

A low-angle photograph of the Wayne County Courthouse clock tower. The tower is constructed of red brick with white decorative moldings and cornices. It features two large, round, white clock faces with black Roman numerals and hands, positioned on the upper corners of the tower. The tower has several arched windows with white shutters. The sky is a clear, bright blue. In the foreground, there are some green and yellow leaves of plants.

2019

Wayne County

State of the County Report

*Working to establish Wayne County the premier place to work and play in
Southeast Georgia*

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2018 - 2019 Financial and Function Overview

The following Summary of the General Fund is on a cash basis and is not an audited account of the Revenues and Expenditures of the County's financial condition. It is a general reflection of the County's financial condition for the all years mentioned. Highlights of various aspects of each function will be discussed as warranted.

1) The 2018 General Overview of the County

Overall, the State of Wayne County is good, and although the past few years were difficult financially for the county, the future is very promising. With the focus on improving the efficiency and delivery of county services, the functions of the county across all segments are improving. A positive growth pattern is starting to emerge in several areas of the county as well, and many more initiatives are being put in place to enhance the growth potential of our county. There are no questions about the challenges facing the county associated with promoting positive growth, improving the cost of government, improving roads, ensuring the safety of the citizens, enhancing the recreational experience, and putting the natural assets of our county to work for a better quality of life. But meeting these challenges and moving the county forward toward a brighter future for all her citizens is the primary focus of the county leadership.

Financially, the difficulty the county faced was the result of a host of factors, over a long period of time. But in general terms, the cause was the result of long-term loss in multiple sources of revenues, the rising cost of county functions, the demands and desires for a better quality of life, and the law.

After several internal rounds of cuts that finally reduced the requested funding by over \$1.1 million, the 2018 county budget was set in December of 2017 at \$23,233,872. However, the projected revenues for the 2018 budget were \$2,209,824 short of balancing with the expenses, which predetermined the tax increase in the Fall of 2018. The 2018 budget did not include obligations leftover from the previous two years of budget shortfalls, nor any margin for errors in estimates of unforeseen expenses. The county also secured a Tax Anticipation Note (TANS) for \$6.7 million on a revolving loan basis, which was \$2.2 million higher than the previous year. In addition, no measurable amount of cash reserves was included in the budget, which has effectively been the case since at least 2015.

Throughout the later part of 2017 and the entirety of 2018, the focus on effective and efficient delivery of services and accountability in carrying out the duties of the county functions has produced positive results. This focus resulted in many changes throughout the county, which included reductions in personnel, changes in leadership of various departments, consolidation of services, elevating specific departmental expectations,

changes in benefits offered to the employees, and changes in how county services are delivered.

In addition to the focus on the expense side of the budget, revenue streams were looked at to reasonably ensure that all expected sources of revenue were accounted for and collected. This focus on revenues did produce positive results in recovering sources that were not collected or under collected, which included the Forest Land Protection Act Grant from the State, and a component of the Energy Excise Tax that the County opted into in 2015. Many fees that are paid for services were evaluated and some increased for various services, and there has been a focused on the criminal probation fine collections through the private and State Probation services.

Overall, the 2018 county expenditures were approximately ninety percent of budget, but nearly half of the savings was associated with grant schedules. Revenues were slightly over ninety-eight percent. There were some functions over budget largely associated the unpredictable nature of healthcare costs. The county borrowed \$3.65 million of the \$6.7 million on the TAN note, which was paid back in December. This lower principle coupled with the revolving loan approach saved the county nearly \$100,000.

The 2019 county budget was set in December 2018 at \$23,410,195. This budget included reimbursement of some of the obligation's leftover from the previous years, and a small increase in contingency for cash reserves. The county did secure a Tax Anticipation Note (TAN) for \$6 million on a revolving loan basis, which was seven hundred thousand dollars less than the previous year.

Growth has been a priority for the county, with several promising initiatives being implemented promoting a positive growth plan. To begin, the energy excise tax phase out plan was adopted to improve the county's competitiveness in attracting industry. Secondly, the Hwy 341 Industrial Park road network was moved up by the Regional Commission to begin in the Spring of 2019, which will improve the marketability of this site. And finally, a natural gas line expansion was approved by the Public Service Commission located near the Hwy 341 Industrial Park, which will also improve the marketability of this site. Each one of these initiatives are building on previous initiatives that put in place the infrastructure for future investment in our county. But the focus on growth does not stop there, several other initiatives are being pursued that will continue the marketability of our county.

Safety is one of the primary functions of the county. Improvement initiatives in criminal justice started through the creation of a Criminal Justice Committee, which has made improvements to the court calendar that should improve the efficiency and reduce the overall cost for this function. The consolidation of Emergency Services under one umbrella will improve the functionality of the non-deputized emergency services and also

improve the cost of these services. With illegal drug activity being the highest contributing factor for crime in the county, a primary focus to ensure the safety of the county will be on the illegal drug activity.

With limited funds available for ball fields and other recreational amenities, the focus of capital improvements in recreation facilities has been on Bill Morris Park. The focus has resulted in the Adult Baseball Field being completed, with the exception of the scorers' box. In addition, the Football Field Number 2 and the walkway around Boykin Lake were also completed in 2018. More improvements are planned which is following the blueprint for Bill Morris Park adopted in 2013.

With over five hundred miles of roads in the county, the safe and travelable condition of these roads continues to be a high priority for the county. Several transportation related projects were completed in 2018, starting with Hwy 169 overpass at the Norfolk Southern Railroad. The striping of many roads in the county was completed in 2018. There are several resurfacing projects that have contracts and waiting for weather conditions to improve to complete. In addition to these capital projects, the abnormal amount, and at times the intensity, of rain fall that Wayne County has received in the latter half of 2018 has challenged the Road Department, but the department met and overcame this challenge by successfully keeping most roads open and safe, and if roads were closed, they worked quickly to reopen them.

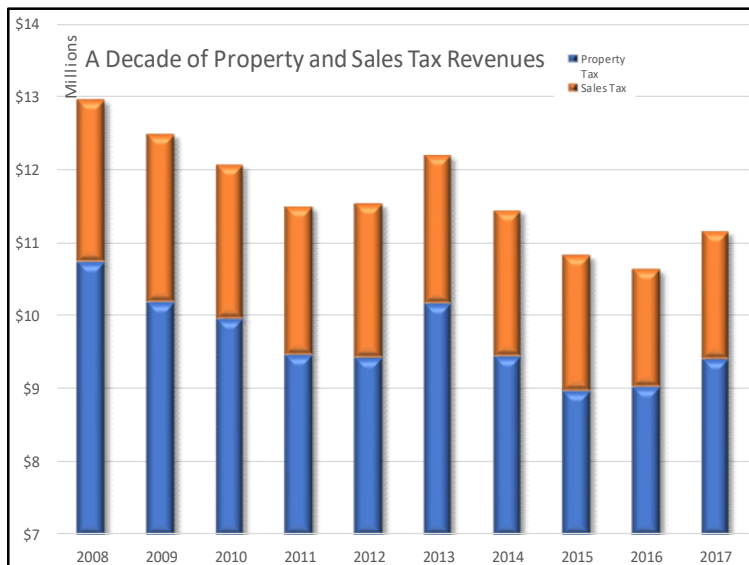
The county's natural resources are rich and plentiful starting with the Altamaha River, and continuing with other rivers and streams like the Little Satilla River and Penholloway Creek. One of the world's largest and most abundant water aquifers is located about 500 feet below Wayne County in the Floridan Aquifer. The county has many different opportunities to experience the outdoors with over ninety percent of the county's land mass categorized as forest or agricultural, and all along the rivers that border Wayne County is a vast amount of Wild Life Management areas, forever protected for future generations to enjoy. With a focus on promoting the county, a top priority for the county is improving the attraction to and awareness of these assets, and this starting with improving the operation of the Jaycee Landing Bait Shop and Camp Ground.

Moving forward to 2019, Wayne County is poised for a good year. The initiatives put in place over the past year are making a difference in improving the quality of life that Wayne County deserves and requires. Economically, there is a great team and focus on attracting quality growth to our county. Certainly, there will be challenges and difficult decisions along the way for Wayne County leaders to make, but the future for Wayne County is bright.

2) The Past Decade

Understanding the past is vital to navigating the future. For this illustration, the past decade will be highlighted for the purposes of understanding the financial conditions that led to the increase in property taxes, but it should be noted that these conditions have been relevant for more than a decade.

So how did the county arrive at the financial state that led to the tax increase? The simple answer is that the cost of executing the functions of the county were greater than revenues received by the county, all occurring over a few years. However, it is more complicated than a simple explanation. The explanation is also difficult due to a host of factors that include changes in laws, changes in county leadership, and desires for a better quality of life. But there are three patterns that emerge. The first is the decline in property tax and sales tax revenues. The second is the increasing county share of the costs of services provided by government and the increasing expectations of the delivery of these services, and the third is simply ineffective financial planning.



To illustrate the decline in taxes, a look at the last decade of the two largest sources of revenues clearly shows a declining pattern, as shown in the chart “A Decade of Property & Sales Tax Revenues.” The combination of property taxes and sales tax shows a decline of nearly eighteen percent from 2008 to 2016, and a nearly fourteen percent decrease from 2008 to 2017, even with a

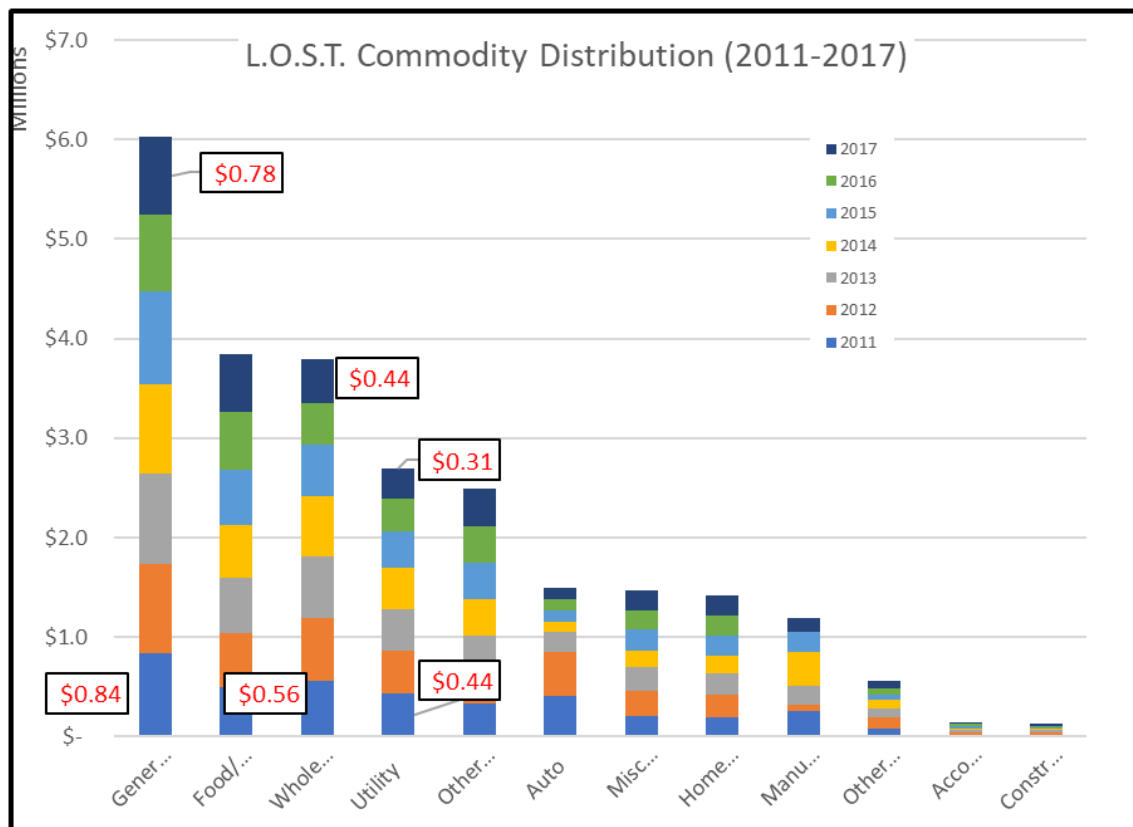
millage rate increase in 2017 of one mil. The importance of these two revenue sources is simply that combined they comprised fifty-five to sixty-five percent of Wayne County’s revenue budget over the past decade.

Part of the decline in these two revenue sources can be attributed to the result of legislation, which in some cases, partially shifted revenue from property tax to another source, such as, the Title Ad Valorem Tax (TAVT) and the Forest Land Protection Act (FLPA) Grant. And while the TAVT legislation largely compensated the county for the loss of sales taxes from auto sells, the FLPA Grant does not totally compensate the county for the loss in property tax revenue. In other cases, legislation exempted various

segments of the tax base without any makeup, which included a portion of sales taxes on fuel. Certainly, legislation was not adopted to put the county in a financially challenging condition; however, in part because of inadequate preparation, the consequences was just that.

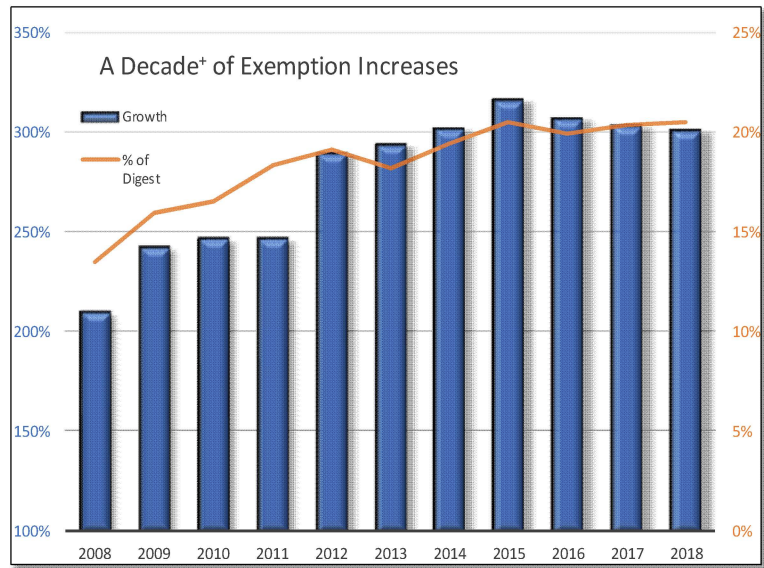
The economic success experienced in many areas of the state has not been fully realized in Wayne County. To emphasize this point, sales tax over the past decade has declined nearly twenty-two percent. This equates to over \$90 million decline in taxable economic activity, and a loss of over \$900 thousand per year in revenue to the county and her cities (~\$480 per year thousand to the county).

The Georgia Department of Revenue categorizes sales tax into twelve commodities. In looking at the past seven years of the commodity sales tax indicates that the economic activity is a major factor in the decline of sales tax revenue, and not just exemptions. In fact, the combination of the top five commodity categories have declined nearly twenty-three percent over this seven-year period. General Merchandise declined seven percent, while Whole Sale dropped twenty-one percent, and Utility dropped thirty percent. Again, some of the declines can be attributed to exemptions associated with the auto and fuel commodities, but a major contributor is largely due to economic activity.



Property tax exemptions have significantly increased over past decade. Over this period, the value of exemptions has risen three-fold, starting with a two hundred percent increase in 2008 and steadily growing until leveling off in 2016, as shown in the chart “A Decade⁺ of Exemption Increases.” During this period, while the fair market value of property in the county fell by nearly six percent, the percentage of exemptions to the assessed values grew by seven percent. During this period, the cumulative value of these exemptions is over \$12 million in lost revenue to the county. These exemptions include agriculture conservation, Forest Land Protection, and disabled veterans, among others. These exemptions only reflect the county’s digest. Exemptions associated with the school or municipalities tax digests are not included.

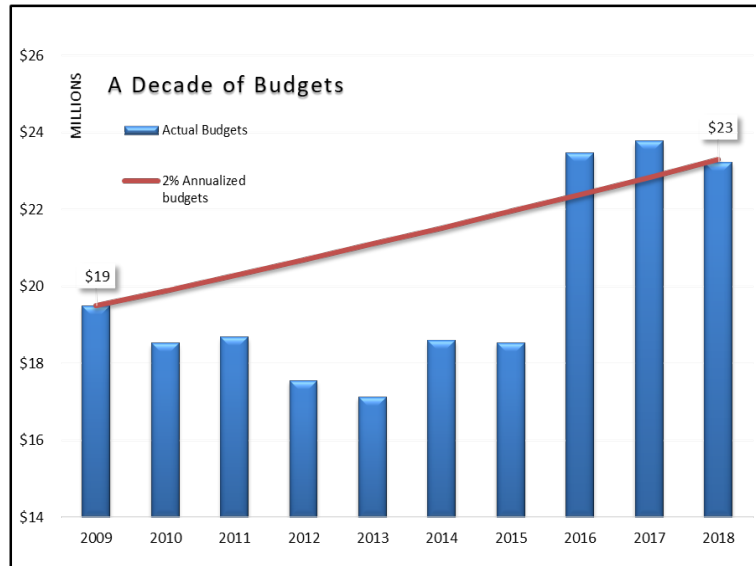
Two additional revenue streams that have declined over the past decade are the host fees collected from the Broadhurst Landfill and ambulance fees charged to



patients that used this service. Both are of these revenue sources show signs of recovering to past levels due to state legislation that was passed in 2018 and improvement in the billing process. There are other revenue streams that have had modest increases, such as, the Insurance Premium Tax, but most of the revenue sources have stayed fairly flat year over year throughout the decade.

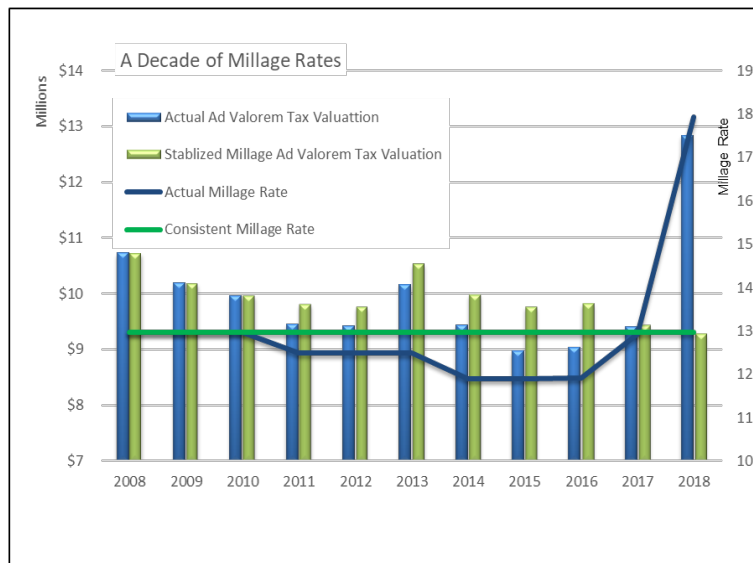
On the expense side of the budget, it is a story of increasing costs. The predominant force of these costs is the county’s increasing share of the cost of services, and the increasing cost of these services. These forces, among other factors, contributed to a nineteen percent rise in the county budgets over the past decade. Other factors included inefficient or ineffective political decisions, as well as the sustainability of prolonging capital and personnel needs. In addition, an autonomous culture among various county functions, cultivated over generations, has been a factor in the rising costs. Litigation contributed in direct cost of the litigation, as well as the loss of future revenue as a result of the litigation settlement.

Inflation is also a contributing factor, and while arbitrarily factoring in an inflation component was not part of the county budget development strategy, the fact is that the county is not immune to the increased cost of goods and services over time. To illustrate this point, as shown in the chart “A Decade of Budgets,” over the past decade it appears that on the surface the increase in 2016 was the result of the prolonging of budgetary needs to a point that resulted in a twenty-six percent increase. The figure also shows that a simple two percent annualized inflationary factor would have yielded the same 2018 budget and without the dramatic changes. It is also fair to say that a much lower inflationary factor could have been realized with better planning and foresight.



The contributions of the various causes may vary in magnitude and scope, but they all added up over the past decade, and beyond, to contribute to the significant gap between the revenue and expense budgets. In looking back over the past decade, there are a couple of factors that stand out. First, it is a fair statement to say that the county's financial condition was not fully understood or communicated properly. And secondly, the development of, or compliance with, a comprehensive financial plan was deficient or ineffectively followed.

Changes in leadership and direction also contributed to the financial condition of the county, which makes planning and forecasting an even greater importance for the fiduciary oversight. To illustrate this point, over the past decade, with the county tax digest falling, the millage rate was reduced two different times, as shown in the chart “A



Decade of Millage Rates.” In both cases, there was an increase in the corresponding budget. The cumulative effects of the declining growth, increasing demands on services provided by the county, and inflationary factors made these decisions ill-informed and ultimately very costly. To this point, the lost revenues associated with the two millage rate reductions over the past decade would have equated to the net revenue expected from the five-millage rate increase in 2018. Not included in this overview was effects of the shift of the Hospital GOBond from the property tax to the S.P.L.O.S.T, both on a positive and a negative standpoint.

Again, the importance of understanding budget dynamics along with an effective planning and forecasting focus are keys to minimizing the potential of a financial crisis in the future, and looking backward is exclusively an exercise to ensure the future of the county’s financial stability. It is not an exercise of criticism or blame.

3) 2019 General Fund Revenue and Expense Overview/Direction

The County budget, referred to as the General Fund, is the primary financial instrument of the county. The General Fund is made up of a variety of revenues streams and county function expenditures. For the purposes of this report, the revenue and expense budgets will be illustrated on a non-audited cash basis. Also, many of the revenue and expenditure components will be placed into or aligned with categories for illustration purposes only.

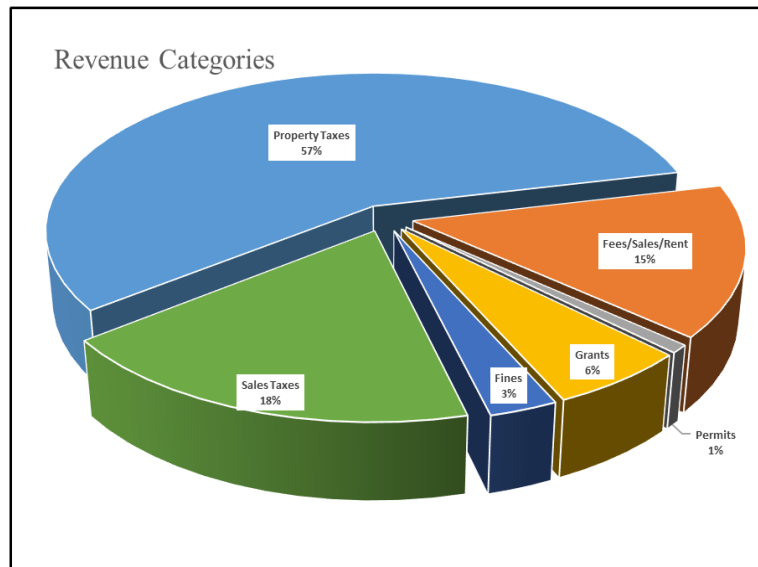
The categories that make up the revenue budget are comprised of Property Taxes, Sales Taxes, Grants, Permits, Fines, and Fees/Sales/Rent. The expenditure categories are comprised of functions of the county that include criminal and civil justice, emergency services, road and waste management, vital records and elections, public health aging and special needs, tax collection and property valuation, recreation, economic development, and Administration and Facility Management.

This section of the report will provide an overview of the 2019 budget and highlighted initiatives.

3-a) General Fund Revenue Overview

As figure “Revenue Categories” shows, Property Tax represents fifty-seven percent of the revenues, while Sales Tax is budgeted at eighteen percent. Fees, Sales, and Rental revenue represents fifteen percent, and Grants represent six percent. Fines and Permits represent three percent and one percent respectfully.

The 2019 revenue budget is \$23,410,195, which reflects a 0.76 percent or \$176,323 increase year over year.

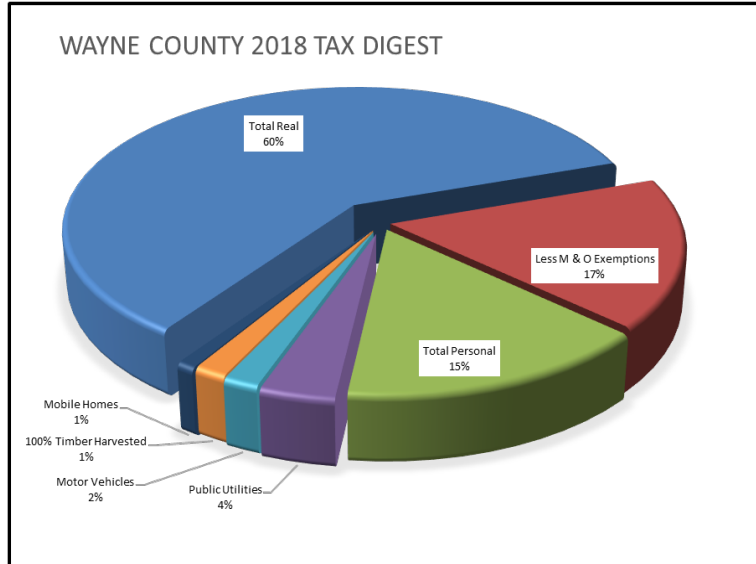


3-a-i) Revenue Categories

– Property/Ad Valorem Tax

As mentioned above, property tax makes up fifty-seven percent of the 2019 General Fund budgeted revenues. This tax is made up of several categories that is largely collected by

the Tax Commissioner. These categories include real and personnel property, public utility property, timber harvested, Forest Land protection Act grant, motor vehicle tag, and the mobile home Tax. The percentage each category contributes to the overall tax digest is illustrated in the figure “Wayne County 2018 Tax Digest.” Exemptions comprise approximately seventeen percent of the M&O tax digest. The 2018 value of the net M&O tax digest for Wayne County is approximately \$716 million, with the adjusted M&O at \$765 million, which is essentially the contribution of the FLPA Grant valuations.



Property tax is derived from the millage rate (1/1000 of the assessed value) established by the County Commissioners each year and a forty percent assessment of the fair market value of all taxable property in the county, less exemptions. The current milage rate associated with the County’s General Fund is 17.97, which reflects an increase of 5 mils over the 2017 rate.

– Sales/Excise Tax

Sales Taxes for the purposes of this report are made up of the Local Option Sales Tax (L.O.S.T), Energy Excise Tax, Alcoholic Beverage Excise Tax, Fireworks Excise Tax, Insurance Premium Tax, E911 Surcharges, and other miscellaneous sales/excise taxes. The L.O.S.T. makes up forty-eight of Sales/Excise Taxes, while Insurance Premium Tax constitutes approximately thirty-three percent of the category.

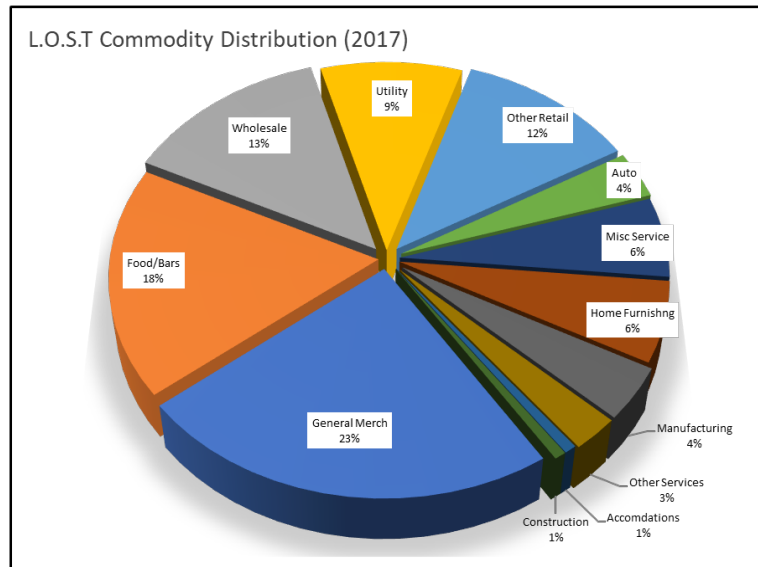
Sales Tax on most taxable goods sold or delivered within the boundaries of the county is eight percent. This eight percent is divided into five tax components, which are the State of Georgia’s Component, the local component (L.O.S.T.), and three special local or regional components (S.P.L.O.S.T. / E.S.P.L.O.S.T / T.S.P.L.O.S.T).

The Local Option Sales Tax (L.O.S.T.) is one-eighth of the Sales Tax imposed in Wayne County. L.O.S.T accounts for approximately seven and a half percent of the county’s revenue budget, or \$1.75 million, which is only fifty-three percent of the total L.O.S.T revenue. All four of the entities of the county share some proportion this tax regardless of where it is collected, and the total amount of L.O.S.T. revenue represents

approximately \$330 million of goods or services sold or delivered within the boundaries of the county.

In the figure “L.O.S.T. Commodity Distribution (2017)” the tax derivation shows General Merchandise generates approximately one quarter while food/Bars generate about eighteen percent. Wholesale generates approximately thirteen percent, while Utility and Other Retail generates approximately ten percent each. Currently, the 2018 commodity distribution report is only published through the third quarter, but the distribution is expected to be similar to 2017.

The commodity distribution shows, that at least for Wayne County, retail sales (including internet sales) and food/bar activity are a significant part of the economic engine. These two commodity segments account for over fifty percent of the sales tax revenue.



– Fees/Sales/Rent

This category is largely made up of fees that the county charges for services which include Ambulance Fees, Host Fees from the landfill, recreational sport fees, and a host of other service and recording fees. Also included in this category are the sale of assets, fuel sells (Airport and intergovernmental), as well as concessions sells. Rent of buildings and recreational fields are also included in this category. Ambulance fees make up thirty percent of this category, while the Broadhurst Landfill Host fees represent twenty-eight percent. Twenty percent or more is comprised of transit fares, commissions for tax collections, and fuel sales, with the remaining twenty percent from other fees, sales, or rental of facilities.

Ambulance fees are derived from services rendered to citizens by the county paramedics. These services generate an estimated \$1 million annually. The county utilizes a private service company to bill each patient and/or their insurance carrier. Timely reporting and billing are key to this revenue stream. Private ambulance services also operate within the boundaries of the county, but Wayne County EMS is the licensed emergency service provider and thus required to respond to all E911 emergency needs within the county that require paramedics. However, the private providers are utilized as a back-up resource.

Wayne County does not receive any fees from services rendered by the private ambulance providers.

Broadhurst Landfill fees are derived from the tonnage delivered to the landfill from outside the county. The host fee is \$1.80 per ton per the contract that has been in place since 2005. Due to legislation passed by the state in 2018, host fees will increase in 2019. All household garbage that is collected at the curbside within the county is disposed of in the landfill for free. This free disposal also includes household waste collected by all three municipalities in Wayne County. Cumulatively that equates to over fifty thousand tons annually of free disposal of household waste. Currently, tonnage delivered to the landfill is derived from nearby counties in Southeast Georgia. This past year there has been no measurable tonnage coming from out of state, nor any coal ash going to the landfill.

– *Grants*

Grants are funds that are applied for and awarded from various entities for services and capital improvements within the county. Almost entirely, these grants come from the state, however, many of these grants are funded by the federal government. There are also smaller grants from private or semi-private entities and organizations.

Most of the grants are reoccurring and include funding from the Wayne Transit Service, Judicial reimbursements, FEMA & GEMA, and a few various miscellaneous reimbursement grants. The most significant grants are largely for specific capital or disaster recovery projects that are applied for individually. The airport parallel taxi way is the largest of these capital grants, which accounts for approximately sixty-three percent of all grants.

Recent grants included the Community Development Block Grant (CDBG) for the Mental Health facility, the Bill Morris Park walkway, and various small grants for playground equipment. The Jaycee Landing trail grant is identified in the 2019 budget.

Most of these grants are subject to some level of matching funds that either come as direct expenses for purchases associated with the grant scope or in-kind type funding that largely comes from work by the county employees on some aspect of the grant project.

– *Fines and Permits*

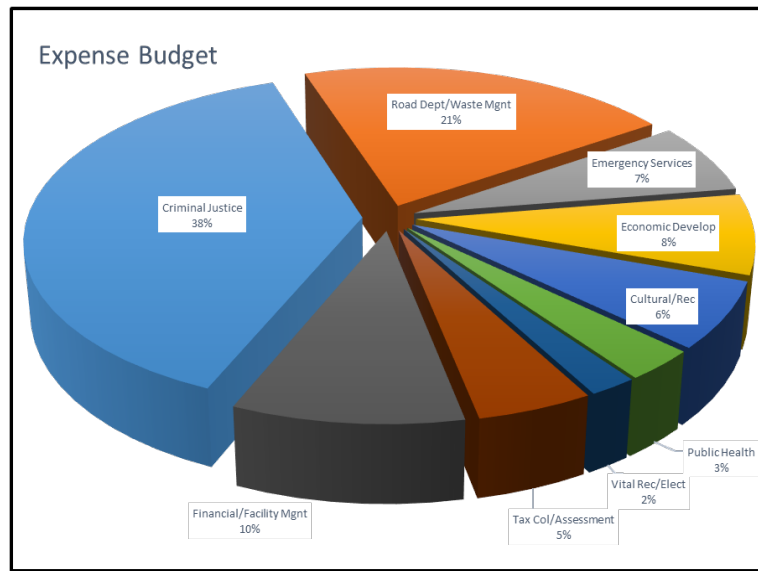
Fines are largely derived through the criminal justice system. This category is difficult to track with many different entities associated with issuance, administering, and collecting of the fines. However, through the Criminal Justice Council formed in 2018 improvements have been made in collections and administration of fines, and more improvement is expected.

Permits are largely derived through the Tax Assessment office and the Probate office. Most permits are associated with business licenses, building permits, marriage licenses, gun permits, death certificates, and various other permits.

3-b) General Fund Expense Overview

Similar to how the revenues were categorized, for the purposes of this report the expense budget will be categorized into nine specific categories. The complexity and responsibilities of the individual functions may overlap these various categories, but the general function of each category will be aligned.

To begin, the county expense budget for the 2019 is \$23,410,195, which again balances with the revenue budget. The criminal justice function of the county is the largest segment of the budget at



thirty-eight percent. This is followed by the road department and waste management function at twenty-one percent. The financial administrative and the facility management functions constitute ten percent of the budget. Economic Development is eight percent, while Emergency Services is seven percent. Cultural and Recreation is six percent of the budget, followed by tax collection and assessment, public health, and vital records and elections at five percent, three percent, and two percent of the budget respectfully.

The budget was created based on a zero-basis approach; meaning that each line item was evaluated based on the necessity and projected expense. Of the fifty-three departments, fifty-one percent of the budgets decreased year over year, while forty-three percent of the budgets increase. Three department budgets remained flat to the 2018 budget.

Healthcare costs represent the largest fluctuation in the budget, both positively and negatively. Each department's budget reflects the healthcare cost of employees assigned to that department. This fluctuation is largely due to the self-insurance nature of the county's program. Unfortunately, this fluctuation will likely continue because currently self-insurance is the most cost-effective way to provide healthcare to the county employees.

To counter act the overall cost of healthcare, the county has adopted a mandatory wellness program that will help minimize high cost healthcare procedures and events. Other initiatives have been adopted to identify and encourage the use of the most cost-effective healthcare procedures and providers. In addition, the county has increased the employee share in the administrative cost of the healthcare program.

Unlike many private businesses, the elimination of programs and/or functions is typically not an option for local governments. So, improving the effectiveness and efficiency of the operation is key to maintaining and controlling budgets. And to that point, the efficient and effective operation of county functions has been the high priority and will continue moving forward.

In 2018, the county's full-time employees were reduced by approximately five percent, largely through attrition. A focus on planning and scheduling of work improved productivity and efficiency at the Road Department. Ensuring that equipment is being maintained has helped extend the life expectancy and improved reliability of high capital equipment for the Road Department. The Maintenance Shop is scheduling and utilizing in shop diagnostic tools to ensure the safe and reliable operation of equipment and vehicles, while avoiding costly out of shop repairs. The planning and execution of capital projects is a top priority moving forward, which will prevent costly overruns, delays in schedule, and underachieved scopes.

Many county functions are interdependent or overlap to some degree. So, improvement in collaboration capabilities between various departments is a key component in improving the efficiency and effectiveness of the service delivery of county functions.

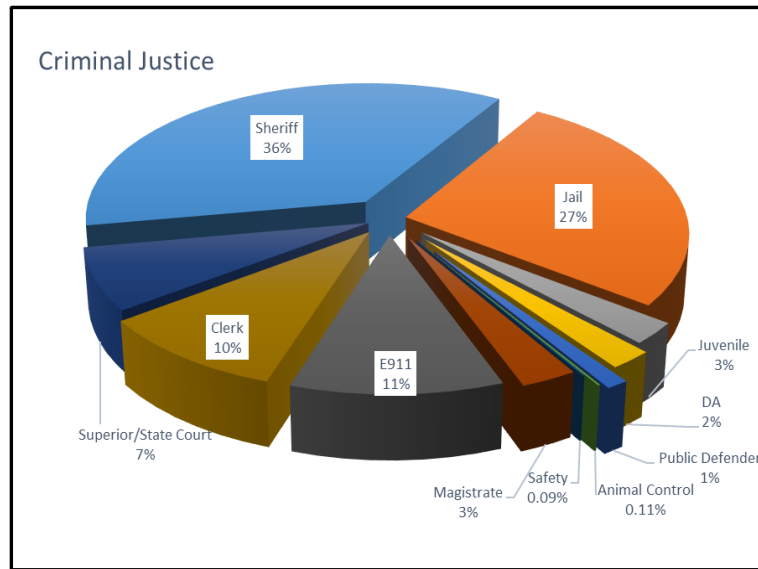
Change for the better is the emphasis throughout the county, and a culture of continuous improvement has been and will continue to be encouraged and developed. And hand in hand with that is the expectation that the execution of services by the county be accomplished with the highest degree of professionalism.

3-b-i) Expense Categories

- **Criminal Justice**

The corner stone of each county is the courthouse, and the courthouse is the center of activity for criminal and civil justice for the county. Criminal justice is the most predominant of the two activities, and is a primary function and highest cost segment of the county. Criminal Justice is made up of the Superior, State, Juvenile, and Drug Courts, Magistrate Court, the Clerk of Court, Sheriff, Jail, District Attorney, Solicitor, Public Defender, emergency dispatch, and probation services. The 2019 criminal Justice budget is \$9,017,022 combined.

The Sheriff and Jail functions make up nearly two-thirds of the criminal justice costs, while the courts make up nearly a quarter. The emergency dispatch function makes up the remainder of the budget.



Although, most citizens rarely experience the criminal justice system, it is one of the most important components of our society. The effective execution of justice comes with an enormous amount of complexity and interactivity from a host of agencies, processes, and functions. To help improve the efficiencies within the Wayne County Criminal Justice system, a Criminal Justice Committee was adopted by the Wayne County Commissioners in December 2017 to work with the leadership of various segments of the county's criminal justice system.

This committee was instrumental in adopting the 2019 master calendar that reduced the number of simultaneous courtroom sessions per day. The calendar is complex with the interaction among multiple agencies and departments, but it is a key part of controlling and reducing costs associated with the criminal justice system.

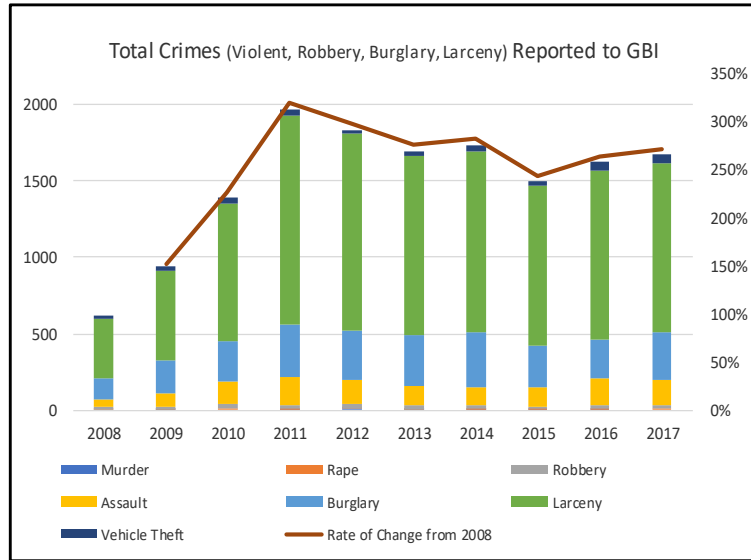
In addition to the efforts to improve the efficiency of the courts and justice process, the safety of the community is a top priority for the county leadership. A significant force in the overall budgeting process for the criminal justice system is the crime rate, and according to the records kept by the Georgia Bureau of Investigation, the crime rate in

Wayne county ranks among the worst in the state per capita. These records also show that nearly ten percent of all the crimes committed in the county are violent crimes.

Looking back over the past decade, this data shows that the crime rate has risen significantly. Through 2017, the crime rate over the past decade has increased two hundred seventy percent, while peaking in 2011 at nearly three hundred twenty percent.

A significant contributing factor to high crime rate in Wayne County is gang and illegal drug activity. Looking at the 2017 convictions, nearly one quarter of the inmates and active probationers from Wayne County were convicted on drug or DUI

related charges. Although the data is difficult to correlate, many of the professionals in the local criminal justice system make the connection of the illegal drug use or activities with the other crimes. Therefore, a focus is being placed on addressing the illegal drug activity within the county.



– Sheriff & Jail

With more than a \$5.5 million budget, the Sheriff and Jail are the largest segment of the criminal justice system. With Wayne County being one of the largest counties in the state, there are over six hundred square miles of area to patrol and protect. This includes over one-thousand miles of roads, which over half are unpaved. Reliable and safe patrol vehicles are essential to the execution of this vital function, and to help maintain a reliable fleet of emergency vehicles, two replacement patrol vehicles were added to the budget in 2019.

Within this area, which includes approximately thirty-thousand permanent residents, recreational visitors, and a significant amount of business visitors to the county, there is a fair amount of duties the Sheriff's office has to perform. These duties include nearly four hundred, warrants, subpoenas, legal papers, Temporary Protection Orders (TPO), FIFA's, and Expungements executed per month by the Sheriff's office. In addition, the sheriff's office transported in and out of county an average of around forty-two protective custody individuals per month. Added to this, there are approximately three hundred and twenty-

five arrest per month, in addition to well over fifty calls per month to accidents, and other safety incidents or concerns.

A significant factor on the budget is the jail population. The Jail houses approximately one hundred twenty inmates on average, but the Jail processes or books approximately twenty-three hundred individuals per year, or nearly two hundred individuals every month, and in addition, the Jail handles approximately six hundred fifty days of drug sanctions. To combat a critical safety problem of illegal contraband entering the Jail, a body scanner was budgeted in 2019. The scanner will detect contraband that is hidden in body areas not detectable by normal search procedures. This will help ensure that the jail employees and inmates are safe while working or in custody. The installation and use of this scanner will also help in deterring illegal drug activities within the county.

Continuing with the premise that illegal drugs are the predominate crime related issue in the county, the interdiction of illegal drug activity was identified as a high priority by the Sheriff in his 2019 budget request. To that end, the 2019 budget included an additional drug investigator and an additional drug interdiction officer.

– *Courts*

The courts and functions of the court, excluding the duties of the Sheriff and Jail, account for more than \$2 million in the 2019 budget. There are five courts that operate in the county which include Superior, State, Drug, Juvenile, and Magistrate Courts. (*In Wayne County Probate Court is not included in this segment.*) The court and components of the court serve as the primary venue for the carrying out the civil and criminal justice system in the county.

There are several components that contribute to the effective operation of these courts, and they start with the Judges, but in include the Clerk of Court, Prosecution, Defense (Private and Public), and other non-criminal case attorneys that work and function within the court system. Probation services, both the State Probation Services, as well as the private probation service (CRSA) are a major component of the courts, but these services are generally funded by the state or the individual on probation. As noted for this illustration, the Sheriff's costs are not included in the courts segment, but the Sheriff serves the courts with security, housing and transporting of inmates, and execution of warrants and legal papers for the courts.

There are five Superior Court Judges for District 1 Judicial Circuit, of which Wayne County is one of five counties that make up this district. One of the Superior Court Judges also presides over Drug Court. There is one State Court Judge, one Juvenile Court Judge, and the Magistrate Judge.

The Clerk of Court is the official record keeper of court and court related documents. To that point, all documents, related to the court records are required to be kept indefinitely. Many of these documents are duplicated and encoding multiple times by various agencies related to the justice system, which by this virtue makes the process redundant and inefficient. In a state mandated effort to address inefficiencies associated with the record retention and encoding, a new electronic record keeping system for criminal cases was budgeted in 2019. In addition to being mandated by the state, the new electronic record keeping system will help reduce the inefficiencies and duplications of the current processes for record encoding and retention with Wayne County's criminal justice process. The civil component of the electronic record keeping system is already in place.

In criminal court (Superior & State), there is always a prosecutor and in most cases a defendant counsel. If the defendant cannot independently afford council, then a public defender may be provided. The county funds or shares in the cost of the prosecutor and public defender. The prosecutor is either the District Attorney or the county Solicitor, or their designee, and each county of the 1st District Judicial Circuit has a contract with the circuit's Public Defenders office to share in the cost for the indigent defense. The Juvenile Court child's advocate (State Assistant Attorney General) is a State funded function entirely; however, the Attorney Ad Litem for the child and if necessary, an indigent defendant counsel for the parents that are involved in the Juvenile Court processes are funded by the county.

To improve the efficiency of the court processes, the principles of Wayne County's criminal justice system adopted a 2019 Court Master Calendar that included specific dates for pre-trial diversions in an attempt streamline the plea process in order to avoid costlier trials. In addition, the defendant councils are increasing their utilization of tools to streamline the access to their clients, which potentially will minimize the necessity of the multiple transports of inmates and improve the disposition of the process. Other ideas for improving the efficiency of carrying out justice in the courts will continue to be investigated.

The impact of the courts continues with sentencing. Probation services, both the State and private services are fully funded by the State or the individual on probation. However, fines, fees, or services that are owed to the county are dependent upon the execution of these services. To help the private probation service in these efforts, the Wayne County Commissioners approved a new contract with CSRA that increases the fee allocation paid by the defendant for monitoring their probation. This will add an additional officer in Wayne County to oversee the process and ensure fees and or public service orders are collected and served. Also, the state probation services have been fully engaged with the criminal justice committee to aid in improving the efficiency of their segment of the process.

Finally, the process of carrying out justice is complicated with many intricate parts and processes, and with many facets of the process that are highly interdependent in executing this process effectively. But in the short life of Wayne County's Criminal Justice committee, changes have been implemented that should make a positive difference in the process of carrying out justice in Wayne County, and the prospects for continuous improvements made by this committee are promising.

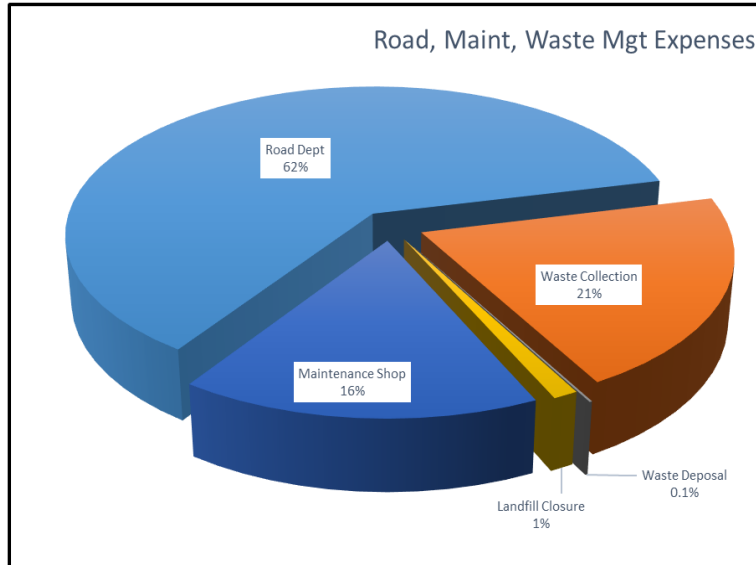
– *Emergency Dispatch*

Emergency dispatch, as it implies, dispatches emergency services. This function is budgeted at nearly nine hundred and fifty thousand dollars for 2019. This function is conducted through the E911 center, and is the mechanism that receives the calls and dispatches the appropriate service to an emergency, whether it is deputized officers or non-deputized emergency responders. This function also serves the cities of the county.

Communication is the lifeline of this function and the system that is currently deployed is obsolete, ineffective, or marginally ineffective in many areas of the county, including inside the county schools. To address this deficiency, the 2019 budget includes replacement of the existing analog radio system to a more modern and effective digital system. This new system will be compliant with all new standards for emergency services communications.

- **Road Department/Maintenance Shop/Solid Waste Management**

The Road Department, Maintenance Shop, and Solid Waste Management combined budgets is slightly over \$4.8 million. With over five hundred miles of unpaved roads and over seven hundred miles of right-of-way to maintain, with a county fleet of over three hundred vehicles and equipment to maintain, and nearly fifty thousand tons of waste to collect and manage, these functions are critical to a standard of life expectation here in Wayne County. For illustration purposes, the county maintenance shop is placed in this category but this shop services, repairs, or coordinates repairs for all vehicles owned and operated by the county.



There are five landfills that are monitored in Wayne County, four of which are closed, and one is active. There is an additional active landfill that is privately owned and operated that resides within the county boundaries.

– *Road Department*

The 2019 Road Department budget is nearly \$3 million, which is a decrease of nearly three hundred thousand over the 2018 budget. Roads are vital in every county, they are the lifelines for emergency services in responding to the needs of our citizens, they are the arteries for commerce, and they are essential for adequate mobility required in today's world.

Today's society expects ease of mobility, and with that expectation comes higher demands on the county roads than ever before, and these demands are continuing to increase. Whether it is stormy and wet weather or dry and dusty, the unpaved roads require maintenance. With over five hundred miles of unpaved roads, responding to all the demands for inadequate road conditions can be a frustrating and challenging process for the citizen and the road department responsible for maintaining these roads. If not effectively managed, the process of responding to the needs of road maintenance can be very reactive, which is also very inefficient and costly.

To combat the reactive tendency of this process, the supervision of the road department has developed a weekly schedule for planned work. Every employee and road project/maintenance are scheduled on a weekly basis, with any urgent work break-in work caught up at the end of the week. This schedule has allowed the road department leadership to minimize the reactive and inefficient nature of break-in jobs. It also has improved the productivity and accountability of the employee through planning, preparation, and execution of assigned work. The discipline of following a schedule has already made a difference in performance, cost, and morale.

The scheduling process is instrumental in maintaining the same amount of work load with fewer employees. In 2018, the road department lost six full time employees, including an Assistant Road Superintendent position. All this while grading ten thousand miles of roads every year, mowing over three hundred miles of right-a-way three times a year, mow-trimming over three hundred fifty miles of right-a-way one a year, and accomplishing various other road maintenance services. The scheduling also enables the road department to make timely repairs of roads damaged by recent hurricanes in order to get reimbursements from FEMA.

The inclement weather Wayne County experienced over the past couple of years continued this year to some degree with significant rainfall in the later half of 2018, which impaired many of the roads in the county, especially in the southeastern part. The good news is that most of the roads remained passable and closings were few and short in duration.

The maintaining of safe and reliable roads is an ongoing and demanding function of the county. It is more than grading, ditching, and mowing, it also includes resurfacing of paved roads, repairing potholes (countywide), and repainting of road lines. And the occasional snow storm is part of this function. In addition, the removal of down trees and limbs, burying of livestock, litter pick up, and covert repairs and installations, and right-of-way maintenance are part of a safe and reliable road system.

Historically, Wayne County has had very safe and reliable roads, through the efforts of many. The challenge moving forward will continue to improve road conditions, reducing the maintenance requirements, and engineering solutions for chronic problems.

– *Maintenance Shop*

With over three hundred vehicles and various pieces of equipment to maintain, the demands on the county maintenance shop are great. The 2019 budget for the maintenance shop is approximately seven hundred eighty-five thousand dollars. Over one-third of the vehicles and equipment are associated with road department. The Sheriff vehicles and equipment comprising approximately fifteen percent, while Transit and

recreation make up twenty percent. Two mechanics are assigned to the City of Jesup's maintenance shop as part of a Service Delivery Strategy Agreement.

The key to an effective maintenance program is preventative and predictive maintenance. Responding to failures on an emergency basis is very costly, in repairs and in loss productivity. Whether the basis of the failure is from a catastrophic event or just a disruptive flat tire, they both add up to a very unproductive and costly endeavor. Just like a wellness program related to healthcare, the preventative and predictive programs work in similar ways, catching the condition before it causes a larger and more devastating event is key to minimizing costs and improving effectiveness of the county.

Preventative and predictive maintenance starts with first echelon maintenance. Especially with high capital equipment. First echelon maintenance, means that the operator of the equipment does the essential and routine checks on the equipment they operate on a daily basis, which means ensuring that the vehicle or equipment has adequate fluids and grease. The premise to this strategy is ownership. The mechanic sees the equipment periodically at best and generally only responds to conditions as they arise, but the operator is with the equipment daily and depends on the equipment to perform their duties. Therefore, first echelon maintenance is the basis of the development and reinforcement of ownership.

Preventative and predictive maintenance continues with the scheduling of routine maintenance on vehicles and equipment, which is also critical to reliability. A disciplined program of regularly scheduled maintenance allows the mechanic to perform a more in-depth analysis of the condition of the vehicle or equipment.

The skillful execution of work for any professional or craftsman is highly dependent upon the tools they utilize. To maximize the level of performance with the mechanics, tools were upgraded or purchased in 2018. This included the existing fleet maintenance software being upgraded to ensure adequate vehicle and equipment histories were being preserved. The history of equipment is essential for an effective preventative program. In addition, a multi-vendor diagnostic tool was purchased to troubleshoot and diagnose problems quicker and with less cost. The latter has been effective in offsetting costly out of shop repairs and improving productively with shorter turnaround times.

Ultimately, the expectation of the Maintenance Shop is to extend the life expectancy of the county's vehicles and equipment. To be successful will require a high level of skill, knowledge, and collaboration with multiple departments. This is a tremendous task, but with the appropriate approach and the right leadership from multiple segments of the county, it can and will be accomplished.

– *Waste Management*

There are five landfills that are mandated by the State of Georgia Environmental Protection Division (EPD) to be monitored for methane and/or ground water contaminants by the county. Four of these landfills are closed, and have been closed for many years. The inert landfill on Woods Bridge Road was opened in the first quarter of 2018. The expense of monitoring these landfill's is expensive, but necessary for the protection of the current and future populations of the county.

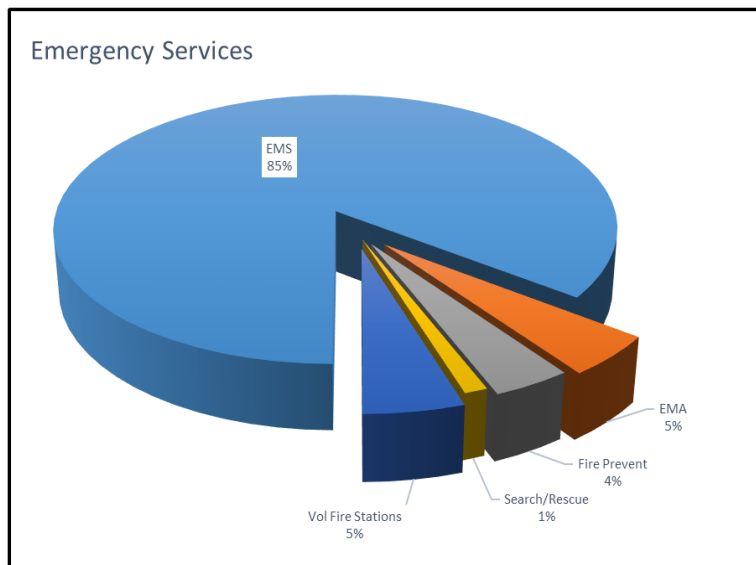
The cost of curb side trash service is funded by the county's insurance premium tax revenue. There are over eight thousand trash cans in the county that are serviced weekly basis on a contractual basis, and these cans are exclusively for the incorporated areas of the county because of the tax restrictions. The incorporated areas of the county are serviced by the respective cities.

Many of these cans are located in areas that have limited or challenging accessibility conditions for large collection vehicles. These conditions along with the diversity of routes add to the complexity of this service as well as the cost of this service.

Curb side trash pickup is an essential component in enhancing the marketability of the county and providing an adequate quality of life component for the citizens of Wayne County.

• **Emergency Services**

Wayne County Emergency Services was formed in 2018 to combine the Emergency Management Services (EMS), the Emergency Management Agency (EMA), and the unincorporated fire protection services, or volunteer fire departments. Emergency Services is comprised of all the non-deputized emergency responders. The combined 2019 budget for this category is slightly over \$1.6 million. The Search and Rescue budget is categorized under emergency services in this report.



– *EMS*

EMS is the largest of the Emergency Services in the county at eighty-five percent of this category. Wayne County EMS holds the jurisdictional responsibility for health emergency responders. There are approximately four hundred thirty-five emergency calls per month for EMS. The Wayne County EMS covers nearly ninety percent of the emergency calls, while depending upon mutual aid for the remaining ten percent from the two private services operating in Wayne County.

There are two ambulance crews operating simultaneously twelve hours of the day, while one of these crews is operating over the full twenty-four-hour period. There is a crew that is on call on an emergency basis. The current location of EMS is on Bay Street in Jesup. The future location will be on Hinson Mosely Rd. This new location will enable ambulances quicker access to the major highways of the county. Most importantly, the new facility will get the ambulances out of the elements, protecting the equipment and medicines stored in the ambulances. The new facility is on schedule to be completed by mid-year 2019.

Similar to the effect that drugs have on crime, drugs are a major factor in driving health emergencies in Wayne County. Of the sixteen counties in the Southeast Georgia Health District, Wayne County ranks the highest or near the highest in treatment of drug related disorders and death from drug overdoses, including Opioids.

– *EMA*

Emergency Management Agency makes up approximately five percent of the budget associated with this category. EMA serves as the coordinator of emergency service needs for the Wayne with other agencies during natural disasters or similar events. The past few years have seen the importance of this agency with the hurricanes, storms, and inclement weather conditions experienced in Wayne County.

– *Search & Rescue*

The search and rescue equipment are funded through grants received through the Sheriff's office, but the housing and many of the responders are directed through the Emergency Services. With the vast amount of forest and water ways in and around the county, there is a tremendous importance to have the resources to enable the emergency responders to adequately navigate search the swamps, rivers, and forest for individuals, property, or evidence.

– *Volunteer Fire Stations*

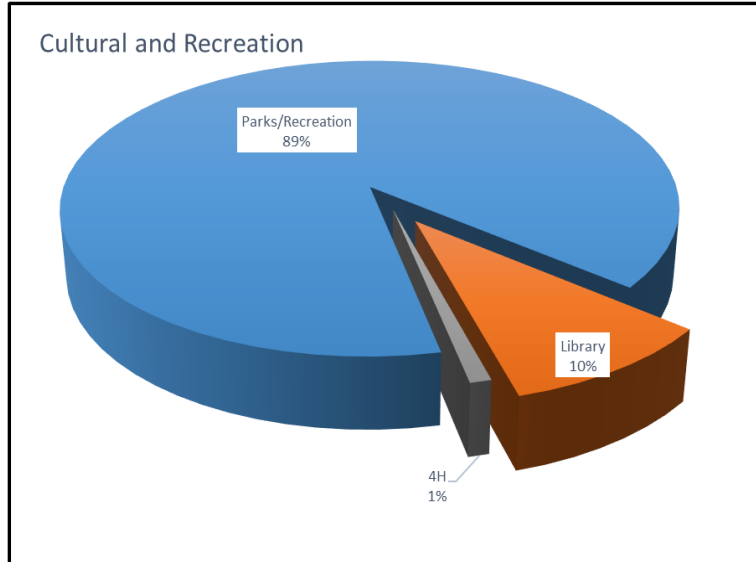
There are seven volunteer fire station positioned across the county. The combined budget for these stations is approximately five percent of the Emergency Services budget. There

are sixty volunteer firefighters countywide. Madray Springs and Anderson Subdivision are the stations that cover the Northwest quadrant of the county. Madray Spring station completed the additional fire truck bay this past year. This addition will allow the closure of the original station that has deteriorated beyond effective repair. This property will be given back to the original owners with much gratitude from the citizens of the county for the use of the land for many decades. Gardi, Mt. Pleasant, and the Little Creek Stations cover the Eastern side (east of Hwy 301) of the county. As part of a mutual aid agreement with Glynn County, the Mt. Pleasant station received a fire truck from Glynn County in 2018. While Empire and the O'Quinn stations cover the Southwestern quadrant. There are agreements in place with Jesup, Screven, and Odum to aid in emergency response needs throughout the county. Jesup and Screven have the only fulltime fire departments in the county.

These stations and the volunteers that man them are essential service to this county. This service is a major factor in determination of homeowner insurance rates in the county. Training and record keeping are important in keeping the acceptable certifications, and under the combined services, the county is adopting processes and utilizing technology to ensure these two processes are kept up to date.

- **Cultural & Recreation**

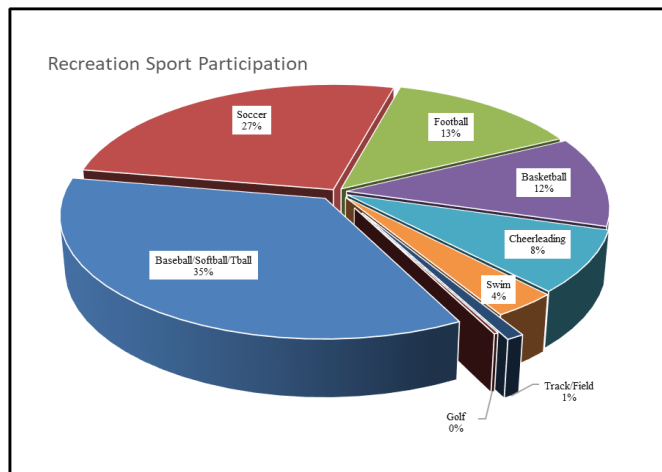
Cultural & Recreation represent Parks, Recreation, the Wayne County Library, and 4H. The combined budget slightly over \$1.5 million. With recreation and parks representing approximately eighty-nine percent of this category's budget. The Library, located on Sunset Boulevard makes up approximately ten percent, while the county support of the 4-H program is approximately one percent of this category.



- *Parks & Recreation*

Recreation and Parks comprise nearly ninety percent of this category. Wayne County is passionate about sports, whether it's football, baseball, soccer, basketball, or swimming, the support and participation in the programs is strong. Wayne County Recreation is also widely recognized as a top tier program with many historically significant state team and individual awards. In fact, an Olympic Gold Medal winner came through the Wayne County Recreation swimming program.

There were over eighteen hundred participants in Wayne County recreational sports in 2018. The largest team sport in Wayne County is Baseball/Softball/T-ball, with over six hundred participants. Soccer is next with nearly five hundred participants. Football and basketball have over two hundred participants, with cheerleading at around one hundred fifty participants. Swimming is slightly over sixty participants, with track and field around seventeen participants, and golf has four.



In an ongoing effort to improve the effectiveness and efficiency of Wayne County Recreation, this past year there were reductions of two full time positions at the recreation department, a change in leadership, a refocus of recreation programs that are

aligned with the Georgia Recreation and Park Association (GRPA), and a reorganization that puts more focus on the enhancement and draw to the county parks, as well as the efficiency and accountability of concession services offered at the ball fields. Also, this past year, the Bill Morris Park Walking Trail was completed, the Adult Baseball field enhancements were completed, the second football field was completed, and fencing at the soccer field was completed.

With limited funds and the demand for the recreational programs high, county leaders recognized several years ago that the recreation facilities needed to be centralized to allow for and to afford the growth of the programs offered, as well as the recognition that these athletic complexes have a tremendous effect on economic growth. The result was the development of a Wayne County Athletic Complex Master Plan for Bill Morris Park in 2013. Conceptionally, this is the blueprint that the county has been working from for the past few years to enhance the recreation programs.



Ultimately, the final product will have some variations to the original concept, but the ball fields for the different age groups, walking trails, soccer fields, athletic complex, and other venues are still part of the long-range plan at Bill Morris Park. These enhancements are predominately funded through the Special Purpose Local Option Tax (S.P.L.O.S.T.). The county still maintains other facilities and programs throughout the county, but the priority for enhancements of athletic facilities has been and will continue to be at Bill Morris Park.

The current focus is with making ongoing improvements to the remaining baseball fields at Bill Morris Park, improving the concession and restrooms at Bill Morris Park, and finishing the recreation offices at Bill Morris Park. Future projects are yet to be finalized.

The county also maintains and operates several other Parks in the county, which include Lake Grace, Jaycee Landing, Upper County Landing, Oglethorpe Landing, and Williamsburg Landing. There are a couple of parks and facilities that the county maintains within the incorporated cities or unincorporated communities within the county, which include Hall Richardson, Gardi, Manning Town, and Rayonier Park. Many of these parks or facilities are well visited and utilized but a few are relatively small and unknown.

Moving forward, enhancing the draw to these parks is a priority for the county. At Jaycee Landing, the operation of the bait shop and RV park is changing to improve the services, offerings, and attractiveness of the park in order to draw visitors from within and outside the region. RV and camping facilities are being discussed at Lake Grace, again to improve the experience and draw to the county. There are discussions about enhancements at other facilities, but no definite plans have been established.

– *Library*

The Wayne County Library is part of the Three Rivers Regional Library System. The Wayne County Library serves approximately fifteen thousand register members of our community, and serves as a vital function for many in our community. The library receives part of its funding from local entities including the county. Ultimately, the county reduced its share of funding in 2018 by nearly fifteen percent, and this funding has remained flat. Correspondingly, other entities reduced their share.

The library provides a service to our community that helps with literacy for many, as well as a vital role in enhancing the quality of life for a large segment of our community.

With over forty thousand books, magazines, videos, and audiobooks borrow or downloaded per year, the utilization of the library certainly justifies the need. In fact, the equivalent value of this service is estimated to be approximately \$1.4 million per year.

– *4 H*

The Wayne County 4-H program is managed through the UGA Extension office. The 4-H program provides a host of activities and learning experiences for youth ranging in age from nine

Library Service	Number of Times Used FY'18
Books Borrowed	40,276
Magazines Borrowed	2,861
Videos Borrowed	9,147
State Park Passes Borrowed	9
Zoo Atlanta Passes Issued	5
Audiobooks Borrowed	2,484
Material Use in Library	138
Inter Library Loan Received	3,037
Database Availability	5
Meeting Room Use Rental	178
Adult Program Attendance	2,648
Children's Program Attendance	2,034
Computer Use	16,645

to nineteen. There nearly nine hundred participants and forty-five clubs associated with Wayne County's 4-H program.

The participants are offered a variety of life enriching subjects that teach lessons ranging from Ag Sciences, Healthy living, language arts, citizenship and leadership, and finance. Most of the club activities are incorporated in the Wayne County School programs, but many are outside the classroom and include livestock, archery, and BB competition teams.

The cost of this program is minimal (approximately one percent of the category) because of the operation provided by the extension office.

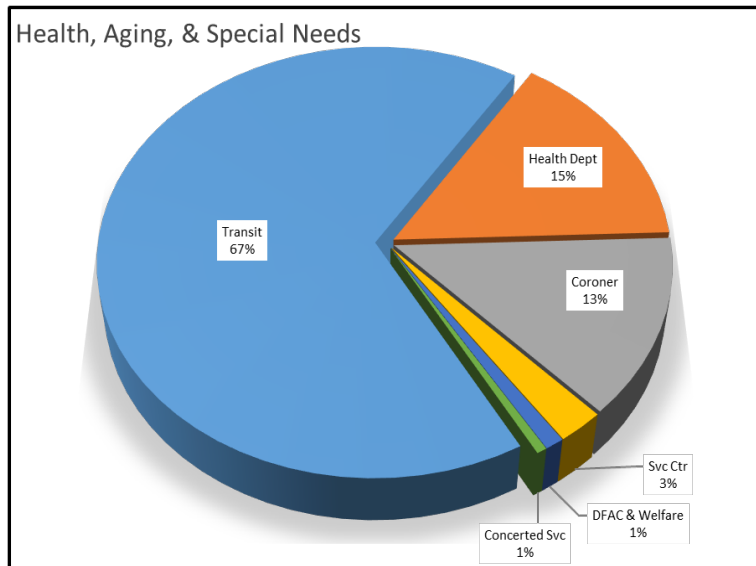
- **Public Health, Aging, and Special Needs**

For the purpose of this report, Public Health, Aging, and Special Needs is comprised of Public Health Administration, Wayne County Service Center, DFACS, Concerted Services, Wayne County Transit, and the Coroner. Many of these segments are primarily funded by other agencies, but the county does fund some aspect of each of these segments. The overall 2019 budget for this category is slightly higher than Seven Hundred thousand dollars.

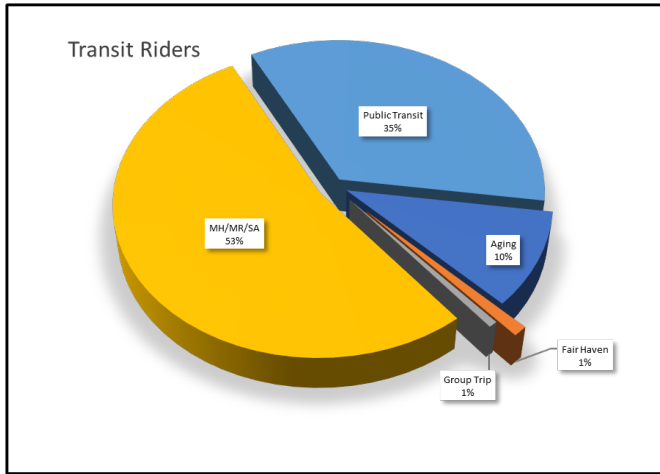
- *Transit*

Transit accounts for sixty-seven percent of this category's budget. Transit is a service provided by Wayne County that is largely funded by a Federal Grant that is administer by the Georgia Department of Transportation.

This service provides transportation for over thirteen hundred citizens without or limited access to transportation to nearly thirty-eight hundred destinations per month. The transit system transports these riders on a prearranged schedule for a nominal fee.



The largest user of this service is the Wayne Service Center. To a great many of our community that have disabilities, this service provides their only transportation to



engagement and fulfillment activities that would normally be inaccessible. There are more than twenty-four thousand riders transported to and from the Wayne County Service Center annually. The remainder of over forty-six thousand riders to various designations are made up of the Aging, Fair Haven, Group Trips, and the general public.

– *Public Health*

Public Health department, a state agency, promotes and protects the general public's health. This service protects and helps serve the health needs of the citizens of the county. This service provides various permitting of food services, water, and sewer applications and certificates to a host of other programs promoting the general health of the citizens. Other services include vaccines, immunizations, testing for STD & HIV, and other services related women, infants, and children. The county shares the cost the vital service of public health.

– *DFAC*

DFAC (Division of Family and Children Services) is a state agency that investigates reports of child abuse; finds foster and adoptive homes for abused and neglected children; issues SNAP, Medicaid, TANF and child care assistance to low-income families; helps out-of-work parents get back on their feet; and provides numerous support services and innovative programs to help families in need. DFAC operates out of a county owned facility, and the budget reflects the maintenance of the building. The county also appoints a five-member advisory board for the local DFAC agency.

The services that DFAC provides can be difficult and complicated when addressing the needs of children and the inner sanctum of a family structure. But DFAC provides a crucial service for children and families in need and supporting this function is a priority for the county to ensure that resources are adequate to meet the needs of the county's children and families of need.

– *Coroner*

The Coroner represents approximately thirteen percent of this category's budget. The Coroner certifies each death in the county. There are two Deputy Coroners that respond to the demands of this function seven days a week.

In 2018, there were nearly 420 deaths in Wayne County.

– *Action Pact (Formerly Concerted Services)*

Action Pact is a community action agency that provides support to individuals and families in our community. A big part of what Action Pact provides in Wayne County are meals and activities for senior citizens, whether at the facility or delivered to their home. This service provides over fourteen thousand meals annually to many citizens of our county. More than nine thousand meals are delivered. Action Pact also helps families and individuals of need with energy assistance. Whether it is help on the utility bill for qualified applicants or help in improving the energy efficiency of the applicant's home.

Currently, Action Pact is temporarily operating out of Tabitha's Place on Second Street, but will hopefully be relocating, at least a segment of the operation, to a more permanent location in the near future. As part of the contract, the county shares in the cost of transportation for the delivery of meals to our senior citizens of need.

– *Wayne County Service Center/Mental Health Building*

The Wayne County Service Center is operated by the Pineland BHDD as part of the day and employment services for individuals with developmental disabilities. Wayne County provides and maintains the facility. In 2018, a new roof was installed along with gutters to stop multiple leaks throughout the facility. In 2019, funding was added for repairs on the restrooms.

The new Mental Health building on Hwy 84 will also be occupied and services provided for by Pineland BHDD. The parking lot is scheduled to be completed by 1st quarter of 2019.

– *Wayne Memorial Hospital*

Although the Wayne County Memorial Hospital largely non-dependent financially on the county for the hospital operational budget, it is operated through the oversight of the Wayne County Hospital Authority, which are appointed by the Wayne County Commissioners.

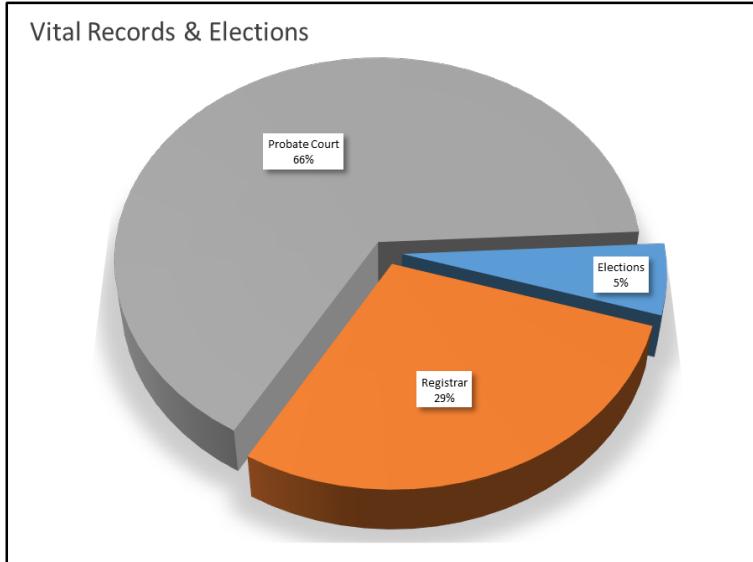
A hospital is another essential element to a growing community. The Hospital employment, both directly and indirectly, is a significant component of the economy of this county. The Hospital also brings in patients and visitors to our county and is a major economic hub in our county. Having a local hospital nearby certainly helped the Coastal Pines College in securing the new registered nurse school that was announced late last year.

The hospital has several initiatives, including the expansion of two new surgical rooms to meet the demand and to improve the efficiency of the operation. The new operating rooms should be completed by year end. In addition, the hospital is starting a cancer treatment program, which will include a treatment center located on Memorial Drive. This program is expected to be operational by the 2nd quarter of this year.

Moving forward, there are several groups, including the Hospital, that are working on getting a Federally Qualified Health Clinic located in Wayne County, hopefully near the Hospital. This clinic will help to serve many citizens of the county that do not have access to proper healthcare services.

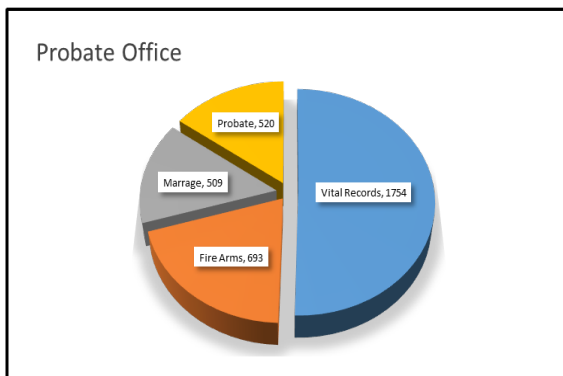
- **Vital Records & Elections**

The Probate Office, in addition to the Probate Court function, also serves as the certified record keeper for vital records and the issuer of certain personal licenses for Wayne County. The Probate Judge also serves as the Election Superintendent of the County. Voter registration is the responsibility of the Wayne County Registrar and the Board of Registrars. The combined functions are budgeted at approximately four hundred sixty-five thousand dollars.



- *Probate Office*

The Probate office is responsible for the safe keeping of all vital records in the county, which over seventeen hundred vital records were issued or recorded in 2018. These records include birth and death certificates. The Probate office also issues marriage and firearm licenses, as well as vicious animal permits. There were over eleven hundred marriage and firearm licenses issued in 2018. Probate is primary function of the probate office, which over five hundred cases were handled in 2018.



With the Probate Judge overseeing over five hundred probates a year, of which many require a hearing involving multiple individuals. Some minimum

improvements to the existing facilities to accommodate these hearings have been identified in the 2019 budget.

- *Elections*

Elections are the foundation of our form of government, and the Probate Judge also serves as the Election Superintendent in our county. In this function, the Election Superintendent runs the elections and ensures the accuracy and accountability of Wayne County's election processes. This function's budget fluctuates year to year due to the

nature of the election cycles. The 2019 budget is lower due to the off-year cycle of elections, with the exception of the City elections.

In 2018, the voting locations were reduced from fifteen locations down to seven locations. This was largely done to reduce the cost and complexity of the processes. The elections cycle in 2018 included primaries, general elections, and runoff elections. Even with the significance of changes in voter locations, and retirements at the Registrar's office the 2018 election cycle was executed successfully.

Moving forward, depending upon the state legislature, new voting machines may be required before the next election cycle begins in 2020. However, until the state legislature makes this decision, no funding for election machines will be identified for new machines.

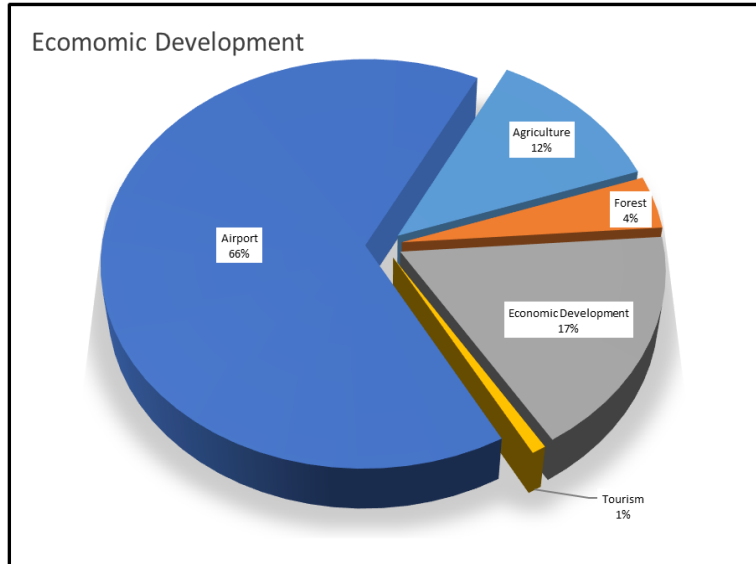
– *Registrar*

The Registrar is responsible for all voter registrations in Wayne County, of which there are well over fifteen thousand active registered voters countywide. There is a Registrar and a Board of Registrar's in Wayne County. In 2018, there was a retirement and subsequent replacement of the Registrar and two board members. And as with the Election Superintendent, even with the changes in voter locations and changes in personnel, 2018 elections cycle was successfully executed.

Continuity of the board and registrar are crucial to the integrity of this process. So, moving forward, there is consideration for expanding the board from three to five members.

- **Economic Development**

Economic Development as mentioned throughout this report is critical to the success of the county. For the purposes of this illustration, this category is comprised of the Industrial Development Authority (IDA), the Wayne County Tourism Board, the Wayne County Airport, agriculture services including the Forest Commission. The combined budget for this category is slightly over \$1.8 million.



- *IDA*

The Industrial Development Authority is the primary agency for attracting industry to the county. The Authority is governed by a board that is appointed by the County Commissioners. Funding to the IDA is seventeen percent of this categories budget. Building upon the previous years of efforts by many, 2018 was a good year for the IDA and for growth in Wayne County. The following are highlights of activities associated with the efforts from the IDA.

- Healthy Pet announced their \$10+ million expansion for new equipment and packaging at their Jesup facility that will provide between 15-20 additional high-skill technical jobs in 2019.
- 2018 was an exceptionally good year for economic development. The Georgia Public Service Commission approved a state investment of over \$4.6 million to expand a natural gas line to IDA's GRAD (Georgia Ready for Accelerated Development) site on Highway 341, opening up opportunities for economic growth at that location.
- 2018 also brought expansions to Wayne County. Tape It, Inc., established in 1983 as an adhesive-tape distributor and rewinding company, expanded their company to Wayne County, purchasing the former DuroMed building on Highway 341 in July. Based in Bay Shore, New York, it has become one of the country's largest importers of high-quality adhesive-tape products. They have already begun hiring, expecting to employ 40 workers at the facility. Later in the year,

owner Arnie Rabinowitz purchased the Art Stone (Ashley Manufacturing) building on Sunset Boulevard with future plans to employ an additional 25 folks there.

- As a result of strategic planning discussions, the board also looked in the direction of agriculture, Wayne's largest industry. Meetings were held with local farmers to find out how the IDA can assist in growth of this industry. Further talks are planned for 2019 that will hopefully benefit this vital industry.
- Following four years of planning and identification of sites, Chemours and Southern Ionics Minerals have partnered to begin mining for titanium and other heavy sand minerals at the first of two locations near Highways 84 and 341 in Wayne County sometime in 2019, bringing up to 80 jobs and millions of dollars in economic impact to Wayne County.
- A French company specializing in solar farms has met with the IDA, asking for local support if their project planned for Wayne County is approved by Georgia Power in February 2019. This project is expected to last 30 years and will have a significant economic impact in Wayne County if approved.
- The GRAD (Georgia Ready for Accelerated Development) site is also currently under development with the installation of the approved natural gas line set to begin in the first quarter of 2019, and construction of a road system project funded by TIA SPLOST funding that will begin in Spring 2019. These two enhancements to this prime property will make it even more attractive to industry looking to locate in Wayne County.
- Looking forward, the IDA is excited about future economic development in Wayne County. Plans include a new industrial park. A search for the specific location is underway and conceptual designs are currently being developed that will give prospects information to aid in decisions that will hopefully make Wayne County their choice in location.
- *Tourism*

The Wayne Tourism is funded by a hotel/motel tax. The county portion of the funding is only one percent due to most of the hotels operating inside the city. Most of the activities of the tourism board occur in the unincorporated areas of the county and are centered around the abundance of nature resources found in Wayne County.

The Tourism Board participates or sponsors several activities in Wayne County to promote tourism. There are three major events annually starting with the Catfish Tournament, the Grand Slam Tournament, and the Hog Jam Tournament. The Tourism

Board also sponsors or assist in a Coon Hunt, Kayak Excursions, bicycle events such as SPAR and BRAG, Day for Wayne, the Business Women's Luncheon, and other events to help grow ecotourism to Wayne County.

With two major railroads crossing in Wayne County and one of just a few Amtrak Stations in Georgia, train watching enthusiasts come from far and wide to multiple Railfan Platforms. In addition, the Tourism Board sponsors a scavenger hunt with GeoCaching.

– *Airport*

The airport function is vital to economic development. The airport comprises sixty-six percent of this category's budget. This significance of this percentage is largely due to the FFA grant for the construction of a parallel taxiway on the west end of the airport. Because the Wayne County Airport has been identified as a regional airport, funding in the form of grants has been identified to enhance the airport's ability to meet the needs of businesses in the future.

Many of the industries that are located in Wayne County utilize the Airport for their businesses. The county has contracted the management of the airport with a Fixed-base operator. Fuel, both jet and aviation gas, are sold at the airport, and many pilots fly in to purchase fuel. The Terminal and airport grounds are maintained by the FBO in conjunction with county forces. Several hangars are located at the airport, which are all occupied.

The airport terminal was built with Community Development Block Grant, and it is widely utilized as a rest and relaxing venue for pilots, as well as a meeting facility for many entities in and around the county. Most importantly, the terminal is generally the first view of Wayne County by potential business looking at relocating to the county or region.

– *Agriculture*

Agriculture is big business in Wayne County, with an annual \$80 million farm gate impact to the economy. But it is not just farming, the forest industry is a big part of Wayne County's economy, with over ninety percent of the land mass considered agriculture or forest land this segment of the economy is here to stay.

Agriculture is twelve percent of this category's budget. A portion of the UGA Extension office and a portion of the USDA Natural Resources Conservation Service is funded by the county. The Farm Service Agency also a division of the USDA is housed in a county owned facility. In addition, the Ga Forestry Commission office and station is funded by the county in part by a fee for every acre classified as agricultural or forest.

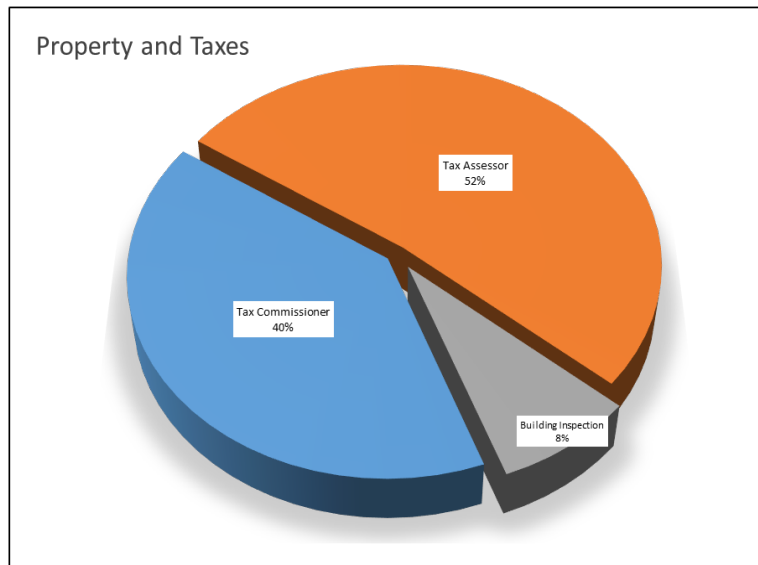
The Forestry Commission office and station is moving to Macon Street. The county swapped land on Macon Street next to the Jail, for the existing station land at the end of Cherry Street. The new location will help the Forestry Commission personnel better service the county with a more centralized location and easier access to the county network of roads. This relocation is fully funded by the state.

- **Tax Collection and Assessment**

Tax collection is the function of the Tax Commissioner, and this function is dependent upon the fair market assessment of property in the county, which is the responsibility of the assessor's office. Due to the alignment of new construction and the assessment of value in the county, the building inspection function was placed in the assessor's office. The combined budget for these functions is slightly over \$1.1 million.

- *Tax Commissioner*

The Tax Commissioner's office comprises forty percent of this categories budget. The function of this office is property tax collection, mobile home permits, and vehicle tag registration. This office serves as collection agent for all three cities and the County School system.



In 2018, the tax collection rate was approximately eighty-five percent. This collection rate did not include all receivables from prior years, of which there was nearly twenty-eight hundred FIFAs issued for delinquent taxes. Delinquent taxes collected for 2018 were approximately \$1 million. Also included in the 2018 collections was the 2016 and 2017 FLPA Grants totaling more than \$1.1 million. There was for over \$500 thousand expense (county and school combined) as a result of a mitigation settlement on timber property assessments.

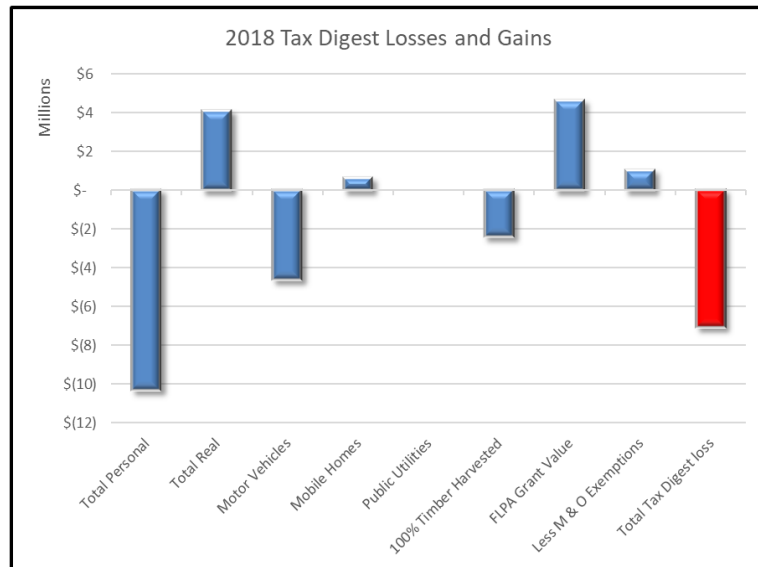
In 2018, the state required that the vehicle tag system hardware and software be upgraded to meet the requirements with the new state system. This was completed in December of 2018. In 2019, a few small modifications will be made to the tax office that will improve service and security of the office.

Moving forward, the Tax Commissioner's office will be evaluating property tax billing to ensure the accuracy and delinquency of property taxes. Property taxes that are delinquent will be processed according to the laws and regulations of the state and sold.

– *Property Assessment*

The Assessor's office makes up fifty-two percent of the category's budget. The assessor's office provides the fair market values for most of the property (Real, personal, mobile home, or motor vehicle) for Wayne County. Rail-Road and Utility property for the most part is assessed by the Georgia Department of Revenue. In 2018, legislation was passed reflecting some properties associated with timber lands being moved to the Georgia Department of Revenue for future assessments. The amount and type of these properties in Wayne County have yet to be finalized.

In 2018, the net M&O value of the county tax digest dropped by approximately \$11.69 million, while the adjusted net M&O value dropped approximately \$7 million. The difference is the FLPA valuation. Over eighty-eight percent of this drop can be attributed to personnel property associated with the write down of process equipment in a major manufacturing facility. In fact, over the past six years personnel property values have dropped nearly twenty-three percent.



Motor vehicles also have declined associated with the TAVT legislation. Real property (buildings and land) increased approximately one percent, but these values have also dropped over the past six years by one and a half percent.

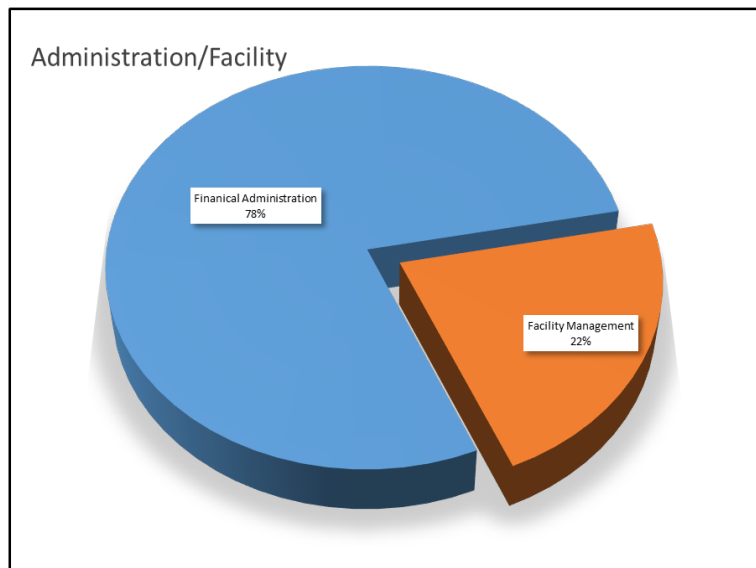
In 2018, a change in leadership in the assessor's office was made by the Board of Assessors, and with that change a new Chief Assessor that was hired in September 2018. There were also three new Assessor Board members appointed by the County Commissioners as a result of existing board members resigning their position for personnel reasons.

The focus moving forward for the assessor's office is updating the deed's filed in 2018 by April 1st and updating parcel mapping. As the assessor's office staff progresses

through the updating process, any corrections to the parcels and/or the assessed values of property will be addressed when a discrepancy is found. And with nearly seventeen thousand parcels, this process will take a period of time. All assessments of property, will be in accordance to the laws and regulations that govern property assessments in the State of Georgia.

- **Administration and Facility Management**

Financial Administration and Facility Management combine for a budget of approximately \$2.25 million. The function of the Financial Administration is the overall is the overall financial stability of the county. This includes all aspects of the county functions. Facility management is responsible for the upkeep of all county owned buildings.



- *Administration*

The Administration budget is seventy-eight percent of this category. The commissioner functions are administered out of administration as well as all aspects of general county finances. Personnel policies and ordinances are also administered out of this function. The overall direction/coordination of most functions of the county are orchestrated from this function.

In 2018, several ordinances and policy changes were passed. The ordinances included the repeal of the Energy Excise Tax, which will be phased out over a three-year period. The liquor License ordinance was modified to reflect a total of five licenses in the unincorporated areas of the county and a new state law requiring finger printing on new applicants. The Health Department ordinance was changed to reflect increases in fines and penalties issued by the Health Department.

A personnel policy reflecting a change in how merit pay increases are administer was passed in December. In addition, the Wellness Program was modified to reflect a mandatory adherence to this program. In addition, the practice of employee unused vacation buy back was ended.

– *Facility Management*

Facility management functions as the building maintenance and project management of new facilities. This function comprises approximately twenty-two percent of this category's budget. The maintaining of county owned facilities and buildings to an acceptable level is the responsibility of this function. There are numerous buildings, shelters, sidewalks, platforms, roofs, restrooms, and offices to maintain and modify to accommodate the needs of the county functions.

In addition, the construction of the new EMS building and the recreation offices are being management from this function. The importance of the cost management and scheduling functions of these projects are critical to the overall budget and functionality of the county.

4.) SPLOST and General Obligation Bond Funds

SPLOST III (2012)

SPLOST III was a Special Purpose Local Option Sales Tax adopted in 2012 for a six-year term. The projected revenue for this SPLOST was estimated at \$22 million. However, the actual revenue received was less than \$21 million. Expenditures are approximately \$20 million. The distribution of revenue is based on the following table.

Recipient	% S.P.L.O.S.T. III
GO Bond	50%
County	30.93%
Jesup	16.955%
Screven	1.275%
Odum	0.84%

SPLOST IV (2018)

SPLOST IV is the current Special Purpose Local Option Sales Tax that began July 1, 2018. The projected revenue is \$21 million and the distribution is based on the following table. It should be noted based on current revenue receivables, the current revenue forecast for the term of the SPLOST is \$19.8 million. There will be a focus on improving economic conditions to meet or beat the original projected revenues. The county's portion of the funding will be spent on Safety, Recreation, and Roads.

Recipient	% S.P.L.O.S.T. IV
GO Bond	23.82%
County	37.24%
Jesup	35.74%
Screven	2.10%
Odum	1.10%

GO BOND

The principle for the Hospital General Obligation Bond that the county has was \$9.3 million in 2018. The term of the note is 2026. The GOBond account at the end of 2018 was slightly over \$3.6 Million. The SPLOST IV is the funding mechanism for servicing this financial obligation.

5.) Road Maintenance and Paving Projects

– LMIG & State Maintenance Projects

The adjacent list of roads is for stripping and resurfacing projects that are under contract. This contract was let in 2018 for these stripping or resurfacing projects in Wayne County. These jobs are expected to be completed by 2nd quarter 2019. Most of the stripping projects have been completed, with several of the resurfacing projects delayed due to weather and management decisions. The Georgia Department of Transportation assisted in a striping program in Wayne County, which was finished in 2018. The list of roads striped as part of this program are below.

PRIORITY	ROAD NAME	BEGINNING	ENDING	Description
1	Odum Screven Road	Hwy 84	Dixie Road	Stripping
2	Broadhurst Road	Gardi Rd	Hwy 301	Stripping
3	Gardi Road	Hwy 341	Broadhurst Rd	Stripping
4	Standfield Road	Nine Run Rd	Mikel Lake Rd	Stripping
5	Woods Bridge Road	SR 169	Oglethorpe Rd	Stripping
6	Mikel Lake Road	Appling Co Line	Nine Run Rd	Stripping
7	Hortense Road	Hwy 84	End of Pavement	Stripping
8	Rayonier Road	SR 169	Hwy 84	Stripping
9	River Road	Paradise Park	End of Pavement	Stripping
10	Bethesda Road	SR 169	Tank Rd	Stripping
11	Shrine Club Road	Rayonier Rd	Beth Dr	Stripping
12	Akin Road	River Rd	River Rd	Stripping
13	Osteen Branch Road	Oglethorpe Rd	Concrete pavement	Stripping
14	Manningtown Road	Gardi Rd	End of Pavement	Stripping

ROAD NAME	BEGINNING	ENDING	Scope
Walter Griffis Rd.	175' Before Bridge	175' Past Bridge	Resurface
Long Ford Road	1.30 Miles From Hwy	1.45 Miles From Hwy301	Resurface
Pennholloway Rd	Whaley Road	End Pavement	Resurface
Barrington Drive	Camden Street	End Pavement	Resurface
Halley Drive	Barrington Dr.	End Pavement	Resurface
Old Screven Rd	Spot Paving Empire	Spot Paving Hwy 203	Resurface
Madray Springs Rd	Dent Road	Walter Griffis Rd.	Resurface
Nine Run Road	O'Quinn Church Rd	Mikell Lake Rd.	Resurface
Whipporwill Road	Tank Road	End Pavement	Resurface
Ritch Church Rd.	Nine Run Road	End Pavement	Stripe
Screven COG Rd	Nine Run Road	Dixie Road	Stripe
Seminole Woods Dr	Killingsworth Rd	Shrine Club Rd	Stripe
Shed Road	US Hwy 341	End Pavement	Stripe
Airport Road	US Hwy 301	Longford Road	Stripe
Chapman Plantation	Tank Road	Pavem't Joint at Wood Duck Rd	Stripe
Cherokee Lake Rd	Oglethorpe Rd.	End Pavement	Stripe
Amy Beck Road	State Hwy 169	Timberlakes Trail	Stripe
Tank Road	Walter Griffis Road	End Pavement	Stripe
Hortense Road	US Hwy 84	End Pavement	Stripe
Grantham Road	US Hwy 301	Bethlehem Rd.	Stripe
Longford Road	Bethlehem Road	US Hwy 341	Stripe
Northview Drive	Bethlehem Road	End Pavement	Stripe
Paradise Park Rd	River Road	End Pavement	Stripe
Sansavilla Road	Howard Road	End Pavement	Stripe
New Bethel Road	Holmesville Rd	End Pavement	Stripe
Hyma Poppell Loop	Tank Road	Tank Road	Stripe
Oglethorpe Road	State Hwy 169	State Hwy 169	Stripe
Walker Street	Church Street	Station 12+00	Resurface
Walker Street	Station 12+00	Station 17+30	Resurface
N. Church Street	Baptist Church	Browder Street	Sidewalk
Ivey Street	S. Church St.	Roberson Road	Resurface
Tillman Street	Railroad Street	Hires Avenue	Resurface
Sunset Blvd	US Highway 84	Hinson Moseley Rd	Resurface
Hinson Moseley Rd	Sunset Blvd	US Highway 84	Resurface

The 2019 LMIG road resurfacing projects are as list in the adjacent table. The contract for this work will be released in early 2019. The selection of the roads for resurfacing associated with the LMIG programs is done through an analysis of road conditions by the Wayne County Road Engineer and the county's engineering consultant.

ROAD NAME	Miles
Stanfield Road	2.51
Douglas Way	0.61
J.W. Williams Court	0.22
Mahan Street	0.38
Dogwood Avenue	0.26
Howard Road	3.34
Dent Road	1.5
Horse Ranch Rd.	0.26
Tank Road	2.04
Mikell Lake Road	4.5
Oak Island Estates Road	1.39
Oak Island Drive	0.49

– *TIA Projects*

The most significant project completed under the Transportation Investment Act was the Hwy 169 overpass at the Norfolk Southern Railway. This project's conception at this location was started back in 2008, and after ten years this overpass was opened in the first quarter of 2018.



Another TIA project that was completed in 2018 was the widening of Rayonier Road.

Future TIA projects include the construction of a new road in the Hwy 341 Industrial Park. There are TIA resurfacing projects upcoming in the next couple of years which include Broadhurst Road, Killingworth Rd, Linden Bluff Rd, Holmesville Rd, and three railroad crossings.

This investment of tax dollars from the region has been a vital for the maintainability of many of our roads and has helped in resolving significant traffic problems that could not have been accomplished without this funding.

– *State Bridge Maintenance and other State Road Projects*

The bridges in the county are periodically inspected and corrective actions identified as a result on discrepancies found during the inspection. There are two bridges that have been scheduled for repairs by the state in the county. The first is Woods Bridge Road and the second is Slover Road. Work should start on the first bridge in 2019, while the second bridge is targeted to begin in 2020.

There are three other bridges that have been identified for maintenance, but the state made the evaluation that the severity does not warrant short term necessity of repairs.

The state has another road project under a safety program funding which is targeted to be completed within the next five years, which is a round-about at the intersection of Rayonier Road and Spring Grove Road.

2019 State of the County Report

– SPLOST Paving Projects

The table below is the list of roads that have been completed and are on the list to be paved with SPLOST funding identified for roads. The list may change based on the needs and future discussions with the Board of Commissioners.

Road Name	Available R/W (Ft)	Length Miles	Comments	District
Fairfield Drive	60	0.30	Complete	District 1
Deerwood Estates	50	0.31	Complete	District 1
Reddish Road to Sewer Plant	60	0.58	Complete	District 1
Robinson Lane (20' Pavement)	50	0.30	Complete	District 1
Elmer Road	?	0.68	Move Up Top Priority	District 1
Hires Road (20' Pavement) (1/2 Now)	?	1.84	Move Fence & Utilities	District 1
Ford Road (Prescriptive R/W?)	?	1.47	Needs Review	District 1
Maxwell Road	Need R/W	0.90	Delay	District 1
Mallard Rd - Beards to Lake Lanell	Need R/W	0.91	Delay	District 1
Mallard Rd - Madray Spg to Lake Lanell	Need R/W	0.92	Delay	District 1
Ridge Road (Combine w/ Sout Ct Cir)	60	0.71	Complete	District 1
Southern Court Circle	50	0.07	Complete	District 1
Amanda Drive	40	0.65	Complete	District 1
Pine Oak Drive	40-50	0.39	Complete	District 1
Trail Road	60	0.17	TBD	District 1
Hammock Road w/ Trail Road	60	0.28	TBD	District 1
Amy Beck Rd. & Stillwater Way			Complete	District 1
Aaron Holland Rd	60	1.11	Complete	District 2
Flint Branch Church Rd (20' Pavement)	OK	0.74	Complete	District 2
Norris Drive	50	0.42	Complete	District 2
Dallas Lane	40	0.29	TBD	District 2
Delk Road	40	0.18	TBD	District 2
Bennett Circle	50	0.59	Complete	District 2
Skylark Road	50	0.24	Complete	District 2
Cameron Road	60	0.62	Complete	District 2
Hortense Road	50	1.10	#2 Priority	District 2
Church Circle	50	0.32	Complete	District 2
J.C. Hamilton Road	40	0.60	#1 Priority	District 2
Waldo Road			Complete	District 2
Roth Road	60	0.50	Complete	District 3
Beth Drive	50 & 60	0.44	Complete	District 3
Briar Branch Road	50	0.66	Complete	District 3
Fannie Branch Drive	50	0.75	Complete	District 3
Evinrude Drive	Varies	0.24	Complete	District 3
Smith Street	50	0.11	Surface Treatment	District 3
Magnolia Blvd	50	0.20	Complete	District 3
North Bay Street	50	0.13	Complete	District 3
Fender Road	50	0.59	TBD	District 3
Morning Glory Circle (Resurface w/AC)	NA	1.20	Complete	District 3
MLK Drive (Level & Resurface)	NA	0.94	Complete	District 3
Cemetery Road (Level & Resurface)	NA	0.24	Complete	District 3
Mt. Pleasant Road	60	0.80	Complete	District 3
Pioneer Road	50	0.30	Complete	District 3
Larry Poppell Road	50	0.15	Complete	District 3
Altamaha Road	?	1.04	Complete	District 3
Intersection - Douglas, Mahan, Mimosa	NA		Complete	District 3
Old Doctortown Road Re-stripe	NA		Complete	District 3
Surveying	NA		Complete	District 3
Bethlehem Road - Bridge to Morning Glory	NA	2.16	Complete	District 3
Alton, Atwood & Riddle Roads			Complete	District 3
John Smith Rd., Berrien St., Mellon St.			Complete	District 3
Community Circle			Complete	District 3
Killingsworth Road			Complete	District 3
North Bamboo St. (0.14 along RR + 0.15)	50	0.29	TBD	District 4
End of Boston Street	50	0.39	TBD	District 4
Resurface Cowboy Rd - Asphalt Concrete	50	1.35	Complete	District 4
Resurface North Palm Street	50	0.93	Complete	District 4
Resurface North 4th St. (RR to RR)	50	1.36	Complete	District 4
North Cypress Street	60	0.84	Continuing	District 4
L.C. Cogdell Jr. Street	60	0.12	Complete	District 4
Big Oak Road (Combine w/ Ski Lake)	50	0.31	Complete	District 5
Ski Lake Road	60	0.71	Complete	District 5
Deleware Road			Complete	District 5
Surveying	NA		Complete	District 5
Jesup Street Paving Contract			Complete	District 5

6.) Moving Forward

Moving forward, continuous improvement and growth is the theme. Whether the improvement is service delivery enhancements offered by the county, efficiency of the county services, economic growth, or improvements in the quality of life of our citizens, the theme will be the same.

There are no questions that the quality of life is the key ingredient for the county's success. There is excitement building about the county's future growth potential, with several projects starting that will bring more opportunity for our citizens. But this excitement will also bring some challenges and decisions in maintaining the quality of life that Wayne County has been accustomed to for generations. Moving forward, making the right decisions in meeting these challenges will take preparation and anticipation, and that will require commitment from all of Wayne County.

Continuous improvement requires the right kind of leadership. Whether facilitating change, setting expectations, meeting or overcoming challenges or roadblocks, being supportive and helpful, or just striving to do the right thing all the time, effective leadership is the key to success. Effective leadership is not developed overnight, the process takes time and commitment. This process has already begun within the county functions, and will continue with a focus on building leadership characteristics.

Being accountable for delivering an effective and ever-increasing efficient service to the citizens of Wayne County, and an ongoing development of a quality economic growth plan will be the guiding principles for the county. The ever-increasing demands for a better life, lower costs, and more opportunity will require adherence to these principles.

Finally, Wayne County is located in an ideal spot for growth, and has the natural resources to attract a wide diversity of investment. But the biggest asset Wayne County processes is her citizens, and with the right leadership, constructive collaboration, and hard work the vision for establishing Wayne County as the premier place to work and play in Southeast Georgia can and will be a reality.



Southern Snapshots 2009