
Other County Grants
Other County Grants
Other County Grants
Law Library Fund
Law Library Fund
Law Library Fund
Law Library Fund
Health Department Fund
Jail/Judicial Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Capital Projects Fund
Debt Service Fund
Street Lights Fund
TAD Special Revenue Fund
TAD Special Revenue Fund

Enterprise Funds

Landfill Operations

Landfill Enterprise Fund

Internal Service Funds

Workers Compensation
CCBOC Medical

Workers Compensation Fund
Medical Self Insurance Fund