Factors that Shaped the 2012-13 General Fund Budget

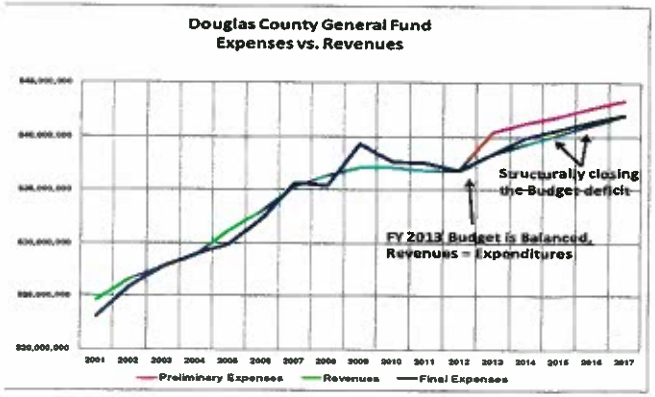
The General Fund is the largest fund in the County and accounts for the financial resources required to provide core public services including law enforcement, judicial, property assessment, financial management, public documents and records, planning, building and other important public services. **Standard and Poor's rated Douglas County's financial management practices 'strong'** for its efforts to implement long term solutions and create a path to financial sustainability.

Challenges:

- A new 5-year financial forecast for the General Fund shows an on-going $3 million annual imbalance with expenses rising faster than revenues
- Personnel expenses have increased over 50% during the past 10 years
- State consolidated taxes, room taxes, sales taxes, gaming and building revenue, and earnings on investments have declined over the past four years
- New costs from the State of Nevada for services have increased expenses by over $500,000 per year

Long Term Solutions:

- The budget is balanced FY12-13 due to long term solutions to stabilize revenues and expenses
- The County successfully negotiated labor contracts for 2/3 of employees, reducing expenses by $1 million dollars and slowing personnel expense growth over several years. County personnel goals include:
  - Maintain quality service levels
  - Slow expense growth over several years
  - Retain and recruit talent
- The County worked collaboratively with the Swimming Pool District to restructure the property tax rate by $0.0345, allowing additional revenue for core services without an increase to taxpayers
- Regional partnerships and outsourcing allow for high quality and cost effective services



Douglas County Strategic Plan

VISION STATEMENT

A community to match the scenery!

MISSION STATEMENT

Working together with integrity and accountability, the Douglas County team is dedicated to providing essential and cost-effective public services fostering a safe, healthy, scenic, and vibrant community for the enjoyment of our residents and visitors.

VALUES

Integrity *We demonstrate honest and ethical conduct through our actions.*

Accountability *We accept responsibility for our actions.*

Customer Service *We deliver efficient and effective service with an attitude of respect and fairness.*

Leadership *We establish the tone and direction for success motivating and inspiring others to accomplish a shared vision.*

Communication *We ensure open dialogue through proactive listening and sharing of information throughout the organization and the community.*

Teamwork *We work together to achieve shared goals.*

PRIORITIES & OBJECTIVES

1) **Financial Stability** - *Financial strength and integrity of organization*
2) **Public Safety** - *Safe environment for residents, businesses*
3) **Economic Vitality**
4) **Infrastructure** - *Efficiency and responsiveness in addressing community issues and needs.*
5) **Natural Environment, Resources and Cultural Heritage**
6) **Manage Growth and Change** - *Orderly and sustainable development and growth of community.*

Douglas County, Nevada Budget in Brief

DOUGLAS COUNTY

Fiscal Year 2012-13

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County Manager

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Assistant County Manager/ Chief Financial Officer

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Minden, NV 89423

More detailed information about Douglas County's budget, organizational structure and news updates can be found on our website at: www.douglascountynv.gov.

Budget Overview

There are approximately 40 separate funds in the County, not including the towns of Gardnerville, Genoa and Minden, East Fork Fire and Paramedic Districts or the Redevelopment District. The County funds fall under the following general categories:

General Fund – Used to account for all County functions not required to be accounted for in a separate fund and represents the core services provided to the public.

Special Revenue Funds – Used to account for specific revenue sources that are restricted for a specific purpose. These funds include Room Tax, Social Services, Senior Services and Roads.

Proprietary Funds – Used to account for internal services and enterprise funds. Internal Services Funds, such as Motorpool, are services performed primarily for other County funds. Enterprise Funds are financed and conducted similar to a private business such as the water and sewer utility funds.

Capital Construction Funds – Used to account for the acquisition and construction of major capital facilities (other than those financed solely in the Enterprise Funds).

Debt Fund – A fund to account for specific debt obligations incurred in other funds except the enterprise funds.

2012-13 Adopted Budgeted Expenditures

General Fund	$	38,365,272
Special Revenue Funds		31,856,844
Proprietary Funds		24,935,488
Capital Construction Funds		2,661,060
Debt Service Fund		2,719,995
	$	100,538,659

Capital Projects

Below is a summary of capital projects budgeted for 2012/13:

Capital Projects by Type

Airport Projects	$	66,406
Building/Facility Projects		18,848
Leisure/Com Enhancement Projects		2,900,000
Technology Projects		202,954
Utility (Water/Sewer) Projects		9,587,000
Vehicles/Large Equipment		71,436
Undetermined Capital Projects		31,040
	$	**14,052,584**

The two biggest projects in 2012-13 are the North County Water Line Inter-tie and the Community and Senior Center. The North County Water Line Inter-Tie will provide regional benefits by connecting major water suppliers. The Community and Senior Center will be constructed in the Carson Valley to enhance services for youth, families and seniors in our community.

Where the Money Comes From (General Fund - Revenues)

Property Taxes $17,187,042 (45%) Current property tax rate for the General Fund is $0.8690 per $100.00 of assessed valuation (subject to state tax cap).

State Consolidated Taxes $10,070,293 (26%) State taxes include sales tax, motor vehicle privilege tax, real property transfer tax, cigarette tax, and liquor tax that is collected at the state and allocated to local governments based on a formula mandated by State Statute.

Charges for Services $3,655,506 (10%) Charges and Fees for those who directly benefit from County Services. For example, planning and engineering fees and utility operator fees.

Licenses & Permits $3,219,500 (8%) Major revenues include building permits, liquor licenses, franchise fees and marriage licenses.

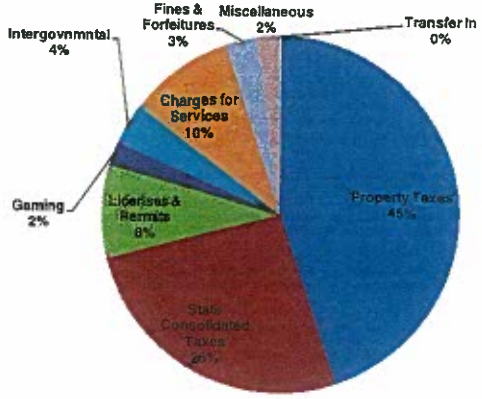
Intergovernmental $1,434,705 (4%) Federal, State and other grants and payment in lieu of property taxes from the Federal Government.

Fines & Forfeitures $1,091,250 (3%) Justice Court fines are the primary revenue source for this category.

Gaming $816,000 (2%) Fees and Licenses collected on gaming establishments.

Miscellaneous $815,976 (2%) Interest earned on investments makes up almost all of the revenue in this category.

Transfers In $75,000 (less than 1%) Transfer from Room Tax Fund for Economic Vitality.



Where the Money Goes (General Fund - Expenses)

Personnel costs are nearly 74% of total expenses for Douglas County, which is similar to the national average of 70-80% for private sector service-oriented businesses. The County has worked to stabilize salary and benefit costs after years of unsustainable growth. The following is a breakdown of General Fund expenses by service area:

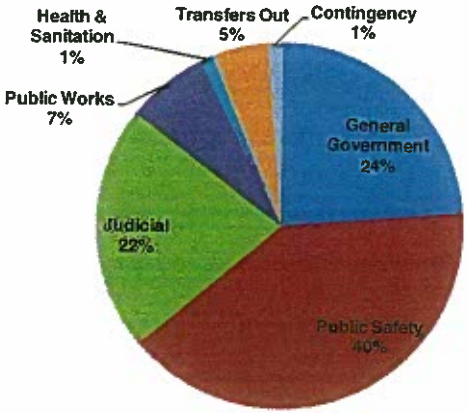
Public Safety $15,402,486 (40%) Includes Sheriff and Animal Control services.

General Government $9,101,550 (24%) Includes general services such as County Commissioners, County Manager, Finance, Human Resources, Community Development, Clerk/Treasurer, Assessor and Recorder.

Judicial $8,262,951 (22%) Includes Justice Courts, District Courts, Constable, Alternative Sentencing and Juvenile Justice programs.

Public Works $2,755,224 (7%) Includes Administration, Facilities and Engineering.

Transfers Out $1,850,150 (5%) Included are funds transferred to Road Operating, Room Tax, Senior Center, Water Utility Funds, and Regional Transportation Fund.

Contingency $539,632 (1.5%) Contingency is budgeted for unforeseen events that may occur during the year.

Health and Sanitation $453,279 (1%) Includes Weed Control.