

Chairman and Members of the Board of Commissioners:

I am pleased to present to you the adopted budget for fiscal year 2011, which will begin July 1, 2010. At the budget reviews conducted by the oversight committees of the Columbia County Board of Commissioners, the County Administrator and staff were instructed to balance the budgets for all Columbia County funds with no property tax increase and no new programs unless authorized by the Board of Commissioners (BOC). The goal and challenge of the BOC was to maintain services to the citizens at current levels while decreasing the overall General Fund budget by 5%. To accomplish this objective, all Elected Officials and Division Directors were asked to prepare their budgets using the zero-based method and to recommend measures to reduce expenditures and increase revenues. Through the cooperative effort of all involved, a budget for Columbia County is balanced for all funds for fiscal year 2011.

This budget provides funding to maintain current levels of service, with no increase in the millage rate, while reducing operating costs and capital outlay where possible. The budget for all funds totals \$165,798,922, reflecting a decrease from the fiscal year 2010 adopted budget of \$7,176,842, or -4.15%. This decrease is due to (1) uncertainty in revenue collections resulting from changes in state legislation and the sluggish economy, (2) completion of capital projects, and (3) maturing debt. The General Fund budget decreased \$2,342,919 from the fiscal year 2010 adopted budget, or -4.15%. The Water and Sewerage Fund and Storm Water Utility Fund budgets increased by \$1.2 million and \$90,000, respectively, or 5.16% and 3.66%. These increases were due to additional customers, the increased cost of water production, and the purchase of capital equipment.

Budget Review

Prior to adoption, a series of budget work sessions and committee meetings were held with County staff and Elected Officials. The purpose of these work sessions and meetings was to allow input from staff and Elected Officials, promote communication among staff and Elected Officials, gain understanding regarding all budgetary issues, and to prioritize all budget requests. A public hearing was held on May 4, 2010, to allow the public an opportunity to address their concerns and priorities. The budget was adopted by the BOC on June 1, 2010, at its regularly scheduled meeting.

Highlights

- Total General Fund expenditures decreased by 4.15% from the FY 2009/2010 adopted budget, including a contingency of \$1,561,256, or 2.94% of proposed expenditures.
- The decrease in General Fund expenditures consists of a decrease in personnel costs of 0.40%, a decrease in new personnel requests of 100.00%, a decrease in operating expenditures of 13.28%, and a decrease in capital requests of 5.43%.
- No interfund transfers were included for FY 2010/2011.
- New personnel requests within the General Fund consist of 0 new positions, reclassifications resulting in a net decrease of \$3,677, a 35 day delay in replacement of vacancies, no merit increase, funding for recommendations included within the salary study in the amount of \$15,000, funding for a "Healthy Lifestyle" program in the amount of \$15,000, and funding for wellness physicals in the amount of \$85,000. The combined cost of these additional personnel and benefit requests is (\$143,000).
- No merit increase will be budgeted until the tax digest is received and sales tax collections are further monitored. Any merit increase approved will be taken from Contingency.

- The Columbia County Broadband Utility Fund has been established to account for the \$13.5 million grant received under the American Recovery and Reinvestment Act of 2009. The total estimated cost of the project is \$18 million.

Revenue Assumptions

- Growth in the property tax digest is projected to be flat. However, the budget was prepared and balanced using a 4% decrease in property tax revenues due to the economic uncertainty and ongoing changes in state legislation. Any actual growth in the property tax revenues will be added to the contingency fund.
- Uncertainty still surrounds Local Option Sales Tax revenues. Although we have experienced a slight increase over the past few months, calendar year 2009 was completed with a decrease of 5.26% from the prior calendar year. Therefore, the budget was prepared and balanced using a 5% decrease in sales tax revenues.

Expenditure/Revenue Adjustments

- At a called Management and Financial Services Committee meeting held on June 30, 2010, staff recommended that the BOC evaluate a proposal to reduce the millage rate by 0.25 mills due to the strength of our fund balance and increased sales tax collections over the past few months. At the called BOC meeting held on July 27, 2010, the BOC approved this proposal. This requires an adjustment to the property tax revenues of -\$436,597. This revenue reduction will be offset by the use of General Fund fund balance.
- No funds for employee raises were budgeted for FY 2011 due to little or no growth in revenue projections. After further evaluation of projected fund balance, the tax digest, and sales tax collections, the BOC approved a performance-based merit increase for all eligible employees not to exceed 2% to be effective January 1, 2011. Funds for these increases will come from contingency.

Fund Balance

Fund Balance within the General Fund as of June 30, 2009, totaled \$27.8 million. Of this total, \$11.1 million is unreserved and undesignated. Staff recommends the following designations be established totaling \$10 million:

- | | |
|-------------------------|---------------|
| • Catastrophic Leave | \$2.5 million |
| • Employee Medical Plan | \$500,000 |
| • Renewal & Extension | \$3 million |
| • Economic Incentives | \$3 million |
| • Fleet Fund | \$1 million |

Also included within the total fund balance was an operating reserve of \$15.5 million, or 100 days of operations, and an extraordinary loss reserve of \$1 million. Total fund balance as of June 30, 2009, including all reserves and the above mentioned designations equated to 179.6 days of operations.

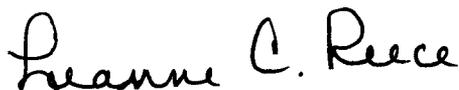
During FY 2010, the County transferred \$1 million to the new Broadband Utility from the Economic Incentive designation within the General Fund fund balance. This transfer is expected to be repaid with future user fees from the utility. The County projects to add approximately \$1.5 million to fund balance as of June 30, 2010. Due to a reduction in the FY 2011 budget, the operating reserve will be reduced to \$14.8 million, or 100 days of operations. With these changes and the above mentioned reduction in property tax revenues, total fund balance within the General Fund as of June 30, 2010, is expected to be \$27.8 million, or 187.79 days of operations.

Issues for Future Consideration

- Continuation of the Management Review Team for position vacancies – A 35 day delay in the replacement of vacancies has been included in the budget. Budgeted savings for fiscal year 2010 were \$236,000. Actual savings as of June 30, 2010, were \$1,158,966. This is due to the establishment of a management review team which analyzes all position vacancies to determine if replacement is necessary. Staff has utilized such management tools as division restructuring, function reassignment, attrition, and elimination of positions to achieve savings. Budgeted savings for fiscal year 2011 are \$258,000.
- Flexible Work Schedule Program – On June 16, 2009, the BOC approved extending this program for fiscal year 2010. The purpose of the program is to reduce energy and fuel costs, increase customer service, and improve employee morale. Because different employees are off on different days, equipment and vehicle sharing has been implemented thus allowing us to decrease the size of the fleet. Unplanned absences and requests for personal time off have greatly diminished. This program is still in effect for fiscal year 2011 and will be evaluated annually for continuation.
- Instability in sales tax revenues – The County has experienced a steady decline in sales tax revenues during calendar year 2009 as a direct result of current economic conditions. Total collections for the year decreased 5.26% from the previous year. Although we have seen an increase in recent months, the budget was prepared using a 5% reduction in sales tax collections. Budget adjustments may be necessary due to the uncertainty of these collections.
- Street Lights assessment – In April 2009, the internal auditors evaluated the current fee structure of the assessment included on the property tax bills to fund operations of the Street Lights Fund as well as disbursements made from this fund. Based on this review, staff determined that revenues received do not cover the expenses incurred and, therefore, the rate should be increased from \$43 to \$54 effective with the 2009 property tax assessments. On June 15, 2010, the BOC voted to further increase the rate to \$57 effective with the 2010 property tax assessments.
- Optional Early Retirement Incentive Plan – In an ongoing effort to reduce costs in the face of declining revenues from state and local sources, staff will continue to explore options for an “Early Retirement Incentive Plan”.

The process of preparing, recommending, and adopting a balanced budget is always a challenging task for staff and Elected Officials. Your support and direction throughout the budget process are greatly appreciated. All involved continue to strive to maintain current service levels for our citizens during these tough economic times without increasing costs.

Respectfully submitted,



Leanne C. Reece, CPA
Director of Financial Services

INTRODUCTION

The budget document is divided into three sections:

- Introduction - contains the budget message, budget calendar, financial policies and procedures, and financial summaries of revenues and expenditures/expenses for all funds.
- Revenues - provides a history of the various funds and an analysis which explains the revenue projections for the General Fund.
- Departmental Budgets – includes the on-going expenditures/expenses of departments, including personnel, other operating, and capital.

PROFILE OF THE GOVERNMENT

Columbia County, established in 1790 and named in honor of Christopher Columbus, is located in the Central Savannah River Area of Georgia approximately 135 miles east of Atlanta and five miles northwest of Augusta/Richmond County. The 290 square mile county is bounded on the north by Thurmond Lake and the Savannah River (separating Columbia County from Lincoln County, Georgia, and McCormick and Edgefield Counties, South Carolina), on the south and east by Augusta/Richmond County, and on the west by McDuffie County.

A five-member Board of Commission governs Columbia County. The Board is comprised of one chairman, elected county wide, and four commissioners, each elected from a separate commission district serving four year staggered terms. A County Administrator, who is appointed by and responsible to the Board, directs the daily operation of the County. Services provided to the approximately 100,000 residents include: public safety (Sheriff's Office, detention center, E911, fire), emergency services, community services, public works, planning and development, and other general governmental services. The County also provides water, sewer, and storm water services to the public.

THE BUDGET PROCESS

The County's fiscal year (FY) is July 1 – June 30. Preparation of the annual budget begins with each department and constitutional office being provided a budget preparation package. This package includes a message from the Chairman of the Board of Commission, the proposed budget calendar, and specific account information necessary to complete the budget requests.

The Annual Budget is a fiscal plan that presents the services that will be provided to the community and the funds needed to perform these services. The type of service and the level of service will be defined by the use of program objectives and citizen requests, which are further evaluated with the use of performance measures. The County Administrator is responsible for formulating the fiscal plan and presenting it to the Board of Commissioners for approval and adoption.

The public hearings/meetings held throughout the budget process are considered to be an essential part of the budget process as they are designed to solicit feedback from citizens on County operations and services. Please refer to the budget calendar included within this introduction for a list of all public meetings that were held.

The legal level of budgetary control is the department level. Unexpended appropriations at the end of the fiscal year shall lapse into the fund balance. Those amounts cannot be spent unless re-appropriated in the next fiscal year's budget. The operating budgets originally adopted may be amended throughout the year as presented below:

1. Transfers within departments, except salary line items, \$5,000 or less may be authorized by the Finance Director.
2. Transfers within departments, except salary line items, in excess of \$5,000 may be authorized by the County Administrator.
3. Transfers between departments or funds shall be by authority of the Board.
4. Increase or decrease in the total fund appropriation shall be by authority of the Board.
5. Increase or decrease in salary appropriation within any department shall be by authority of the Board.
6. Appropriation of fund balances in excess of established reserve requirements shall be by authority of the Board.
7. Items 3 - 7 above must be reviewed by the Management and Financial Services Committee.

The adopted budget will be available at the County Administrator's Office, the Finance Office, and on the County's website at www.columbiacountyga.gov.

FY 2010/2011 Proposed Budget Calendar

Tuesday	1/12/2010	Chairman's/BOC's Budget Message – 10:00 AM Auditorium (following regular Committee Meetings)
Thursday	2/18/2010	Personnel requests submitted to Human Resources
Thursday	2/25/2010	Operational and capital requests due to Finance Director; all budget requests must be input into computer
Thursday	3/04/2010	Budget package due from Finance Director to County Administrator
Wednesday	3/10/2010	BOC Staff work-session – 9:00 AM BOC conference room
Thursday	3/11/2010	Elected Officials work-session – 9:00 AM BOC conference room
Tuesday	3/23/2010	Joint <i>Budget</i> Committee Meeting - 10:00 AM Auditorium (or immediately following regular Committee Meetings)
Friday	4/09/2010	Newspaper advertisement of Budget Public Hearing
Tuesday	5/04/2010	Budget Public Hearing at 5:30 PM prior to BOC meeting
Tuesday	5/11/2010	Joint <i>Budget</i> Committee Meeting - 10:00 AM Auditorium (or immediately following regular Committee Meetings)
Friday	5/14/2010	Newspaper advertisement of proposed budget
Tuesday	5/18/2010	Final budget review by BOC - 6:00 PM
Tuesday	6/01/2010	Budget Adoption - BOC Meeting - 6:00 PM

Note: Dates and times subject to change.

BUDGET PRESENTATION

As a means of tracking and accounting for money, the operations of the County are divided into funds. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Funds focus on the activities of the individual parts of the County government. Money comes into a fund from a variety of sources and is then used to provide services to the public. Within funds are functions (i.e., General Government, Judicial, Public Safety, Recreation) and within functions are departments. Each of these departments facilitates the tracking of costs and effectiveness of services provided to the public. Within departments are accounts or line items. These are the basic units of measurement in the budget and make it possible to determine costs of specific programs.

By law, the budget for each fund must be balanced. In other words, budgeted revenues must equal budgeted expenditures. The County cannot plan to spend more than it will receive. The County has multiple funds, the largest being the General Fund which accounts for most services. The County adopts annual budgets for all funds except trust and agency funds. The following is a list of the County's fund types and an explanation of the purpose for each individual fund.

The County reports the following major governmental funds:

General Fund - The General Fund is the general operating fund of the County. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, local option sales taxes, and various other taxes and licenses. The primary expenditures are for general government, the judicial system, public safety, and street maintenance and improvements.

Special Local Option Sales Tax Fund 2006-2010 – This Capital Projects Fund accounts for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2006 through 2010.

2007 General Obligation Bond Fund – This Capital Projects Fund accounts for the property acquisition and construction of projects to be funded with proceeds received from the issuance of the 2007B Various Purpose General Obligation Bonds.

2009 General Obligation Bond Fund – This Capital Projects Fund accounts for the property acquisition and construction of projects to be funded with proceeds received from the issuance of the 2009 General Obligation Bonds.

The County reports the following nonmajor governmental funds:

Building Standards Fund - to account for building permits and inspection fees.

Federal Asset Sharing Fund - to account for assets seized or confiscated by federal courts.

State Condemnation Fund - to account for assets seized or confiscated by state courts.

Street Lights Fund - to account for the street light assessments used for maintenance of street lights in certain subdivisions.

Recreation Advisory Board Fund - to account for various projects sponsored by the Recreation Advisory Board to raise funds for recreation equipment.

911 Fund - to account for the 911 fees assessed on landline and cellular telephones used for the maintenance and operations of the 911 service.

Jail Fund - to account for fines charged by the County to be used for jail improvements.

Drug Abuse Treatment Fund - to account for fines charged by the County to be used for drug abuse treatment and prevention.

Supplemental Juvenile Services Fund - to account for fines charged to juvenile offenders to be used for juvenile services.

Community Center Operations Fund - to account for the activities of the Columbia County community centers.

Lodging Tax Fund - to account for hotel/motel tax collections, pursuant to OCGA 48-13-50 et seq.

Multiple Grant Fund - to account for all grants not meeting the 2% materiality test (projected expenditures do not exceed 2% of the General Fund's budgeted total operating expenditures), and not used to finance General Fund operations.

Library Board Fund - to account for the activity of the Columbia County Library Board.

Clean and Beautiful Memorial Fund - to account for funds used for beautification projects on County property.

Fire Services Fund - to account for taxes collected in special service districts within the unincorporated area for the purpose of providing fire services.

Sheriff's Gift/Donations Fund - to account for funds donated to the Sheriff's office from external persons or entities.

Insurance Premium Tax Fund - to account for services funded by insurance premium taxes, pursuant to OCGA 33-8-8.3 et seq.

Community Events Fund - to account for special events funded by sponsor fees and ticket sales.

Georgia Superior Court Clerks' Cooperative Authority Fund - to account for funds mandated to be used to administer a statewide index for real estate and personal property records, pursuant to OCGA 15-6-94.

Special Local Option Sales Tax Fund 1996-2000 - to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 1996 through 2000.

Special Local Option Sales Tax Fund 2001-2005 - to account for the property acquisition and construction of projects designated to be funded by revenue from the special purpose local option sales tax collected during 2001 through 2005.

2004 General Obligation Bond Fund - to account for the property acquisition and construction of projects funded with proceeds received from the issuance of the 2004 General Obligation Bonds.

Debt Service Fund - 2007 General Obligation Bond - to account for property tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2007 General Obligation Bonds.

Debt Service Fund – 2004 General Obligation Bond - to account for special purpose local option sales tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2004 General Obligation Bonds.

Debt Service Fund – 2009 General Obligation Bond - to account for special purpose local option sales tax funds designated to be used for principal and interest payments on governmental fund debt, specifically the 2009 General Obligation Bonds.

The County reports the following major enterprise funds:

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

Storm Water Utility Fund – to account for the cost of providing storm water management services and maintaining and improving the County’s storm water infrastructure.

The County reports the following nonmajor enterprise funds:

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

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

Additionally, the County reports the following fund types:

Internal Service Funds - Internal Service Funds are used to account for the operations that provide services to other departments or agencies of the government on a cost-reimbursement basis. The County has four internal service funds:

Employee Medical Fund - to account for employer and employee contributions to the County’s medical plan.

Risk Management Fund - to account for the County's risk management program.

Customer Service/Information Center Fund - to account for operations of the County's customer service/information center.

Fleet Replacement Fund – to account for the County's vehicle/equipment replacement program.

BASIS OF ACCOUNTING AND BUDGETING

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are adopted for the general fund, special revenue funds, and debt service funds. The County adopts a project length budget for each capital project fund.

Beginning with fiscal year 2003, the County follows Statement No. 34 of the Governmental Accounting Standards Board. This statement substantially changes the financial reporting model for governments. In addition to the fund financial statements, government wide statements (including all funds) are presented on the full accrual basis of accounting along with reconciliation to the fund financial statements. The individual funds, however, will continue to be maintained on the traditional basis of accounting depending on the fund type.

Governmental funds are maintained on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Revenues not considered available are recorded as deferred revenues. Expenditures are recorded when the liability is incurred. The focus of accounting is on current financial resources.

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

FINANCIAL POLICIES AND PROCEDURES

INTRODUCTION

The Board of commissioners (the Board) and staff of Columbia County (the County) recognize the desirability of stated financial policies to assist in meeting the County government's basic objectives:

1. The policies will assist the County in the objective of being publicly accountable and assist users of the financial statement to assess that accountability.
2. The policies will assist in meeting and evaluating the operating results of County government.
3. The policies will assist in determining the level of services that can be provided, the cost of services, and the County's ability to provide those services.

The County recognizes that the process of developing policies and supporting procedures to implement the policies is a dynamic process that must be continually reviewed. Accordingly, the County expects these policies to become a significant part of its system of Internal Control and provide the following benefits:

1. Reduce misunderstanding, duplication of effort, errors and inefficiency.
2. Provide a comprehensive, consistent methodology for similar transactions.
3. Insure the use of proper, accurate, and timely financial information.
4. Provide training to new or inexperienced employees to insure uniform, consistent application of policies.
5. Provide a basic framework for a system of internal control.
6. Provide a fixed point of reference for those who wish to evaluate the County's operations and financial reporting.
7. Reduce or eliminate informal policies now in existence.
8. Provide a framework for planning for emergencies.
9. Improve the credibility of the County with Citizens through demonstration of prudent stewardship of public assets.

RESERVE POLICIES

The accumulation of reserves protects the County from uncontrollable increases in expenditures, extraordinary losses, unforeseen reductions in revenues, or a combination of these items. It also allows for prudent replacement and financing of capital construction and replacement projects. It shall be the policy of the County to maintain the following categories:

- A. Contingency:** This reserve shall be appropriated annually as part of the budget by fund and shall be used for paying unexpected or unanticipated expenditures of an operational nature during the fiscal year. This reserve should approximate one to two percent of the fund budget.
- B. Reserve for Encumbrances:** This reserve shall be established specifically for outstanding purchase commitments at the end of the fiscal year. It shall be used in the succeeding fiscal year to honor those commitments.
- C. Reserve for Inventory:** This reserve shall be established for the valuation of inventory held by the County at fiscal year end. Valuation of this reserve is required by GAAP because, although inventory is an asset, it is not a spendable resource.
- D. Reserve for Debt Service:** This reserve shall be established to protect bond holders and to preserve a good credit rating. Valuation depends on actual requirements to pay bond obligations
- E. Reserve for Special Purposes:** These reserves shall be established generally to set aside funds for designated capital expenditures or other projects with valuations dependent on legal requirements (primarily used in Capital Projects Funds and Special Revenue Funds).
- F. Reserve for Employee Medical Benefits:** This reserve shall be established to cover current year deficiencies or extraordinary losses in the operation of the Employee Medical Plan. Its valuation should range between \$500,000 and \$700,000.
- G. Reserve for Retirement System:** This reserve shall be established for the valuation of funds held or invested to cover the liability to the employees participating in the retirement plan.
- H. Extraordinary Loss Reserve:** An Extraordinary Loss Reserve shall be established for the General Fund with an evaluation of between \$500,000 and \$1,000,000 for property and casualty risk management purposes.
- I. Reserve for Operations:** An operating reserve shall be established in the General Fund and each Enterprise Fund to provide for operating contingencies in either revenues or expenditures, and to provide adequate funds to operate without short-term borrowing. This reserve, which should provide funds for 75 to 100 days of operations, may be used as required by authority of the Board. To determine the current funding level divide the current operating reserve by the result obtained from dividing the annual fund budget by 365 days.
- J. Unreserved, designated Fund Balance:** These funds shall be used for one-time expenses, such as capital projects or land acquisition, or one-time transfers to other funds.
- K. Unreserved, undesignated Fund Balance:** This reserve is the residual balance of total fund balance less the above designated reserves. This reserve shall be used

only for “one-time” unbudgeted expenditures (those that will not create a recurring burden on the operational budget) and after a rational determination that all other reserves are fully allocated.

OPERATING RESERVE AND DESIGNATED FUND BALANCES

The following criteria shall be used in determining the total amount of fund balance to maintain, unless otherwise specified by legal or contractual requirements.

Category	Days of Operations	% of Budget	Action
Minimum Operating Reserve	100	27%	Use funds for unforeseen contingencies
Preferred Designations	101-160	28-43%	Use funds for one-time expenses such as capital projects or land acquisition or one-time transfers to other funds
Maximum Designations	161-180	44-49%	Use funds to prevent tax hikes or to permit millage rate reduction
Excess	181	50%	Use funds to reduce debt

INTERNAL CONTROLS

Management of the County is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the County are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control process is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

As part of the County's annual single audit, required in conformity with provisions of the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, tests are made to determine the adequacy of the internal control structure including that portion relating to federal financial assistance programs, as well as to determine that the County has complied with applicable laws and regulations.

CASH MANAGEMENT

While any investment instrument or decision carries certain elements of risk, numerous safeguards are available to minimize the risk while generating a market rate of return. Columbia County seeks to obtain market rates of return on its investments consistent with constraints imposed by its safety objectives, cash flow considerations, and Georgia state laws. Safety of principal is the foremost objective. Each investment transaction shall first seek to ensure that capital losses are avoided, whether they are from defaults or erosion of market value.

Idle funds are invested primarily in obligations of the State of Georgia and other states; obligations issued, fully insured, or guaranteed by the United States; collateralized certificates of deposit; and repurchase agreements. The County strives to maximize investment income while minimizing risk and maintaining liquidity sufficient to cover cash operating requirements. The County utilizes various forms of investment instruments to avoid incurring unreasonable risks inherent in the lack of diversification in specific instruments, individual financial institutions, or maturities. Investment maturities are scheduled to coincide with projected cash flow needs, taking into account large routine scheduled expenditures, as well as considering unanticipated revenues and expenditures.

Investment income includes appreciation in the fair value of investments. Increases in fair value during the current year, however, do not necessarily represent trends that will continue; nor is it always possible to realize such amounts, especially in the case of temporary changes in the fair value of investments that the government intends to hold to maturity.

RISK MANAGEMENT

The purpose of the Columbia County risk management program is to minimize the financial burden incurred by the County as a result of work-related injuries, loss of County property, and damages which may be incurred by third parties. The County has elected to utilize coverages provided by the Association County Commissioners of Georgia Interlocal Risk Management Agency (ACCG-IRMA) and the Association County Commissioners of Georgia Group Self-Insured Workers' Compensation Fund (ACCG-GSIWCF). The County continues to maintain self-insured retention levels of \$50,000 per occurrence and \$200,000 per occurrence in the ACCG-IRMA and ACCG-GSIWCF programs, respectively. An Internal Service Fund is used to account for costs associated with risk management, with the exception of workers' compensation, which continues to be accounted for within the General Fund. Reserves are being accumulated in both funds to meet potential losses. As reserves increase, retention levels may be increased, reducing the annual cost of coverage.

Management remains committed to a safe working environment. Employee education and training enhance and supplement ongoing efforts to maintain a safe and healthy environment for all County employees. Training classes, such as CPR and first aid, defensive driving, self defense, workplace violence, and office ergonomics, are made available for all County employees.

CAPITAL ASSETS

Capital assets are defined by the County as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. This minimum capitalization cost is applicable for all categories of capital assets. Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at their estimated fair value at the date of donation. General infrastructure assets acquired prior to July 1, 2002, consist of the streets network that was acquired or that received substantial improvements subsequent to July 1, 1980. The streets network is reported at estimated historical cost using deflated replacement cost. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are expensed as incurred.

Depreciation is computed using the straight-line method. A summary of the estimated useful lives is as follows:

Vehicles	3 to 8 years
Furniture and fixtures	3 to 8 years
Machinery and equipment	5 to 10 years
Utility plant and distribution systems	10 to 50 years
Storm water systems	10 to 50 years
Land improvements	10 to 50 years
Buildings and improvements	10 to 50 years
Donated subdivisions	25 to 75 years
Infrastructure	25 to 75 years

CAPITAL BUDGETING

The County shall maintain its physical assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs. The budget shall provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

1. The County shall develop a multi-year plan for capital improvements, update it annually, and make capital improvements in accordance with the plan.
3. The County will try to insure that prime commercial and industrial acreage served with necessary infrastructure is available for development.
4. For the capital improvement program all land, land improvements, and building projects costing \$10,000 or more shall be classified as capital assets. Equipment items costing \$5,000 or more with an estimated useful life of at least one year shall be considered capital assets.
5. In addition to an annual inventory, a depreciation schedule shall be established for physical assets to reflect the reasonable life of the asset.

6. The County shall adopt a long-term funding mechanism for capital projects. The operating funds to maintain capital projects shall be identified prior to the decision to undertake the projects.
7. The capital improvements plan shall include a plan to address fleet management acquisition and replacement and equipment acquisition and replacement.

Capital improvements generally fall into several different categories. Project categories, along with their funding sources, include:

1. Capital expenditures relating to normal replacement of worn or obsolete capital equipment or facilities will be financed on a pay-as-you-go basis, with debt financing considered only as appropriate.
2. Capital expenditures relating to the construction of new or expanded facilities necessitated by growth will be financed primarily on a pay-as-you-go basis. When the new improvements can be determined to benefit the population in the future, debt financing may be appropriate.
3. Capital expenditures which will significantly reduce the cost of operations or future capital cost must be evaluated to demonstrate a positive new present value.
4. Capital expenditures are allowed for improvements that enhance the quality of life in the County and are consistent with the County's goals even though they cannot be categorized as essential for the provision of basic services. The policy relating to unusual capital expenditures directs the County to look to the ultimate beneficiary of each capital improvement in order to determine the source of funding.

COMPENSATED ABSENCES

The County's policy is to permit employees to accumulate earned but unused leave benefits. The County's government-wide and proprietary funds include an accrual for the estimated compensation costs attributable to employee earned but unused leave benefits.

DEBT MANAGEMENT

Columbia County continues to maintain strong bond ratings with the major credit rating services. In December 2008, the County prepared comprehensive presentations for Fitch, Standard & Poor's, and Moody's Investors Service rating agencies in an effort to upgrade the current unsecured ratings applied to the County's general obligation bonds and water and sewerage revenue bonds. The Government maintains bond ratings of AA from Fitch and AA2 from Moody's and received an upgrade from Standard and Poor's of AA+ from AA for the general obligation debt. Fitch and Moody's Investor Services maintain ratings of AA- and Aa3, respectively, for the water and sewerage debt. In February 2008, Standard and Poor's raised its

rating for the water and sewerage debt from AA- to AA. These bond ratings are clear indications of the sound financial condition of the Government. The County will continue to follow prudent fiscal policies and practices in order to maintain its strong credit rating:

1. The County shall develop adequate reserves to avoid the necessity of short-term borrowing to finance operating needs. In the interim, financing in anticipation of a definite fixed source of revenue, such as Tax Anticipation Notes, is acceptable.
2. The issuance of long-term debt shall be limited to capital improvements or projects which cannot be financed from current revenues or resources. Current resources are defined as that portion of fund balance in excess of required reserves.
3. Every effort shall be made to limit the long-term debt maturity schedule to no longer than the estimated useful life of the capital projects or improvements being financed.
4. When the County utilizes either long-term or short-term debt it shall insure that the debt is financed soundly by:
 - a. Conservatively projecting the revenue sources which will repay the debt.
 - b. Financing the improvement over a period not greater than the useful life of the improvement for long-term debt, or December 31st of the calendar year for short-term debt.
 - c. Determining that the cost benefit of the improvement, including interest and any other costs, is positive.
5. The County shall limit the total of its general obligation long-term borrowing to 10% of its net assessed property value. Short-term borrowing shall be limited to 75% of the source of revenue expected to repay the loan.
6. Capital leases may be used to finance equipment purchases when the total cost of the equipment purchases exceed 3% of the budget for the fund in which they originate.
7. The County shall maintain a Debt Service Fund which is equivalent to the amount of general obligation debt maturing in the subsequent year.
8. Whenever possible the County will finance capital projects by using self-supporting revenue bonds since revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.
9. General obligation debt shall not be used for enterprise activities.

10. Full and continuing disclosure will be provided in the general financial statements and bond representations.
11. Annual budget appropriations shall include debt service payments and reserve requirements for all long-term debt currently outstanding.
12. Long-term borrowing will be incorporated into the County's capital improvement plan as necessary.

TRAVEL AND TRAINING

The County encourages and coordinates training opportunities for employees in order that services rendered to the County will be more efficient and effective. As addressed by this policy, training is defined as any work related program, seminar, conference, convention, course or workshop attended by an employee whose tuition and expenses are funded in whole or in part by the County or while the employee is in a paid status with the County. All travel and training for employees of the County must be approved by the department manager or division director. A *Certificate of Attendance* or other documentation shall be provided to Human Resources in order to maintain an employee training history and to periodically audit training attendance and policy compliance. Authorized travel expenses are:

1. Registration fees.
2. Lodging expenses.
3. Meals incurred during overnight lodging and for certain circumstances when there is no overnight lodging.
4. Mileage for use of personal vehicle (except travel between their place of residence and their official headquarters, or personal mileage incurred while on travel status).
5. Parking fees.
6. One personal long distance telephone call.

Non-allowable expenses include:

1. Laundry services.
2. Tobacco/alcoholic beverages.
3. Entertainment.

4. Personal telephone calls (in excess of one per day).
5. Meals and lodging in lieu of other meals and/or lodging the expense of which is included in the registration fee.
6. Expenses of a spouse or other non-employee.

Travel Expense Reimbursement

1. Daily per diem will be in accordance with the following table:

<u># of Meals Allowed</u>	<u>Meals Allowed</u>	<u>In-State</u>	<u>Out-of-State*</u>
3 meals per day	Bkfast/lunch/dinner	\$25.00	\$35.00
2 meals per day	Bkfast/lunch	\$11.00	\$16.00
	Bkfast/dinner	\$19.00	\$26.00
	Lunch/dinner	\$20.00	\$28.00
1 meal per day	Breakfast	\$ 5.00	\$ 7.00
	Lunch	\$ 6.00	\$ 9.00
	Dinner	\$14.00	\$19.00

****Includes the Atlanta metropolitan area.***

2. Limits are based on the length of day which an employee is officially on travel status. Generally, employees who travel overnight should not be reimbursed for three full meals on the day of departure or return. The following guidelines apply to reimbursement of meal expenses for these days:
 - a. Employees may only be reimbursed for the meals purchased while officially on travel status.
 - b. Employees who depart for an overnight trip prior to 6:30 AM are entitled to reimbursement for breakfast expenses, provided an expense was incurred.
 - c. Employees who return from an overnight trip later than 7:30 PM are entitled to reimbursement for dinner expenses, provided an expense was incurred.

3. Employees who are required to travel and do not stay overnight may be reimbursed for certain meal expenses under the following situations:
 - a. Employees may be reimbursed for a noon meal not associated with overnight lodging if the meal is a scheduled part of a meeting or training session. Reimbursement is only authorized, however, if the meeting or training was previously approved by the Department Manager, equaled or exceeded six hours in length, and was held more than 25 miles from the employee's office.
 - b. Employees who are more than 25 miles away from the office on a work assignment and (1) depart prior to 6:30 AM are entitled to reimbursement for breakfast expenses and/or (2) return later than 7:30 PM are entitled to reimbursement for dinner expenses.
 - c. These reimbursements shall be on a per diem basis using rates set forth in C. 1. above.
4. Rooms, lodging, or accommodations furnished to government employees traveling on official business within the State of Georgia should be exempt from hotel/motel tax. Tax exemption forms, available in the Finance Department, should be tendered to the establishment to prove eligibility.
5. Mileage reimbursement allowance for personal cars will be the same as the Internal Revenue Service mileage reimbursement allowances. This will be published annually by the Finance Department. This allowance includes the cost of depreciation, maintenance and repairs, gasoline, oil, insurance, and vehicle registration fees. Therefore, if an employee is reimbursed using the mileage reimbursement allowance, then no reimbursement will be given for actual operating expenses. Employees with auto allowances may be reimbursed only if travel is on official business in excess of a 25 mile radius of the County.
6. Receipts are required for all expenses except
 - a. Meals under a per diem basis
 - b. Miscellaneous expenses up to a maximum of \$10.00/day (Unless otherwise supported by a receipt.)
 - c. Reimbursement will not be made for any other unsupported expenses. Although receipts are not required, an *Employee Expense Report* should be submitted to account for these expenditures. These reports are necessary to account for the funds expended and to ensure authorized use.

- d. *Employee Expense Reports* must be approved by the employee's immediate supervisor or designee, and must be filed with the Finance Department within 30 days of the period the expense was incurred, regardless of whether or not reimbursement is due.

Travel Cash Advances

1. Cash travel advances to employees are not allowed if the individual has available a general purpose County credit/purchasing card.
2. Cash advances shall be issued to employees who generally do not travel and are making a one-time trip.
3. All employees are fully responsible for funds advanced to them and shall account for the funds on an *Employee Expense Report*. These statements shall be submitted to the Finance Department within 30 days of the period the expense was incurred. Employees are liable for any advanced funds which are lost or stolen.
4. When the actual travel expenditures reported on the expense statement exceed the amount of the cash advance, the employee shall be reimbursed for the additional travel costs incurred.
5. When the actual travel expenditures reported on the expense statement are less than the cash advance, the employee shall reimburse the agency for the difference. This reimbursement shall be made at the same time the expense statement is submitted.
6. In the event of cancellation or indefinite postponement of authorized travel, any cash advances which were made shall be refunded immediately.
7. If an employee granted a cash advance fails to file a travel expense statement, the amount of the cash advance shall become a lien against any and all funds due the employee from the County. According to the Internal Revenue Service, payments to an employee for travel are taxable if (1) the employee is not required to or does not substantiate timely those expenses with receipts or other documentation, or (2) an advance is given to the employee for business expenses and the employee is not required to or does not return timely any amount he/she does not use for business expenses. Therefore, if an employee does not file a travel expense statement after receiving a cash advance, the amount of the advance will be reported as wages on his/her Form W-2.

PURCHASING POLICIES

The County operates under a decentralized system of purchasing. It will continue to work toward a centralized system where all Government purchases will be handled by the Procurement Department as capabilities permit. The objectives of the Procurement Department are as follows:

1. To conduct County business in such an open manner that potential vendors will be encouraged to furnish competition that will insure that the County will secure the best product at the lowest price at all times.
2. To encourage competitive purchasing.
3. To develop and maintain an adequate supply of materials, services and supplies as required.
4. To give due consideration to quality standards and real value rather than price alone.
5. To establish and build good relations with suppliers and user departments.
6. To purchase the highest quality supplies, material, equipment, and contractual services at the least expense.

Procurement and Public Works Thresholds

1. Purchases with an estimated total cost in excess of \$20,000 require formal bids.
2. Purchases estimated to be more than \$2,000 but less than \$20,000 shall be made in the open market with or without newspaper advertisement, but shall have written quotations from at least three prospective bidders.
3. Purchases estimated to be less than \$2,000 shall be made in the open market. Buyers are to use their best judgment as to source of supply.
4. Purchases shall not be split to avoid threshold limits.

Bid / Request for Proposal (RFP) – General

1. If competitive bids/proposals are required, the specifications/scope of work (SOW) should be prepared by the user department and submitted to the Procurement Manager for review. Dependent upon, but not limited to, various factors, such as complexity of the specifications/SOW, dollar amount, and experience of the user department in specification/SOW preparation, the Procurement Manager should provide guidance in specification/SOW development.

2. The Procurement Department will contact the newspapers for proper advertising at the earliest convenient time (see Section VI. B. – Invitation for Bid/RFP). Copies of bids/proposals and newspaper ads will be kept to substantiate that competitive bids/RFPs were requested.
3. Specifications for all bids/RFPs will be posted on the Columbia County Bid Opportunity webpage and Demandstar (nationwide) by the Procurement Department to ensure each prospective bidder is issued a complete and uniform package. Records should be maintained by the Procurement Department indicating to whom and when prospective vendors were notified, if not handled by Construction and Maintenance Services or approved Engineer or Architect.
4. All Bids/RFPs should be sealed and will be safeguarded by the Procurement Manager until the scheduled opening.
5. During the Bid/RFP opening, all bids/proposals will be recorded on a standard *Bid/RFP Tabulation Form*, which will be signed by the Procurement Manager (or his designee) and witnessed. After validation of the responses by the Procurement Department, the results will be submitted to the user department for evaluation and recommendation.
6. The Board of Commissioners must approve all purchases equal to and greater than \$20,000. The County has the right to refuse any and all bids/proposals.
7. State of Georgia contract bids will be subject to their respective bidding practices and requirements (see Section V – State Contract Purchases).
8. Additional purchases (piggy-backing) based on prior bids, excluding Public Works projects, are allowed as long as ALL of the following conditions are met:
 - Low bidder/highest ranked provider agrees to maintain its price.
 - Quantity ordered is the same or less.
 - Specifications/SOW and items ordered are identical to originals.
 - Market conditions remain the same.
 - Funds have been budgeted for the specific expenditure.
 - Request takes place during a twelve-month period from date bids/proposals were opened.

Pre-Bid/Proposal Conferences

1. Pre-Bid/Proposal Conferences answer vendor questions or clarify any confusion concerning difficult specification/SOW requirements.
2. Pre-Bid/Proposal Conferences ensure that all interested parties to a bid/proposal have equal access to uniform information. If any changes/additions/deletions are necessary, Procurement will issue an Addendum addressing the revisions. If an Engineer or Architect is handling the project the invitation and Addenda will be issued by such. Construction and Maintenance Services also handle their own invitations and addenda. Procurement must, however, receive a copy of any information that is released.
3. It is at the discretion of the Procurement Manager and requesting department to determine if a Pre-Bid/Proposal Conference is necessary. Normally the decision is dependent upon the complexity of the Bid/RFP.
4. If a Pre-Bid/Proposal Conference is made MANDATORY, only those vendors who attended and signed the appropriate Sign-In Sheet during the meeting are eligible to submit a bid/proposal.
5. Typically a Pre-Bid/Proposal Conference is made MANDATORY if county staff necessitates the vendors to physically “see” a specific item/location, etc., such as a construction site or county facility.
6. When a MANDATORY Pre-Bid/Proposal Conference is scheduled, the date of the conference must be at least five business days following the *LAST* published advertisement (see Section VI. B. – Invitation for Bid/RFP).

State Contract Purchases

1. The requirement for three to five written quotations for purchases equal to \$2,000 but less than \$20,000 may be waived by the Procurement Manager on items purchased through a contract that has been bid and negotiated by the State of Georgia Department of Administrative Services. However, Procurement strongly recommends obtaining at least three quotes (using the state contract price as one of the quotes) as we have been able to “beat” state contract pricing numerous times.
2. The competitive bid procedures for purchases of \$20,000 or more may be waived on items purchased through a contract that has been bid and negotiated by the

State of Georgia Department of Administrative Services *upon recommendation of the affected Oversight Committee.*

Invitation for Bid / RFP

1. A notice for all non-Public Works bids/RFPs will be published at least once in the newspaper/county website designated as the County Organ. The date of publication will be at least five business days before receipt of bids/proposals.
2. Non-roadway Public Works bids \$100,000 or more must be advertised for four consecutive weeks with the last date of publication being at least five business days before receipt of bids/proposals.
3. Public Works bids (including Roadway projects) equal to \$20,000 but less than \$100,000 must be advertised a minimum of two times, with the first advertisement occurring at least four weeks prior to the opening of the sealed bids or proposals. The second advertisement shall follow no earlier than two weeks from the first advertisement. The last date of publication will be at least five business days before receipt of bids/proposals.
4. As determined by the Procurement Manager, other publications will be utilized on an as needed basis to advertise announcement of bids/RFPs. Such notice will include a general description of the goods or services to be purchased, will state the location where bid specifications/ RFP may be secured, and will specify the time and place for opening of bids / proposals.
5. If the purchase involves the use of State or Federal funds, the notice will be published four consecutive weeks in said newspaper.
6. Procurement shall have plans and specifications available on the first day of the advertisement and shall be open to inspection by the public. Again, if handled by Construction and Maintenance Services or approved Engineer or Architect, the plans will be available in their respective offices. The plans and specifications shall indicate if the project will be awarded by base bid or base bid plus selected alternates.
7. Procurement shall issue any addenda modifying plans and specifications no less than 72 hours prior to the advertised time for the opening of bids/proposals, excluding Saturdays, Sundays, and legal holidays. However, if the necessity arises to issue an addendum modifying plans and specifications within the 72 hour period prior to the advertised time for the opening of bids/proposals, excluding Saturdays, Sundays, and legal holidays, then the opening of bids/

proposals shall be extended at least 72 hours, excluding Saturdays, Sundays, and legal holidays, from the date of the original bid or proposal opening without the need to re-advertise.

8. The Procurement Department will contact all potential vendors referred by the requesting department as well as seek additional suppliers via the Columbia County's webpage and Demandstar. All vendors are encouraged to register on Columbia County's webpage to be notified via email of upcoming Bids/RFP's.
9. In the event no bids/proposals are received the Procurement Manager, in conjunction with the requesting department, will revise the specifications/SOW and solicit bids/RFPs once again by mail, telephone, facsimile, newspaper, or by any other reasonable manner in order to secure a responsible bidder/proposer.

Bid / Proposal Bonds

1. Bid bonds will be indicated in public notices inviting bids/RFPs (legal advertisement). The amount of such bonds will be a minimum of 5% the bid/proposal, and will be in the form of one or any combination of the following: bid bond, certified check, cashiers check or cash. An irrevocable letter of credit issued by a bank may be substituted for the above deposits, unless otherwise noted on legal advertisement, only if the amount of the bid/proposal bond does not exceed \$750,000. If a vendor submits a bid/proposal with an **INCORRECT** bid/proposal bond amount specified in the legal advertisement, the bid/proposal amount will **NOT** be disclosed and the bid/proposal will be disqualified and not considered. When it appears that the use of the bid/proposal bond is not advantageous to the County, the Procurement Manager may waive this requirement.
2. Unsuccessful bidders will be entitled to return of the surety within 30 days after opening of the bids/proposals.
3. Upon failure of the awarded vendor to enter into a contract within ten calendar days after the County tenders the proposed contract, the vendor forfeits the bid/proposal bond.

Submission and Opening of Bids / Proposals

1. All bids/proposals will be submitted to the Procurement Manager in a sealed condition with bid/RFP identification on the envelope/package.
2. All bids/proposals will be submitted at the designated place no later than the time specified in the original Bid/RFP and any issued addenda.

3. During a bid opening all submitted bids will be opened and costs divulged in a public setting at the time and place stated in the original Bid/RFP or any issued addenda. During an RFP opening all proposals will be acknowledged, disclosing the submitting firm's name **ONLY**.
4. For all bids a bid tabulation will be made available for public inspection. For all RFPs a list of participating vendors will also be made available for the public.

Award of Contract

1. The Procurement Manager will officially notify the successful bidder/proposer of the award when approved by the Board of Commissioners unless handled by Construction and Maintenance Services.
2. Contracts will be awarded to the lowest responsible bidder that met the minimum specifications. The low price will be determined based on the summation of the total base bid or base bid plus selected alternates. The determination of low bid must be disclosed to the vendors in the Bid package prior to the bid opening.
3. For RFPs, in addition to the lowest price, the Procurement Manager, the department manager and the Board of Commissioners will consider such other factors as:
 - The ability, capacity, and skill of the proposer to perform the contract or provide the service promptly, within the time specified, without delay or interference.
 - The character, integrity, reputation, judgment, experience, and efficiency of the proposer.
 - The quality of performance of previous contracts or services including, compliance with laws and ordinances relating to the contract or service.
 - The sufficiency of financial resources and ability of the proposer to perform the contract or provide the services.
 - The quality, availability, and adaptability of the supplies or contractual service to the particular use required.
 - The number and scope of conditions attached to the RFP by the proposer, or full conformance with the scope of work.
4. For Bids, when the award is not made to the lowest bidder, a full and complete statement of the reasons for such action will be prepared by the appropriate department manager and filed with other documents relating to the transaction.

For RFPs, once an award is made a letter/email will be sent to all responsive providers informing vendors of awarded provider.

5. If all bids received are for the same total amount and price, quality and service being equal, the contract will be awarded to a bidder whose principal place of business is within the County, or if not the County, the State. Where no bidder is located in the County or State, the Procurement Manager will award the contract to one of the bidders to be selected by drawing lots in public.

Performance & Payment Bond of Successful Bidder / Proposer

1. To protect the interests of the County, the successful bidder/proposer for a contract involving any public works project \$20,000 or more will be required to furnish both a performance bond and a payment bond each in the amount of 100% of the proposed contract. If such bonds are not provided within 10 calendar days of the award, the award will be void. Letters of irrevocable credit can be substituted, unless otherwise noted in the legal advertisement, for performance or payment bonds as long as the amount of the contract does not exceed \$750,000.
2. Prospective suppliers may be pre-qualified for particular types of supplies, services, goods, materials, and equipment at the discretion of the Procurement Manager and the requesting department. Any disqualified bidder may respond to their disqualification by contacting the Procurement Manager. A pre-qualified bidder cannot be later disqualified without cause. The criteria for prequalification must be available to any prospective bidder requesting such information for each project that requires prequalification.

Items not Requiring Bids / Proposals

1. All purchase items estimated to be equal to \$2,000 but less than \$20,000 will be made in the open market without observing the formal competitive bidding procedures, but will be contracted for or purchased in accordance with the procedures listed below.
2. All open market purchases will, whenever possible, be based on **THREE TO FIVE WRITTEN** quotations.
3. The user department will solicit quotations by email, mail, telephone, facsimile, catalogs or any other viable means.
4. All open public works quotations will be based on pre-qualified contractors who have met all necessary requirements to conduct business for the County.

Emergency Purchases

An “Emergency” is defined as any situation resulting in imminent danger to the public health or safety or the loss of an essential governmental service. In the event of an emergency that threatens the public health, safety, or welfare of the County, the Procurement Manager and/or Management Services Director will have the authority to suspend formal competitive bidding procedures to the extent required to rectify the emergency. In the absence of the Procurement Manager and Management Services Director, the affected Division Director(s) will have the same authority, but will report such emergency purchases to the Procurement Manager promptly (within two working days if possible).

Sole Source Purchases

Sole source is defined as those procurements made pursuant to a written determination by a governing authority that there is only one source for the required supply, service, or construction item. Departments are to contact Procurement for verification of a “sole source” purchase. Before making a determination of Sole Source, research must be conducted to determine if other products or service providers exist and can satisfy procurement requirements. Sound procurement practice requires that Sole Source procurement be used when it is the only option and not as an attempt to contract with a favored service provider or for a favored product.

Professional Services

1. When determined by the County Administrator, and or Division Director, the affected department manager(s), and the Procurement Manager, requests for proposals may be issued for professional services. A professional service is defined as any service performed by a person or firm that is registered with Georgia Secretary of State and required to maintain a valid State of Georgia license to provide their respective service, including but not limited to the following:
 - Engineering
 - Architectural
 - Surveying
 - Testing and Special Studies
 - Audit and Accounting
 - Insurance
 - Financial Management
 - Fiscal Advisor
 - Court Reporting
 - Legal

2. Adequate public notice of the request for proposals will be given in the same manner as in the Procurement procedure above, *Invitation for Bids/Proposals*.
3. An Evaluation Panel comprised of county staff will consider numerous evaluation criteria when reviewing and ranking the proposals.
4. Once the Evaluation Panel has evaluated and ranked the proposals, a written recommendation for the highest ranked provider should be sent to the appropriate Oversight Committee for its approval before submitting to the full Board of Commissioners for approval.
5. Purchases of goods and services including professional services should have a purchase order issued in order to help provide a good audit trail, encumber the funds, and avoid duplicating routine approval of timely invoices.
6. At the discretion of the Procurement Manager, the County may elect to negotiate price and contractual terms and conditions with the highest ranked proposer(s) via requesting “Best and Finals”. Utilizing the “Best and Final” approach gives the vendors one last opportunity to “sharpen their pencils” and lower their proposed cost and/or revise the services to the benefit of the county, etc.
7. Procurement strongly encourages to competitively seek all Professional Services \$20,000 or greater.

Contracts

1. The Board must approve any lease-purchase agreement, long-term lease or contract. Exempted from this provision are short-term lease (rental) agreements, routine maintenance or service agreements, and items otherwise identified herein, which may be signed by the department manager.
2. Change order is defined as an alteration, addition, or deduction from the original scope of work as defined by the contract documents to address changes or unforeseen conditions necessary for project completion.
3. Bid and contract documents may contain provisions authorizing the issuance of change orders, without the necessity of additional requests for bids or proposals, within the scope of the project when appropriate or necessary in the performance of the contract. Change orders may not be used to evade the purposes of the Procurement Policies.

4. Contract Change Orders for Public Works projects less than \$20,000 may be approved by the Department Manager and/or Division Director.
5. A copy of all change orders will be forwarded to the Management and Financial Services Committee for their information. The Contract Analyst will maintain all documentation pertaining to all Procurement-managed contracts.
6. The Board of Commissioners may, at their discretion, designate alternate signors unless prohibited by law with relation to the item being signed. However, no employee or official of the County has the authority to obligate the County in any manner without prior approval from the Board of the Commissioners.

Georgia Security and Immigration Compliance Act

Columbia County is subject to the requirements of the Georgia Security and Immigration Compliance Act. Accordingly, the requirements of O.C.G.A. §13-10-91 and Georgia Department of Labor Rule 300-10-1-.02 are conditions that must be included in any contract. Compliance with these requirements shall be attested by the execution of the Contractor Affidavit which can be obtained from Procurement, and shall become a part of the awarded contract. In the event the Contractor employs or contracts with any subcontractor(s) in connection with the awarded contract, the Contractor shall secure from such subcontractor(s) attestation of the subcontractor's execution of the Subcontractor Affidavit which can be obtained from Procurement, and shall also become a part of the awarded contract and also a part of the contractor/subcontractor agreement. Contractor shall maintain records of such attestation for inspection by Columbia County at any time. Contractor shall be required to provide copies to Columbia County upon request. Failure to comply with these rules will result in the rejection of the bid and/or termination of any awarded contract where it is subsequently determined that there has been a violation of any provision of the Act or implementing rules and regulations.

Purchasing Card Policy

The Columbia County Board of Commissioners, in association with Suntrust Bank, is offering employees an innovative program that simplifies the way you may purchase goods and services.

Columbia County's Purchasing Card Program is a fast, flexible alternative for purchasing low dollar value items and services from suppliers that accept Visa. Most purchases that are now processed using purchase orders, store accounts, or petty cash are eligible for Purchasing Card use.

The Purchasing Card concept is designed to delegate the authority, responsibility, and capability to make these low value purchases directly to the person to whom it most matters, the end user.

Cardholders can obtain goods and services in a quick and convenient way within the system's controls. Speed in obtaining materials will promote better service. The amount of paperwork involved with processing purchases will be sharply reduced for the user's department,

Procurement, and Finance. The Purchasing Card also allows you to buy over the telephone, fax and Internet.

1. The Immediate Supervisor and Division Director/Elected Official should review the monthly cardholder's statement according to the following procedures:
 - The immediate supervisor shall ensure that all purchases are an appropriate use of County funds.
 - Confirm receipts and written explanations are attached for each item listed on the monthly statement.
 - Confirm the attached receipts match the dollar amount of each listing on the monthly statement.
 - Review the attached receipts for completeness. The receipts and written explanations must provide detailed evidence of what was purchased and why the purchase was made.
 - The supervisor shall verify that no purchases \$2,000 and greater, requiring three quotes, were made using the Purchasing Card.
 - The supervisor shall ensure that the Purchasing Card is used for "County Business" purposes and not used to make personal purchases.
 - The Supervisor shall contact the Purchasing Card Administrator immediately if a noted violation requires revocation of the card.
2. The monthly statement should be approved and signed only after all the above actions have been taken. By signing and approving the monthly statement, the supervisor certifies the statement's compliance to the established regulations and acceptance of administrative responsibility for the financial activity.
3. Once approved, the monthly statement, line code summary forms, and all receipts are promptly forwarded to Procurement. **All forms and receipts need to be returned to the Procurement Department no later than ten (10) days after receiving the statement.**
4. If an employee leaves the County, the Supervisor shall ensure that the employee's card is destroyed, and Procurement is notified immediately to ensure the account is closed.

Surplus Property Sales

1. These procedures are intended to be used as a guideline under which Columbia County will dispose of surplus property.
2. The Columbia County Board of Commissioners, through the Director of Financial Services, has authorized the Procurement Department to dispose of surplus items.

As appointed agent, Procurement, is the only department authorized to enter into and sign contracts for the disposal of property; and is charged with the responsibility of assuring that all disposal actions are in accordance with the Code of Columbia County, Code of the State of Georgia, and applicable Federal government regulations.

3. The Board of Commissioners is authorized to sell via GovDeals online auction any personal property belonging to the County that is deemed to be of any value.
4. The Warehouse Foreman and/or Administrative Assistant will be the point of contact for managers, staff, suppliers, consultants, and the public interested in information on Columbia County surplus property activities. All departments will complete the warehouse request form provided by Procurement for any unneeded or unwanted materials, equipment, and supplies. Procurement will then notify the Facility Maintenance Department to have items delivered to the warehouse.
5. Procurement will attempt to utilize excess materials to satisfy other requirements whenever possible. Procurement will oversee and supervise the disposal of all materials that are no longer of value to Columbia County.
6. An inventory of surplus property must be taken and presented by the Procurement Manager to the Management and Financial Services Committee and then to the full Board of Commission for approval. The following departments are responsible for assisting Procurement in ensuring that all items are the property of the County and do need to be declared surplus property:
 - Fleet Services – vehicles and heavy equipment
 - Information Technology – computer equipment
 - Maintenance – miscellaneous equipment / furniture
7. An agenda item must be approved by the Board of Commissioners declaring the property surplus and approving the sale.
8. To maintain fairness, reduce potential conflicts of interest, and encourage competition among all parties, any regular employee, temporary staff, or payroll outsource position of the Columbia County Board of Commissioners is prohibited from participating in the competitive sealed bid disposal or online auction of surplus items.
9. Procurement Department personnel will be responsible for coordinating any sale action required in the disposal operations. All funds, cash, checks, or other negotiable instruments collected must be accounted for and turned over to the Finance Director as soon as possible after receipt.

10. It is essential the Procurement Department personnel be well trained and acquainted with the legal requirements and regulations governing the disposal function. When potential conflict with an existing regulation is suspected, or legal assistance is advisable, it is the responsibility of the Procurement Manager to notify county officials of conflicts or potential conflicts, and/or that legal counsel is needed.
11. The Board of Commissioners retains the right to reject any and all bids/offers or to cancel any proposed sale.
12. The Board of Commissioners may sell an asset in as-is condition to another government entity for full trade-in value either as listed in the Kelley Blue Book for vehicles, the Green Guide for heavy equipment, or appraised by another independent entity. Cost of appraisal, if any, will be added to the cost of the asset.

Ethics Policy

The Procurement Division shall maintain multiple sources of supply for all procurements, and shall maintain the best possible source relationships. The goodwill of sources and the reputation of Columbia County will be promoted by:

- Giving all sales personnel a full, fair, prompt and courteous hearing.
- Keeping competition fair and open.
- Soliciting source suggestions in the determination of standards and specifications and assuring that the same are both fair and clear.
- Having consistent buying policies and principles.
- Observing strict truthfulness in all transactions and correspondence.
- Being scrupulous about maintaining the highest level of business ethics when dealing with sources and user divisions.
- Respecting the confidence of the sales personnel or their companies as to confidential or proprietary information.

Conflicts of Interest:

No affiliate or employee of Columbia County shall submit offers for, enter into, or be in any manner interested in entering into a contract for Columbia County purchases or contract for services in which they would be financially interested, directly or indirectly. Nor shall any affiliate or employee of Columbia County seek to influence in any manner, the award of a contract, purchase of a product or service from any offeror. **Further, affiliates and employees must immediately disclose to Columbia County any silent partnership, proprietorship, employment, other involvement or relationship in a prospective contract or procurement.**

Acceptance of gifts by employees from sources or potential sources, or their salesmen or representatives, at any time is strictly prohibited, except for inexpensive advertising items of nominal value (see CONFLICTS OF INTEREST Policy) with the firm's name clearly imprinted on them. These items shall not be displayed publicly in the Procurement division offices. Employees must not become obligated to any source and shall not conclude any transaction from which they may personally benefit, directly or indirectly.

Vendors shall be advised from time to time that employees may not solicit or accept gratuities such as any type of compensation, contribution, emolument (kick-backs), offer of employment, loan, reward, rebate, gift, money, lodging, service, or "other things of value", except as specifically exempted herein. Employees of Columbia County are not to participate in any type of extravagant entertainment with the supplier, customer, or consultant, or a contractor. These restrictions do not include entertainment such as business meals that are customary and proper under the circumstances; as long as they are consistent with good business ethics, and do not place the recipient under an obligation of any kind.

Noncompliance with this policy either from a vendor, customer, consultant, contractor, or employee will be justification for disciplinary action, including termination of said employee, and /or immediate termination of the business relationship.

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

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

Laws and Regulations:

It is essential that Procurement Division personnel be well trained and acquainted with the legal requirements and regulations governing the purchasing function. When potential conflict with an existing regulation is suspected, or legal assistance is advisable, it is the responsibility of the Procurement Division Director to notify management of conflicts or potential conflicts, and/or that legal counsel is needed.

INVESTMENT POLICIES

While any investment instrument or decision carries certain elements of risk, numerous safeguards are available to minimize the risk while generating a market rate of return. This policy establishes a framework for implementing such safeguards, authorizes particular types of allowable investment instruments, and creates oversight responsibilities of investment activities. This investment policy applies to all funds under budgetary control of the Board.

The County seeks to obtain market rates of return on its investments consistent with constraints imposed by its safety objectives, cash flow considerations, and Georgia state laws. Safety of principal is the foremost objective. Each investment transaction shall first seek to insure that capital losses are avoided, whether they are from defaults or erosion of market value.

Delegation of Authority

1. Management responsibility for investments is hereby delegated to the Director who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to other positions responsible for investment transactions.
2. The Director shall establish a system of internal controls to regulate activities of subordinate officials. All internal controls, investment procedures, records, reports, and documentation shall be reviewed annually by an independent auditor.

Prudence

1. Investments shall be made with the judgment and care which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, considering the primary objectives of safety as well as the secondary objectives of liquidity and of obtaining market rates of return.
2. The standard of prudence shall be used by the investment officials and shall be applied in the context of managing an overall portfolio of investments. Investment officials acting in accordance with written procedures and exercising due intelligence shall be relieved of personal responsibility for an individual security's risk or market price changes provided that deviations from expected results are reported in a timely fashion and appropriate action is taken to control adverse developments.

Investment Instruments

1. **Permitted Investments**
 - a. Obligations of the State of Georgia and other states.

- b. Obligations issued by the United States.
- c. Obligations fully insured or guaranteed by the United States or a United States government agency.
- d. Obligations of any corporation of the United States Government.
- e. Prime bankers' acceptances.
- f. The State of Georgia Local Government Investment Pool.
- g. Repurchase Agreements.
- h. Obligations of other political subdivisions of the State of Georgia.
- i. Certificates of Deposit (CDs), with a pledge of collateral as provided for in the *Official Code of Georgia* (OCG) Chapters 45-8-12 and 50-17-

2. Safekeeping of Investment Securities

- a. All investment securities which can be physically delivered shall be held in the County custodial financial institution.
- b. Collateral securities for CDs shall be delivered to the County's depository bank for safekeeping unless the certificate was purchased from that bank, in which event collateral securities will be delivered to a third party bank with which the County has a fully-executed and approved safekeeping agreement.
- c. Securities purchased under a repurchase agreement must be delivered to the County's depository bank for safekeeping unless the repurchase agreement is executed with that bank. In that event securities will be delivered to a third party bank as provided for in item F.2.b above
- d. Special requirements for repurchase agreements
 - (1) Purchased securities will be "marked to market," (i.e., current market value of securities purchased must meet or exceed cost of investment plus anticipated interest earnings).
 - (2) Margin of 2% to 5% of market value will be required in excess of cost of security plus interest.
 - (3) Market value will be reviewed weekly during term of investment, and additional securities may have to be delivered in order to maintain margin.

- (4) No substitute of securities will be allowed during term of investment. This reinforces the concept that a repurchase agreement is a purchase and sell transaction.
- (5) Payment for repurchase agreements will be made on a “delivery versus payment” basis (i.e., funds will not be wired from the depository bank until confirmation of the securities’ delivery is received from the safekeeping bank).
- e. Any investment of the Columbia County Pension or Retirement Trust Funds, at the request of the Committee, shall be made only in investment instruments so designated by the Committee in charge. Such funds and investments shall be maintained separately from all other County funds.
- f. Whenever collateral securities or securities purchased under repurchase agreements are “book-entry” type securities (e.g., United States Treasury Bills, notes, bonds, or others), the securities shall be recorded in the name of the County by the Federal Reserve System, and appropriate confirmation shall be delivered to the Finance Department by the safekeeping bank.

Competitive Selection of Investment Instruments

1. At least three quotes shall be received for the investment of all surplus funds except those placed in overnight repurchase agreements as authorized in the master repurchase agreement incorporated into the depository banking services contract. If a specific maturity date is required, then quotes will be requested for instruments which meet the maturity requirement. If no specific maturity (within time limitations) is required, then a market trend (yield curve) analysis will be conducted to determine which maturities would be most advantageous.
2. Quotes will be requested from qualified financial institutions for various options with regard to term and instrument. The County will accept the quote which provides the highest rate of return within the maturity required and within the parameters of this policy.
3. Records will be kept of the quotes offered, the quotes accepted, and a brief explanation of the decision made regarding the investment instrument. These records will be kept until completion of the County’s annual audit, worthiness of the financial institution. Such evaluations may entail securing a private report on financial institutions from one or more banking industry research organizations.

4. Security dealers not affiliated with the institutions must provide at least quarterly financial reports and be classified as reporting dealers affiliated with the New York Federal Reserve Bank as primary dealers. Dealers covered by and subject to the regulations of the SIPC insurance program are preferred.
5. Selection for and removal from the approved list shall be made by the Committee.
6. A copy of this policy is to be provided to all qualified institutions who agree to abide by it as a condition of continuation on the approved list.

Portfolio Diversification

1. The County will diversify use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions, or maturities.

2. Diversification by instrument

Instrument	Maximum % of Portfolio*
a. U.S. Treasury Obligations	100%
b. Obligations of U.S. Government Agencies	100%
c. Repurchase Agreements	60%
d. CDs (Commercial Banks)	75%
e. Local Government Investment Pool	75%

* Maximums may be exceeded temporarily with the prior approval of the Committee or Director.

3. Diversification by Financial Institution

- a. No more than 15% of the portfolio with any one institution may be invested in repurchase agreements except for overnight investment of residual concentration account balance as authorized by the master repurchase agreement incorporated into the depository banking contract.
- b. No more than \$99,000 with any one institution may be invested in CDs (commercial banks only) unless the institution collateralizes the CDs at 110%.

4. Maturity Scheduling

Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine scheduled expenditures as well as considering sizable blocks of anticipated revenues and cash receipts.

Outsourcing Investment Decisions

The Committee may recommend and the Board may approve an investment firm to execute the provisions of this section with the Committee maintaining oversight responsibility and veto authority of the investment firm's activities.

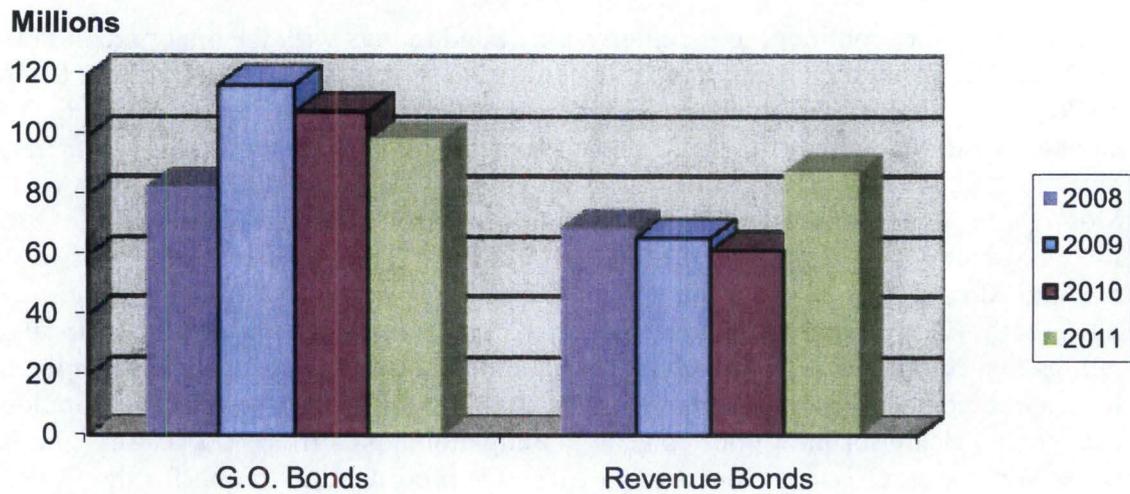
DEBT ADMINISTRATION

Columbia County continues to maintain strong bond ratings with the major credit rating services. In December 2008, the County prepared comprehensive presentations for Fitch IBCA, Standard & Poor's, and Moody's Investors Service rating agencies in an effort to upgrade the current uninsured ratings applied to the County's general obligation bonds and water and sewerage revenue bonds. The Government received bond ratings of AA from Fitch and Aa2 from Moody's Investor Services and received an upgrade from Standard and Poor's to AA+ from AA for the general obligation debt. Standard and Poor's, Fitch, and Moody's Investor Services maintained ratings of AA, AA-, and Aa3, respectively, for the water and sewerage debt. In May 2010, both Moody's and Fitch underwent a process of recalibrating all of their local government ratings to a "global scale" in which all debt will be rated on the same scale, regardless of whether it is a municipal, corporate, or other type of borrower. Due to this recalibration, Moody's changed its rating for the County's general obligation bonds from Aa2 to Aa1 and the County's water and sewerage bonds from Aa3 to Aa2. Fitch changed its rating for the County's general obligation bonds from AA to AA+ and the County's water and sewerage bonds from AA- to AA. At this time, the County has not been notified by Standard & Poor's of a recalibration. These bond ratings are clear indications of the sound financial condition of the Government. These high ratings are a primary factor in keeping interest costs low on the Government's outstanding debt. The County will continue to follow prudent fiscal policies and practices in order to maintain its strong credit rating.

As of June 30, 2010, the Government had a total of \$169.7 million in outstanding bonded debt, including deferred amounts. Of this amount, \$107.9 million consists of general obligation debt backed by the full faith and credit of the government and \$61.75 million consists of water and sewerage revenue bonds backed by the revenues of the water and sewer system. The County expects to issue approximately \$35 million in water and sewerage revenue bonds in the Fall of 2010.

The Government's Outstanding Debt General Obligation and Revenue Bonds As of June 30,

	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
General obligation bonds	\$ 82,732,620	\$ 116,811,233	\$ 107,925,344	\$ 98,519,455
Revenue bonds	69,189,209	65,924,732	61,750,349	87,680,966
Total debt	<u>\$ 151,921,829</u>	<u>\$ 182,735,965</u>	<u>\$ 169,675,693</u>	<u>\$ 186,200,421</u>

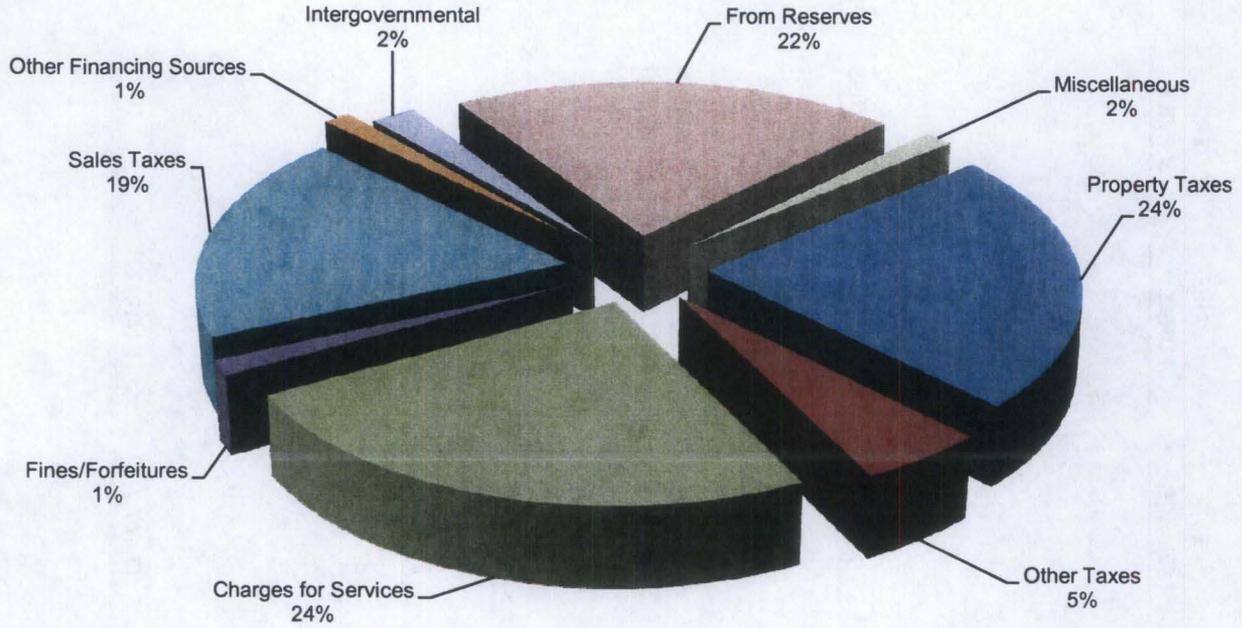


The State of Georgia limits the amount of general obligation debt that a unit of government can issue to 10% of the net assessed value of taxable property located within that government's boundaries. The legal debt limit for the County based on the 2009 tax digest was \$415,886,505. Assuming no growth in the 2010 tax digest (the 2010 tax digest was not available at the time of printing; however preliminary estimates indicate no growth), the legal debt limit for 2010 is estimated to remain at \$415,886,505. Based on this figure, the legal debt margin for the County as of June 30, 2010, is \$313,066,505, showing that the County only utilized 24.72% of its legal debt limit for 2010. Based on another 1% growth rate in 2011, the County will utilize only 22.47% of its 2011 legal debt limit.

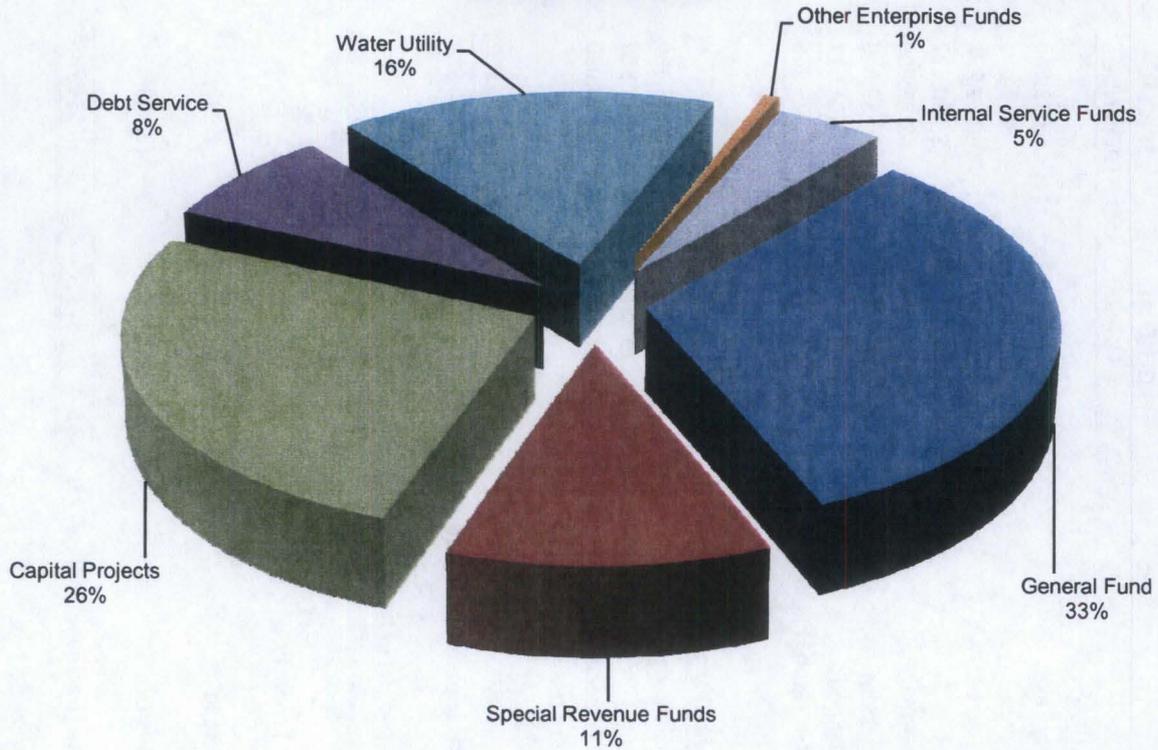
Summary of Legal Debt Margin

	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
GO Bonds	\$ 80,180,000	\$ 110,740,000	\$ 102,820,000	\$ 94,380,000
Legal Debt Limit	\$ 411,059,145	\$ 415,886,505	\$ 415,886,505	\$ 420,045,370
Legal Debt Margin	\$ 330,879,145	\$ 305,146,505	\$ 313,066,505	\$ 325,665,370
% of Debt Limit	19.51%	26.63%	24.72%	22.47%

Countywide Sources of Funds FY 2010/2011



Countywide Uses of Funds FY 2010/2011



COMBINED STATEMENT OF BUDGETED REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN RESERVES
FISCAL YEAR 2010/2011

	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	DEBT SERVICE	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL
REVENUES:							
Property Taxes	\$ 26,941,328	\$ 6,662,943	\$ -	\$ 5,577,008	\$ -	\$ -	\$ 39,181,279
Sales Taxes	14,740,000	-	16,800,000	-	-	-	31,540,000
Other Taxes	3,570,400	4,762,824	-	-	-	-	8,333,224
Charges for Services	4,020,588	3,680,622	-	-	26,675,000	5,892,110	40,268,320
Fines/Forfeitures	2,019,200	285,000	-	-	-	-	2,304,200
Intergovernmental	1,700,334	59,840	-	-	-	1,870,988	3,631,162
Miscellaneous	857,108	1,124,517	-	-	347,600	-	2,329,225
Total Anticipated Revenues	\$ 53,848,958	\$ 16,575,746	\$ 16,800,000	\$ 5,577,008	\$ 27,022,600	\$ 7,763,098	\$ 127,587,410
EXPENDITURES:							
Personal Services	\$ 34,166,700	\$ 2,705,450	\$ -	\$ -	\$ 6,415,450	\$ 370,862	\$ 43,658,462
Operating	19,292,996	14,310,504	-	-	7,461,895	7,036,236	48,101,631
Capital Projects	664,262	19,030	43,559,067	-	8,114,266	381,000	52,737,625
Debt Service:							
Principal	-	-	-	8,440,000	3,015,833	-	11,455,833
Interest	-	-	-	4,584,737	3,155,283	-	7,740,020
Total Anticipated Expenditures	\$ 54,123,958	\$ 17,034,984	\$ 43,559,067	\$ 13,024,737	\$ 28,162,727	\$ 7,788,098	\$ 163,693,571
Excess(Deficit) of Revenues over Expenses	\$ (275,000)	\$ (459,238)	\$ (26,759,067)	\$ (7,447,729)	\$ (1,140,127)	\$ (25,000)	\$ (36,106,161)
Sale of Property	100,000	-	-	-	-	25,000	125,000
Transfers In	175,000	1,930,351	-	-	-	-	2,105,351
Transfers Out	-	(2,105,351)	-	-	-	-	(2,105,351)
Increase (Decrease) in Reserves	\$ -	\$ (634,238)	\$ (26,759,067)	\$ (7,447,729)	\$ (1,140,127)	\$ -	\$ (35,981,161)

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
GENERAL FUND**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Taxes - property	\$ 26,391,802	\$ 27,682,831	\$ 27,606,317	\$ 26,941,328
Taxes - sales	\$ 15,077,043	\$ 14,612,918	\$ 15,424,226	\$ 14,740,000
Taxes - other	\$ 3,485,638	\$ 3,431,974	\$ 3,437,756	\$ 3,570,400
Licenses and permits	\$ 344,737	\$ 332,478	\$ 350,862	\$ 356,000
Charges for services	\$ 3,820,127	\$ 3,885,641	\$ 3,905,935	\$ 4,020,588
Intergovernmental	\$ 1,884,865	\$ 2,195,594	\$ 2,376,414	\$ 1,700,334
Fines and forfeitures	\$ 1,888,374	\$ 1,787,729	\$ 2,080,889	\$ 2,019,200
Investment income	\$ 867,138	\$ 337,583	\$ 264,624	\$ 200,000
Miscellaneous sources	\$ 375,013	\$ 446,145	\$ 502,483	\$ 301,108
Other financing sources	\$ 276,741	\$ 203,000	\$ 704,761	\$ 275,000
Total revenues	\$ 54,411,478	\$ 54,915,893	\$ 56,654,267	\$ 54,123,958
Expenditures:				
Personal services	\$ 33,065,089	\$ 33,927,867	\$ 34,235,007	\$ 34,166,700
Operating services	\$ 16,413,907	\$ 17,387,748	\$ 17,496,761	\$ 19,292,996
Capital projects	\$ 1,108,854	\$ 867,437	\$ 713,698	\$ 664,262
Other financing uses	\$ 2,460,178	\$ 1,109,000	\$ 981,586	\$ -
Total expenditures	\$ 53,048,028	\$ 53,292,052	\$ 53,427,052	\$ 54,123,958

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
SPLOST 2006-2010**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Taxes - sales	\$ 17,282,980	\$ 16,644,367	\$ 17,577,805	\$ 8,400,000
Investment income	\$ 534,929	\$ 434,809	\$ 328,268	\$ -
Miscellaneous sources	\$ 3,082	\$ 328	\$ 388,568	\$ -
Other financing sources	\$ 119,748	\$ 154,553	\$ 500,000	\$ -
Use of reserves	\$ -	\$ -	\$ -	\$ 3,263,524
Total revenues	\$ 17,940,739	\$ 17,234,057	\$ 18,794,641	\$ 11,663,524
Expenditures:				
Capital projects	\$ 3,622,046	\$ 3,439,411	\$ 6,715,260	\$ 11,663,524
Other financing uses	\$ 3,059,135	\$ 5,133,250	\$ 8,499,347	\$ -
Total expenditures	\$ 6,681,181	\$ 8,572,661	\$ 15,214,607	\$ 11,663,524

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
2007 GENERAL OBLIGATION BOND FUND**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Investment income	\$ 1,200,693	\$ 813,976	\$ 240,602	\$ -
Miscellaneous sources	\$ -	\$ -	\$ 10,000	\$ -
Other financing sources	\$ -	\$ 985,032	\$ -	\$ -
Use of reserves	\$ -	\$ -	\$ -	\$ 7,018,801
Total revenues	\$ 1,200,693	\$ 1,799,008	\$ 250,602	\$ 7,018,801
Expenditures:				
Capital projects	\$ 7,370,123	\$ 6,132,033	\$ 12,721,568	\$ 7,018,801
Other financing uses	\$ 1,650,134	\$ -	\$ -	\$ -
Total expenditures	\$ 9,020,257	\$ 6,132,033	\$ 12,721,568	\$ 7,018,801

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
2009 GENERAL OBLIGATION BOND FUND**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Taxes - sales	\$ -	\$ -	\$ -	\$ 8,400,000
Investment income	\$ -	\$ 54,886	\$ 626,659	\$ -
Miscellaneous sources	\$ -	\$ -	\$ 40,000	\$ -
Other financing sources	\$ -	\$ 42,484,502	\$ -	\$ -
Use of reserves	\$ -	\$ -	\$ -	\$ 10,962,775
Total revenues	\$ -	\$ 42,539,388	\$ 666,659	\$ 10,962,775
Expenditures:				
Capital projects	\$ -	\$ 1,669,618	\$ 6,887,615	\$ 19,362,775
Other financing uses	\$ -	\$ 472,890	\$ 3,583,390	\$ -
Total expenditures	\$ -	\$ 2,142,508	\$ 10,471,005	\$ 19,362,775

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
WATER AND SEWERAGE FUND**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Charges for services	\$ 24,223,117	\$ 24,450,053	\$ 25,284,005	\$ 24,175,000
Investment income	\$ 1,734,059	\$ 812,853	\$ 465,203	\$ 200,000
Miscellaneous sources	\$ 85,984	\$ 89,766	\$ 70,950	\$ 87,600
Capital contributions	\$ 7,176,662	\$ 3,615,030	\$ 2,989,608	\$ -
Total revenues	\$ 33,219,822	\$ 28,967,702	\$ 28,809,766	\$ 24,462,600
Expenditures:				
Personal services	\$ 5,135,754	\$ 5,282,894	\$ 4,263,811	\$ 5,282,802
Operating services	\$ 13,491,276	\$ 12,314,357	\$ 13,135,281	\$ 6,148,053
Capital projects	\$ -	\$ -	\$ -	\$ 6,860,629
Debt service	\$ 3,049,600	\$ 2,237,874	\$ 3,180,266	\$ 6,171,116
Total expenditures	\$ 21,676,630	\$ 19,835,125	\$ 20,579,358	\$ 24,462,600

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
STORM WATER UTILITY FUND**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Charges for services	\$ 2,434,193	\$ 2,505,784	\$ 2,527,496	\$ 2,500,000
Investment income	\$ 95,337	\$ 29,476	\$ 11,844	\$ 50,000
Miscellaneous sources	\$ 13,140	\$ 826	\$ 5	\$ -
Capital contributions	\$ 4,084,845	\$ 1,992,655	\$ -	\$ -
Total revenues	\$ 6,627,515	\$ 4,528,741	\$ 2,539,345	\$ 2,550,000
Expenditures:				
Personal services	\$ 628,023	\$ 646,665	\$ 585,464	\$ 643,362
Operating services	\$ 2,063,381	\$ 2,199,108	\$ 692,133	\$ 653,001
Capital projects	\$ -	\$ -	\$ 82,566	\$ 1,253,637
Total expenditures	\$ 2,691,404	\$ 2,845,773	\$ 1,360,163	\$ 2,550,000

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
NONMAJOR FUNDS**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Taxes - property	\$ 10,161,450	\$ 11,909,432	\$ 11,880,111	\$ 12,239,951
Taxes - sales	\$ -	\$ -	\$ -	\$ -
Taxes - other	\$ 4,739,349	\$ 4,844,561	\$ 4,843,805	\$ 4,762,824
Licenses and permits	\$ 1,003,065	\$ 1,303,780	\$ 1,143,471	\$ 992,067
Charges for services	\$ 11,750,726	\$ 9,612,226	\$ 10,093,546	\$ 9,572,732
Intergovernmental	\$ 1,786,480	\$ 1,389,608	\$ 2,728,832	\$ 1,930,828
Fines and forfeitures	\$ 379,817	\$ 377,401	\$ 358,170	\$ 285,000
Investment income	\$ (345,152)	\$ 457,098	\$ 192,934	\$ 53,609
Miscellaneous sources	\$ 3,763,327	\$ 351,346	\$ 152,167	\$ 88,841
Other financing sources	\$ 9,276,609	\$ 13,484,194	\$ 15,738,177	\$ 1,955,351
Capital contributions	\$ -	\$ -	\$ -	\$ -
Use of reserves	\$ -	\$ -	\$ -	\$ 14,736,061
Total revenues	\$ 42,515,671	\$ 43,729,646	\$ 47,131,213	\$ 46,617,264
Expenditures:				
Personal services	\$ 4,445,516	\$ 4,048,475	\$ 4,239,990	\$ 4,735,992
Operating services	\$ 21,864,530	\$ 20,320,790	\$ 16,535,255	\$ 22,007,581
Capital projects	\$ 5,920,250	\$ 2,510,930	\$ 10,285,647	\$ 4,743,603
Debt service	\$ 11,758,511	\$ 11,477,903	\$ 12,998,578	\$ 13,024,737
Other financing uses	\$ 2,195,356	\$ 7,826,134	\$ 3,665,354	\$ 2,105,351
Total expenditures	\$ 46,184,163	\$ 46,184,232	\$ 47,724,824	\$ 46,617,264

**COMBINED STATEMENT OF REVENUES AND EXPENDITURES
ALL FUNDS**

	FY 2008 <u>Actual</u>	FY 2009 <u>Actual</u>	FY 2010 <u>Estimated</u>	FY 2011 <u>Budget</u>
Revenues:				
Taxes - property	\$ 36,553,252	\$ 39,592,263	\$ 39,486,428	\$ 39,181,279
Taxes - sales	\$ 32,360,023	\$ 31,257,285	\$ 33,002,031	\$ 31,540,000
Taxes - other	\$ 8,224,987	\$ 8,276,535	\$ 8,281,561	\$ 8,333,224
Licenses and permits	\$ 1,347,802	\$ 1,636,258	\$ 1,494,333	\$ 1,348,067
Charges for services	\$ 42,228,163	\$ 40,453,704	\$ 41,810,982	\$ 40,268,320
Intergovernmental	\$ 3,671,345	\$ 3,585,202	\$ 5,105,246	\$ 3,631,162
Fines and forfeitures	\$ 2,268,191	\$ 2,165,130	\$ 2,439,059	\$ 2,304,200
Investment income	\$ 4,087,004	\$ 2,940,681	\$ 2,130,134	\$ 503,609
Miscellaneous sources	\$ 4,240,546	\$ 888,411	\$ 1,164,173	\$ 477,549
Other financing sources	\$ 9,673,098	\$ 57,311,281	\$ 16,942,938	\$ 2,230,351
Capital contributions	\$ 11,261,507	\$ 5,607,685	\$ 2,989,608	\$ -
Use of reserves	\$ -	\$ -	\$ -	\$ 35,981,161
Total revenues	\$ 155,915,918	\$ 193,714,435	\$ 154,846,493	\$ 165,798,922
Expenditures:				
Personal services	\$ 43,274,382	\$ 43,905,901	\$ 43,324,272	\$ 44,828,856
Operating services	\$ 53,833,094	\$ 52,222,003	\$ 47,859,430	\$ 48,101,631
Capital projects	\$ 18,021,273	\$ 14,619,429	\$ 37,406,354	\$ 51,567,231
Debt service	\$ 14,808,111	\$ 13,715,777	\$ 16,178,844	\$ 19,195,853
Other financing uses	\$ 9,364,803	\$ 14,541,274	\$ 16,729,677	\$ 2,105,351
Total expenditures	\$ 139,301,663	\$ 139,004,384	\$ 161,498,577	\$ 165,798,922

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

<u>Fund</u>	<u>Anticipated Expenses</u>	<u>Anticipated Revenues</u>	<u>Estimated Beginning FY 2011 Fund Balance</u>	<u>Estimated Change in Reserve</u>	<u>Estimated Ending FY 2011 Fund Balance</u>	<u>Reserved Fund Balance</u>	<u>Fund Balance Available for Appropriation</u>
General	\$ 54,123,958	\$ 54,123,958	\$ 29,783,594	\$ -	\$ 29,783,594	\$ 206,567	\$ 29,577,027
Building Standards Fund	\$ 1,216,055	1,045,817	739,295	(170,238)	569,057	2,451	566,606
Library Board Fund	\$ 160,000	96,000	392,955	(64,000)	328,955	0	328,955
Recreation Advisory Board Fund	\$ 26,945	26,945	21,673	0	21,673	0	21,673
Street Lights Fund	\$ 1,315,400	1,315,400	(766,309)	0	(766,309)	0	(766,309)
911 Fund	\$ 1,751,977	1,751,977	3,468,347	0	3,468,347	2,616	3,465,731
Drug Court Fund	\$ 10,000	10,000	32,034	0	32,034	0	32,034
Drug Abuse Treatment Fund	\$ 25,000	25,000	77,116	0	77,116	0	77,116
Juvenile Services Fund	\$ 60,000	60,000	144,205	0	144,205	0	144,205
Jail Fund	\$ 150,000	150,000	359,460	0	359,460	0	359,460
Federal Asset Sharing Fund	\$ 20,000	20,000	123,238	0	123,238	0	123,238
State Condemnation Fund	\$ 30,000	30,000	51,270	0	51,270	0	51,270
Community Centers Fund	\$ 459,000	459,000	145,510	0	145,510	3,891	141,619
Lodging Tax Fund	\$ 567,824	567,824	704,192	0	704,192	7,513	696,679
Multiple Grant Fund	\$ 54,840	54,840	0	0	0	0	0
Fire Services Fund	\$ 9,193,294	8,793,294	1,021,878	(400,000)	621,878	0	621,878
Sheriff's Gifts/Donations Fund	\$ 20,000	20,000	41,536	0	41,536	0	41,536
Insurance Premium Tax Fund	\$ 4,040,000	4,040,000	0	0	0	0	0
Community Events Fund	\$ 30,000	30,000	66,227	0	66,227	0	66,227

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

<u>Fund</u>	<u>Anticipated Expenses</u>	<u>Anticipated Revenues</u>	<u>Estimated Beginning FY 2011 Fund Balance</u>	<u>Estimated Change in Reserve</u>	<u>Estimated Ending FY 2011 Fund Balance</u>	<u>Reserved Fund Balance</u>	<u>Fund Balance Available for Appropriation</u>
Georgia Superior Court Clerks' Cooperative Authority Fund	\$ 10,000	\$ 10,000	\$ 15,453	\$ -	\$ 15,453	\$ -	\$ 15,453
SPLOST Funds:							
2001-2005	4,922,967	0	5,550,017	(4,922,967)	627,050	627,050	0
2006-2010	11,663,524	8,400,000	32,924,939	(3,263,524)	29,661,415	1,480,540	28,180,875
General Obligation Bond Funds:							
2004	591,000	0	4,841,770	(591,000)	4,250,770	160,812	4,089,958
2007	7,018,801	0	17,949,870	(7,018,801)	10,931,069	3,492,684	7,438,385
2009	19,362,775	8,400,000	31,928,456	(10,962,775)	20,965,681	1,335,871	19,629,810
Debt Service Funds:							
2004 General Obligation Bond	5,045,250	0	8,932,379	(5,045,250)	3,887,129	3,887,129	0
2007 General Obligation Bond	6,250,237	5,577,008	928,547	(673,229)	255,318	255,318	0
2009 General Obligation Bond	1,729,250	0	1,729,250	(1,729,250)	0	0	0
Water and Sewerage Fund	24,462,600	24,462,600	142,874,863	0	142,874,863	198,329	142,676,534
Storm Water Utility Fund	2,550,000	2,550,000	19,929,021	0	19,929,021	3,307	19,925,714
Solid Waste Management Fund	569,972	10,000	1,372,003	(559,972)	812,031	12,810	799,221
Columbia County Broadband Utility	580,155	0	580,155	(580,155)	0	0	0
Internal Service Funds:							
Employee Medical Fund	5,892,110	5,892,110	2,202,882	0	2,202,882	0	2,202,882
Risk Management Fund	910,244	910,244	36,435	0	36,435	512	35,923
Customer Service and Information Center	193,683	193,683	19,594	0	19,594	0	19,594
Fleet Replacement Fund	792,061	792,061	4,002,094	0	4,002,094	298,245	3,703,849
ALL FUNDS	\$ 165,798,922	\$ 129,817,761	\$ 312,223,949	\$ (35,981,161)	\$ 276,242,788	\$ 11,975,645	\$ 264,267,143

STATEMENT OF PROJECTED CHANGES IN FUND BALANCE

STREET LIGHTS FUND

Recently our Internal Auditors conducted a rate study of the Street Lights Fund and determined that the current rate is not sufficient to cover expenses. Therefore, the BOC has implemented annual rate increases beginning in 2010 to cover anticipated expenses.