

# **ANNUAL BUDGET**

**2006**

## **DEKALB COUNTY, GEORGIA**

**Vernon Jones**  
**CHIEF EXECUTIVE OFFICER**

### **BOARD OF COMMISSIONERS**

<b>Elaine Boyer</b>	<b>District 1</b>
<b>Gale Walldorff, Deputy Presiding Officer</b>	<b>District 2</b>
<b>Larry Johnson</b>	<b>District 3</b>
<b>Burrell Ellis, Presiding Officer</b>	<b>District 4</b>
<b>Henry "Hank" Johnson, Jr.</b>	<b>District 5</b>
<b>Kathie Gannon</b>	<b>District 6</b>
<b>Connie Stokes</b>	<b>District 7</b>

**Richard Stogner**  
**Executive Assistant to the Chief Executive  
Officer and the Board of Commissioners**

**Michael J. Bell**  
**Director of Finance and  
Clerk to the Chief Executive Officer and  
Board of Commissioners**

# DEKALB COUNTY, GEORGIA

## ANNUAL BUDGET DOCUMENT

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*Distinguished  
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**County of De Kalb  
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**January 1, 2005**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to DeKalb County for its annual budget for the fiscal year beginning January 1, 2005. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



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# USERS GUIDE TO THIS BUDGET DOCUMENT

## INTRODUCTION

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

- \*\* Vision and Mission Statement, Values and Primary Goals and Critical Success Factors.
- \*\* An Organization Chart.
- \*\* The Annual Budget Plan and Process and the 2006 Budget Calendar.
- \*\* Fiscal Policies of DeKalb County.
- \*\* The Chief Executive Officer's DeKalb County 2006 Operating Budget Directive.
- \*\* The Chief Executive Officer's Budget Recommendations and the Chief Executive Officer's Amendment to the Recommended Budget.
- \*\* A listing of the Budget adjustments made by the Board of Commissioners. The full Budget Resolution is in the Appendices section.

## SUMMARIES

- \*\* Summaries of revenues and appropriations for all funds for the current year budget as well as two prior years. These summaries total all of the funds that are budgeted by the County.
- \*\* Consolidated fund balance chart.
- \*\* Charts and graphs summarizing the fund groups, functional expenditures, the allocation of personnel and the historical growth of the county workforce.
- \*\* A description of the fund structure of DeKalb County.

## FUND GROUP SECTIONS

These sections include summary information for all funds in each group followed by sections on the budget for each department or entity. At the departmental level the following information is included:

- \*\* Mission Statements, Program Description, Major Accomplishments and Major Goals for each department or agency and links to the County's Primary Goals and Critical Success Factors.
- \*\* Summaries of events and issues which have had or are expected to have significant budgetary impact.
- \*\* Performance Indicators and Targets for three prior years for those departments that directly report to the Chief Executive Officer.
- \*\* Workload measures indicating activity levels for the past three years and anticipated in the current year.
- \*\* Summaries of expenditures for the past two years and the current year budget by expenditure category and, where applicable, by program unit and an indication of the funding source for appropriations.
- \*\* A detailed listing of positions by cost center and number of positions for the current and two prior years.

## APPENDICES

This section contains DeKalb County's salary schedule, budget resolution, general demographic and statistical information on DeKalb County, and a glossary of terms used in the document.

# DEKALB COUNTY BUSINESS PROCESS CHANGES THAT IMPACT THE 2006 BUDGET BOOK

During 2002, DeKalb County Senior Management determined that the method by which DeKalb County, Georgia conducted business would have to change in order to comply with financial reporting directives issued by the Georgia General Assembly and the Governmental Accounting Standards Board.

## **GEORGIA GENERAL ASSEMBLY – LOCAL GOVERNMENT UNIFORM CHART OF ACCOUNTS AND REPORTING ACT**

In 1997, the Georgia General Assembly enacted the Local Government Uniform Chart of Accounts and Reporting Act (HB491). The intent of this legislation was to "...provide for the collection and reporting of information so as to assist local taxpayers and local policy makers in understanding and evaluating local government service delivery and operations." A prime benefit of this legislation is that financial information from different governmental units can now be compared.

This legislative directive was implemented through the Georgia Department of Community Affairs. The first edition of the Uniform Chart of Accounts was adopted by the Board of Community Affairs, approved by the State Auditor, and released on December 31, 1998. The 18-month countdown for local governments to adoption began.

## **GOVERNMENTAL ACCOUNTING STANDARDS BOARD – GASB STATEMENT 34**

In 1984, this organization was tasked with establishing accounting and financial reporting standards for state and local governments. The legitimacy of GASB standards is based on the official recognition of the American Institute of Certified Public Accountants and by laws and regulations that apply to state and local governments.

In June 1999, GASB Statement 34 was issued changing the traditional way governments report financial information. The main points of this doctrine are the: 1) establishment of accrual accounting, 2) depreciation of capital assets, and 3) requirement of supplementary information, such as the Management's Discussion and Analysis.

## **DEKALB COUNTY'S FINANCIAL MANAGEMENT INFORMATION SYSTEM (FMIS)**

The County was using a mainframe-based FMIS system that was originally implemented in the early 1980s. This FMIS' software environment did not collect or report data in a manner consistent with the requirements that the County faced.

As part of the review process to implement the new financial reporting directives, County management concluded that an updated system was necessary. In addition to a new FMIS, it was decided to modernize the purchasing function with an integrated Automated Purchasing System (APS), and to modify the Chart of Accounts (CoA) to comply with the state mandate.

On December 10, 2002, the Board of Commissioners approved the purchase of the Oracle eBusiness Suite 11i software and hardware. Senior County management decided that a fast-track implementation was appropriate to meet the outside mandates and County Goals. Beginning with a June 11, 2003 kickoff meeting, Project Implementation Teams began the arduous task of achieving a June 1, 2004 "Go Live" date.

## **IMPACTS ON THE 2006 BUDGET BOOK**

### **Implementation of New Financial Management System / Automated Purchasing (FMIS/APS) System**

The County closed 2005 books on schedule. The Budget Resolution for the Operating Budget was adopted on February 14, 2006. The adopted budget was based on the fund balance as of closing.

#### *Impact on the 2006 Budget Book*

*The 2005 revenues and expenditures portrayed in this book reflect the actual revenues and expenditures based on the close of the 2005 books. The Fund Balance Forward is the fund balance used in the Budget Resolution adopted on February 14, 2006, and is based on the fund balance as of closing.*

### **The New Chart of Accounts vs. the Old Chart of Accounts**

The new CoA restates the major categories for Anticipations / Revenues and Appropriations / Expenditures. The new CoA restates the Fund Structure categories; the Cost Center structure has been maintained. Multiple line items under the old CoA are mapped to one line item in the new CoA. Line items under the old CoA are mapped to a different category in the new CoA.

# DEKALB COUNTY BUSINESS PROCESS CHANGES THAT IMPACT THE 2006 BUDGET BOOK

Exhibits I & II highlight some of the major changes.

## Impact on the 2006 Budget Book

*The 2006 Budget Book has been formatted to include the 2004, 2005, 2006 anticipations/revenues and appropriations/expenditures based on the new CoA.*

## **New Definition of Equipment.**

Equipment is now classified as any item with a unit cost of \$5,000 or more. This includes computer equipment. Those items with a unit cost of less than \$5,000 are classified as supplies. This excludes computer equipment.

## Impact on the 2006 Budget Book

*An item costing > \$5,000, including computer equipment, is captured in the Capital Outlay category.  
Any item costing less than \$5,000, except computer equipment, is captured in the Supplies category.*

## **Prior Year Encumbrance Balances Carried Forward.**

With the change of the Chart of Accounts and the implementation of a new financial management system / automated purchasing (FMIS/APS) system, the method with which prior year encumbrance balances are carried forward has changed. Prior to 2005, prior year encumbrance balances were carried forward to the Balance Sheet. Beginning in 2005, prior year encumbrance balances are carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS creates an appropriation in the same account equal to the encumbrance balance and this appropriation is offset by the Fund Balance Forward – Encumbrance account as the funding source. Beginning in 2006, the encumbrance balance carried forward is adopted by the Board of Commissioners as part of the Budget Resolution, whereas in 2005 it was treated as an accounting action.

## Impact on the 2006 Budget Book

*The appropriation and anticipation amounts reported in the 2006 Budget Book reflect the effect of prior year encumbrance balances carried forward at every level of the reporting hierarchy (fund, department, and cost center), whereas the 2005 Budget Book reported the balances by way of summary section footnotes.*

**EXHIBIT I: DEKALB COUNTY'S CHART OF ACCOUNTS CONVERSION MATRIX**  
**Appropriations (Expenditures)**

Account Name	Old Chart of Accounts Categories (Mainframe FMIS)	New Chart of Accounts Categories (Oracle FMIS)
Contribution to Board of Health	Aid to Other Agencies	Other Costs
DeKalb County School System Police		
State of Georgia Agencies	Grants	Other Costs
Vendor Training		
Facilities Management Occupancy Charge	Interdepartmental Services	Interfund / Interdepartmental Charges
Interfund Reimbursements	Interfund Credits	
Grounds Maintenance Services	Maintenance & Repair	Purchased / Contracted Services
Maintenance & Repair Materials - Other		Supplies
Required Reserve	Operating Services & Charges	Other Costs
Reserve for Appropriation		
Reserve for Contingencies		
Bond Issuance Expense	Operating Services & Charges	Debt Services
W&S Revenue Bonds Interest - 2003		
W&S Revenue Bonds Principal - 1993		
Water & Sewer	Operating Services & Charges	Supplies
Books & Subscriptions	Operating Services & Charges	Purchased / Contracted Services
Custodial Services		
Dues		
Professional Services		
Temporary Personnel Services	Operating Services & Charges	Interfund / Interdepartmental Charges
Legal Settlements		
County Match - FICA	Personal Services	Personal Services and Benefits
Salaries		
Salaries - Temporary		
Equipment > \$5,000 (including computer equipment)	Equipment	Capital Outlays
Equipment < \$5,000 (except computer equipment)	Supplies	Supplies
Operating Supplies		
Software / Peripherals / Upgrades		
Uniforms & Clothing		
Depreciation - Nonvehicles	No Category Existed	Depreciation and Amortization
Depreciation - Vehicles		

**EXHIBIT II: DEKALB COUNTY'S CHART OF ACCOUNTS CONVERSION MATRIX**  
**Anticipations (Revenues)**

Account Name	Old Chart of Accounts Categories (Mainframe FMIS)	New Chart of Accounts Categories (Oracle FMIS)
Motor Vehicle Taxes	Property Taxes	Taxes
Real Property Taxes - Current Year		
HOST Sales Tax	Excise Taxes	
Hotel / Motel Tax		
Business License - General	Licenses and Permits	Licenses and Permits
Registration Fees - HVAC		
Interest of Investments		Investment Income
Rental of Real Estate	Use of Money & Property	Miscellaneous Revenue
Grant Program Income		
Federal Drug Reimbursement	Federal Government	Intergovernmental Revenues
State Government - Emission Fees	State Government	
Housing Authority Payment in Lieu of Taxes	Other Agencies	
Indigent Defense Program		
Clerk of Superior Court	Fines and Forfeitures	Fines and Forfeitures
Alimony / Support Fees		Charges for Services
Animal License Fees	Charges for County Services	Licenses and Permits
Subdivision Fees		
Zoning Fees		
Election Qualifying Fees		Charges for Services
Superior Court		Fines and Forfeitures
Sale of Printed Materials	Miscellaneous Revenue	Charges for Services
Speed Hump Assessment		
Bus Shelters		Miscellaneous Revenue
Reimbursement for Damages		
General Fund Admin Chgs - Airport	Interdepartmental Charges	Charges for Services
G.I.S. Charges		
State Contribution for Adult Probation		Miscellaneous Revenue
Fund Balance Forward	Fund Balance	Balance Sheet - Fund Balance
Fund Balance - Reserve for Inventory		

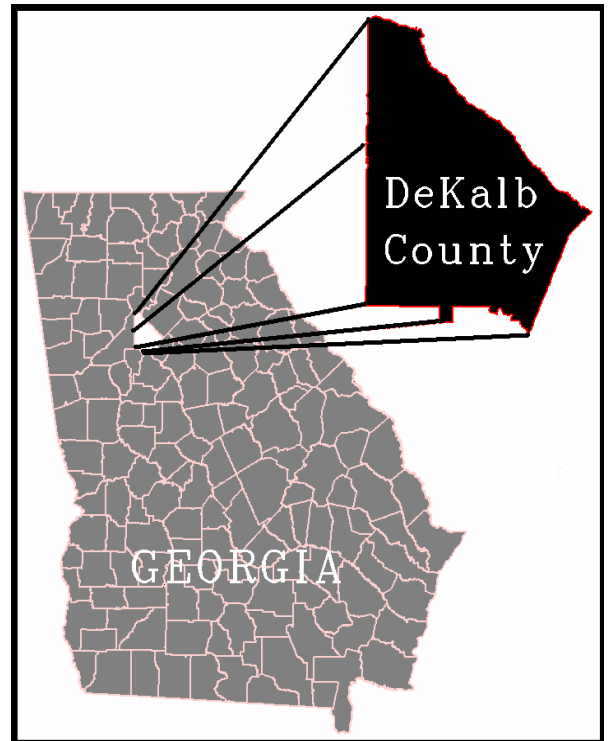
## DEKALB COUNTY, GEORGIA

DeKalb County is situated immediately east of the city of Atlanta and encompasses within its borders a small portion of the corporate limits of Atlanta. DeKalb's population of 691,500 ranks second among Georgia's counties and is the most culturally diverse in the state.

More than 64 languages are spoken within its boundaries. The industrial mix includes retail and wholesale trade, health services, tourism, communications, with both major corporations and small establishments represented.

DeKalb is also second in businesses, workers and overall personal income. Approximately 14% of the population lives in the incorporated areas, which include the City of Decatur (the county seat), seven smaller municipalities and a part of the City of Atlanta.

There are three school systems in operation: DeKalb County, Decatur, and Atlanta public school systems. It is home to a number of colleges and universities, including Emory, Agnes Scott, Oglethorpe, DeKalb Tech and Georgia Perimeter.



## GOVERNMENTAL STRUCTURE

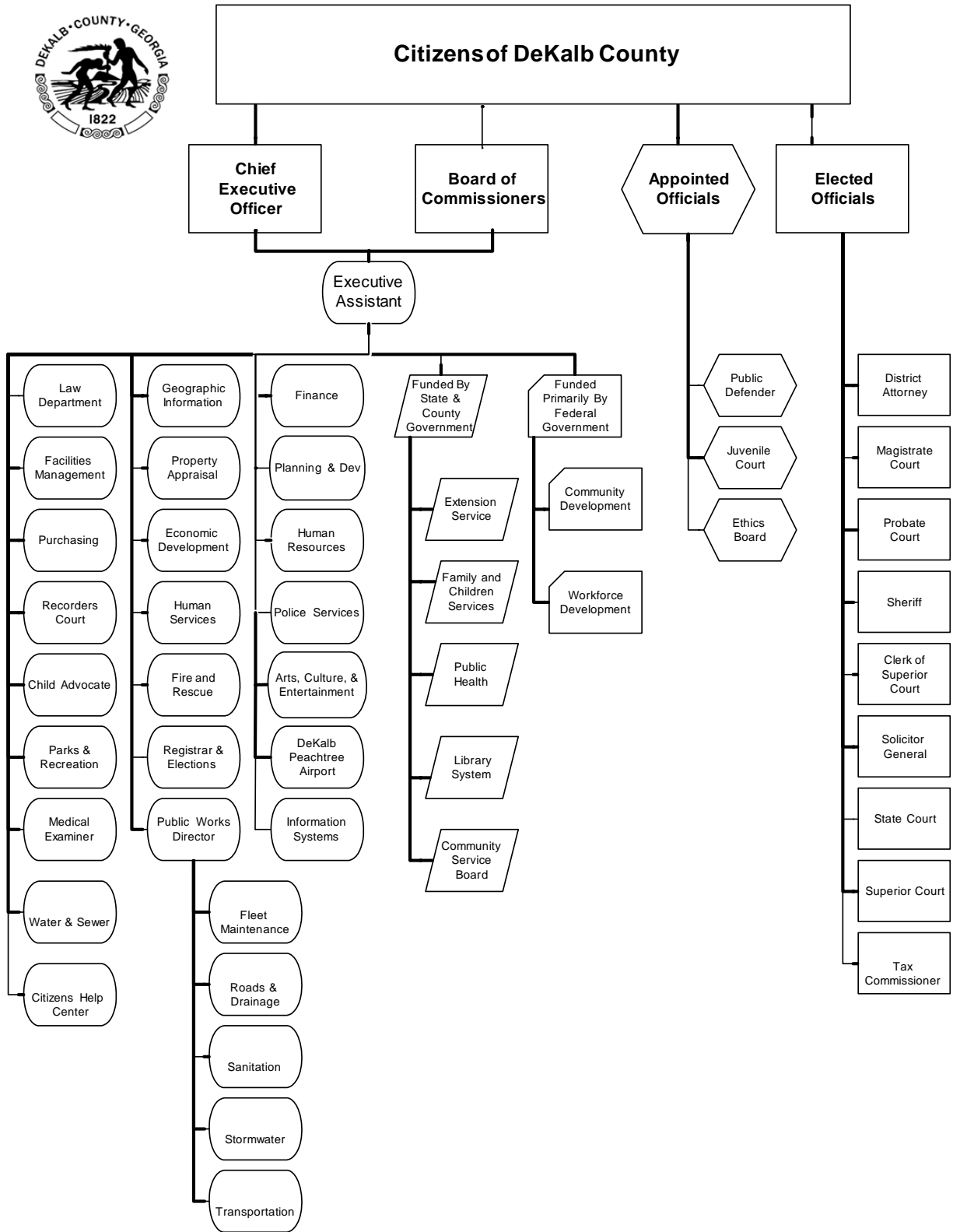
DeKalb County Government is administered by a seven-member Board of Commissioners and a full-time Chief Executive Officer. The Chief Executive Officer is elected countywide and districts elect the seven commissioners. All commissioners and the Chief Executive Officer serve four-year staggered terms. The Board elects one of its members each year to serve as the Presiding Officer. The Board of Commissioners has several primary responsibilities: to adopt an annual budget and to levy a tax rate and service charge structure sufficient to balance the budget; to rule on requests to rezone property; and to adopt and amend the County Code.

## COUNTY SERVICES

DeKalb County provides to virtually all areas of the County the following services: police, fire and emergency medical protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health services, court services, highway construction and maintenance, building inspection, animal control service, and planning and land use services. In addition, the County owns and operates the DeKalb-Peachtree Airport, a 600-acre, general aviation facility that is the second busiest airport in the state. The County has 8,285 authorized positions, of which 7,584 are classified as full-time. The school system for the County, outside certain incorporated areas, is operated by the DeKalb County Board of Education. Through contractual arrangements, the County provides support to the Fulton-DeKalb Hospital Authority, which operates Grady Memorial Hospital and provides medical care to the indigent citizens of the County. See the Appendices for more details about DeKalb County.



# DEKALB COUNTY ORGANIZATIONAL CHART



# STATEMENT OF VISION

## WE ENVISION:

Policies of government balanced in the best interest of our communities, businesses, and neighborhoods;

Well-informed, diverse and educated citizens who will be able to afford a decent home in a nice neighborhood;

Healthy, economically viable drug-free, crime free communities through partnerships and collaborations;

Strong economic growth and excellent transportation and communication systems;

Being proactive and focused on prevention in all areas: preventive law, preventive health, crime prevention, and developing partnerships that create healthy families, children and communities.

## OUR MISSION

**TO WORK TOGETHER TO DELIVER THE BEST, MOST COST EFFECTIVE SERVICES WITH AN EMPHASIS ON INTEGRITY, FAIRNESS, OPEN COMMUNICATIONS, AND ACCESSIBILITY.**

# STATEMENT OF VALUES

**In working to accomplish our mission, we value:**

An inclusionary approach involving the whole community

A team approach to preventing problems

Well-trained employees committed to excellence

A responsive and responsible service delivery system

Our cultural diversity

Positive change, innovation and creativity

Mutual trust and respect

# Primary Goals and Critical Success Factors

## Crime Prevention

1. To prevent and reduce crime and promote the safety and security of individuals and their communities, residential and commercial establishments and public facilities.
2. To enhance analysis of crime activity in order to more effectively direct the County's response to emergency and non-emergency situations.
3. To enhance communications between the Departments, citizens and other governments (cities) and governmental entities.

## Infrastructure

1. To maintain and improve all County facilities and properties, including the County's surface transportation, traffic systems, storm water and drainage, water distribution and sewage collection system, sanitation, parks, airport, libraries, human service facilities, etc.
2. To operate, maintain and renew key technology applications and systems.

## Economic Development

1. To promote a flourishing business climate and dynamic economy through recruiting, retention, and expansion programs.
2. To promote quality development and redevelopment, capitalizing on the county's diversity and partnerships.
3. To enhance the economic viability of the county.
4. To create a seamless system of service delivery to all business enterprises within DeKalb County.
5. To promote a trained and educated community workforce.

## Human Services

1. To promote a prevention-based approach to human development by partnering to create quality of life in the areas of health, housing, finance, recreation, the environment and education and information.
2. To promote prevention by partnering to create a sense of community, foster a sense of civic pride and personal growth.
3. To create a seamless continuum of service delivery that is accessible to all county customers.
4. To improve citizen access to governmental services and the judicial system.

## Financial Strength

1. To maximize the County's return on investments within the framework of county policy.
2. To maximize the collection of revenues through effective billing and collection systems.
3. To support financial/budgetary decision-making for all county departments with real time information.
4. To prevent and minimize losses to the county from claims through effective training and risk management.
5. To ensure that funding requirements needed to meet mandates (state or federal) are in place.

# Primary Goals and Critical Success Factors

## Organizational Effectiveness

1. To provide robust integrated communications and information systems structure which is accessible, useful, and efficient.
2. To develop a fully integrated geographic data environment.
3. To manage and allocate resources (personnel, equipment, physical plant) efficiently and effectively.
4. To ensure that the County's business processes operate efficiently and effectively through adherence to standards and measures.
5. To adopt and implement a strategic planning process that supports the County's vision and goals.
6. To increase the productivity of the County's staff at all levels.
7. To enhance the quality of work life through employee programs, personal development and recognition of performance.
8. To optimize the application of information technologies to all key county-wide business processes.

# FISCAL POLICIES OF DEKALB COUNTY

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## OPERATING BUDGET POLICIES

1. The DeKalb County Government will finance all current expenditures with current revenues to include that portion of the fund balance forwarded from the prior year designated to be reappropriated for current expenditures or for a designated reserve or contingency fund. The DeKalb County Government will make every effort to avoid budgetary procedures that balance current expenditures through the obligation of future resources.
2. The operating budget will provide for adequate maintenance of capital equipment and facilities.
3. All Operating Funds are subject to the annual budget process. Total anticipated revenues and other funding sources available must equal total estimated expenditures for each fund.
4. All budgets will be adopted on a modified cash basis of accounting. Revenues are recognized when they are received and expenditures are charged against the budget when encumbrances are booked or when disbursements are made.
5. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be carried over to the following fiscal period and paid from the reserve for encumbrances account.
6. The budget will be adopted at the departmental level within each fund, which is the legal level of budgetary control. Expenditures may not exceed the total budget for any department within a fund. Department heads and management personnel are directed to operate within budget limitations.
7. Transfer of appropriations from salary and employee benefit accounts require approval of the CEO. Transfers of appropriations within a Department will require only the approval of the Finance Director or designee. Transfers between departments or funds, an increase of a personal services appropriation, or an increase in the level of departmental appropriations or authorized positions shall require the approval of the Governing Authority.
8. DeKalb County will include an amount in the Tax Funds budget approved by the Governing Authority for unforeseen expenditures. The amount of this contingency appropriation will be no more than 5% of the Tax Funds budget.
9. DeKalb County will integrate performance measurement and productivity indicators within the budget process. Such performance measurements and productivity indicators will be updated and reviewed periodically throughout the budget year.
10. DeKalb County will maintain a budgetary control system and will prepare on a monthly basis financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.
11. DeKalb County will comply with all state laws applicable to budget hearings, public notices, public inspections, and budget adoption.
12. Enterprise and Internal Service Fund budgets will be self supporting. Rates charged within such Enterprise and Internal Service Fund budgets will be examined annually to determine their legal sufficiency and relative to the Internal Services Fund equity.
13. DeKalb County will prepare an annual budget document as soon as practicable, after budget adoption. This document will be submitted to GFOA's Distinguished Budget Preparation Award Program for review.
14. DeKalb County will maintain a program to replace authorized vehicles and mobile equipment by use of a Vehicle Replacement Internal Service Fund, and/or an outside tax exempt leasing program whose assets will be used only for such purposes consistent with the provisions of these operating budget policies.

## CAPITAL BUDGET POLICIES

1. Capital projects will be undertaken to preserve or replace infrastructure and public facilities, promote economic development, improve the delivery of services, improve economically depressed areas, and improve those areas with low and moderate income households.
2. DeKalb County will develop a five year Capital Improvement Program (CIP) and update the CIP annually to direct the financing of and appropriations for all capital projects. DeKalb County defines a capital project as any project in excess of \$25,000 with an estimated useful life of five years or greater.
3. DeKalb County will coordinate the development of the Capital Improvement Program with the development of the operating budget to insure that future operating costs are projected, considered and included in the operating budget where appropriate.
4. DeKalb County will seek public and private grants, and other outside sources of revenue to fund projects included in the Capital Improvement Program.

## **FISCAL POLICIES OF DEKALB COUNTY**

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5. The balances of appropriations within budget for capital projects at year end will be reappropriated in the following year until the project is completed.

### **RESERVE FUND POLICIES**

1. DeKalb County will strive to accumulate Tax Fund working reserves at least equal to one month (1/12th) of the total Tax Fund budgets. These reserves will be created and maintained in order to:
  - A. Offset significant downturns in revenue or revisions in any general government activity.
  - B. Provide for a stabilized fiscal environment to maintain and enhance bond ratings and provide sufficient working capital to minimize the size of Tax Anticipation Note issuances.
  - C. Enhance economic development opportunities.
  - D. Sustain the confidence of its citizens in the continued viability of the County Government.
2. DeKalb County will maintain risk management reserves to provide for liabilities incurred for workers' compensation claims, other retained employee benefits, and claims not otherwise addressed in this policy statement.
3. DeKalb County will accumulate and maintain sufficient cash reserves in the Enterprise Funds in accordance with all legal debt requirements.

### **REVENUE ADMINISTRATION POLICIES**

1. DeKalb County will maintain a diversified revenue mix to shelter it from short-term fluctuations and to minimize the effect of an economic downturn.
2. DeKalb County will estimate its revenues by an objective analytical process in a prudent conservative manner.
3. DeKalb County will follow a policy of charging for services with user fees whenever possible.
4. DeKalb County will seek public and private grants, and other outside sources of revenue where appropriate.
5. DeKalb County will establish the level of all user fees based on an analysis of the cost of providing the required services.
6. DeKalb County will set user fees for each Enterprise Fund, at a level that supports the direct and indirect cost of the activity.

### **COLLECTIONS POLICIES**

1. DeKalb County will strive to fully collect all monies where due by County billing activities, using all available legal avenues or contractual outside collection agency action.
2. Any account billed or assessed by the County and not collected by the applicable statute of limitations shall be removed from the County's current receivables records and transferred to an inactive file status for a retention period of two years. After the retention period, inactive accounts shall be deleted permanently from the County records.
3. Accounts may be transferred to inactive status prior to statute of limitations aging, when it has been determined by the County Finance Director that an account is uncollectible.

### **ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

1. An independent audit in compliance with Generally Accepted Auditing Standards will be performed annually by a qualified external auditor in accordance with applicable State Law and the DeKalb County Code.
2. DeKalb County will maintain an internal audit function and conduct financial, operational, compliance, and performance audits on a periodic basis.
3. DeKalb County will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP). DeKalb County will strive to prepare the CAFR to meet the standards of the GFOA Certificate of Achievement in Financial Reporting Program, and will submit the CAFR annually for a certificate review.

## **FISCAL POLICIES OF DEKALB COUNTY**

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4. DeKalb County will establish and maintain professional accounting practices. Accounting systems will conform to the County's budget basis, with conversions to GAAP provided in the CAFR.
5. DeKalb County will maintain accurate records of fixed assets to insure proper stewardship of public property.
6. An ongoing system of financial reporting will be maintained to meet the needs of the County. The system will promote budgetary control and comparative analysis.

### **DEBT POLICIES**

1. DeKalb County will confine long-term borrowing to capital improvements.
2. DeKalb County will follow a policy of full disclosure on every financial report and bond prospectus.
3. DeKalb County will use voted general obligation debt to fund general purpose public improvements which cannot be financed from current revenues or other sources.
4. Revenue Bonds will be issued only when revenues are sufficient to satisfy operating expenses, coverage factors, and existing debt service requirements.
5. DeKalb County will utilize lease purchase or short-term debt in those situations where the economies of scale make either internal or bond financing impractical or cost inefficient.
6. DeKalb County will, as needs arise, utilize professional individuals or firms to assist in the preparation and issuance of County bonds, notes or lease finance obligations. Standing financial advisory or bond counsel contracts should be rebid at least every three (3) years.
7. The scheduled maturity of bond issuances generally should not exceed the useful life of the capital project or asset(s) financed.
8. DeKalb County will generally consider refunding outstanding indebtedness if one or more of the following conditions exist: (1) net present value savings are at least 3% of the par amount of the refunding bonds; (2) the bonds to be refunded contain restrictive or outdated covenants; or (3) restructuring debt is deemed advisable.
9. DeKalb County will consider the purchase of bond insurance or other forms of credit enhancement if the savings exceed the cost.
10. DeKalb County will conduct competitive sales for all issues unless circumstances dictate otherwise. Negotiated sales may be considered if one or more of the following criteria exists:
  - A. extremely large issue size
  - B. complexity of financing structure
  - C. timeliness of marketing and closure
  - D. market volatility
  - E. comparatively lesser credit rating

### **INVESTMENT POLICIES**

1. DeKalb County will maintain a prudent but aggressive program of investing all funds under the direction of the Governing Authority.
2. The investment program will be operated based on a formally adopted Investment Policy, which will include the following:
  - A. Legality - all investments comply with federal, state and local laws.
  - B. Safety - principal is protected from loss with secure investment practices and collateralization.
  - C. Liquidity - investments are readily convertible to cash when needed without losses.
  - D. Yield or Return on Investment - earnings are maximized within the confines of A, B, and C above.
3. The investment program will use a competitive selection process for investments except when use of the state investment pool is appropriate. Investments will be placed only with "qualified" financial institutions.
4. The investment program will provide for a system of internal control over investments and timely financial reporting over investing activities.

## **FISCAL POLICIES OF DEKALB COUNTY**

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### **OTHER POLICIES**

1. The County will maintain a records retention program to ensure conformance with State Law.
2. The purchase of insurance and risk-related services will be conducted on a non-discriminatory basis, through means designed to optimize long term financial security, reliability of coverages and services, and minimization of net cost. This may be accomplished through competitive bidding procedures or through competitive selection of insurance brokers and agents.

### **PROCUREMENT POLICIES**

1. DeKalb County will establish regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services.
2. The CEO is responsible for the operation of the Government's purchasing system.
3. Within the limits prescribed by the County Code and State Law, the County will utilize competitive bidding procedures. Bids will be awarded on a non-discriminatory basis.
4. The purchase of insurance and risk-related services will be conducted on a non-discriminatory basis, through means designed to optimize long term financial security, reliability of coverages and services, and minimization of net cost. This may be accomplished through competitive bidding procedures or through competitive selection of insurance brokers and agents.



## Annual Budget Plan and Process

The Chief Executive Officer and Board of Commissioners meet annually at a budget retreat to discuss issues confronting the governing authority. This retreat formulates the overall budgetary goals for the next budget year.

DeKalb County's budget process is designed to encourage input from, and provide sufficient budgetary information to, the citizens of DeKalb County, department heads and elected officials as well as the Chief Executive Officer and Board of Commissioners. The budget is adopted yearly, and the County uses a calendar fiscal year. The annual budget process officially begins in June of each year with the Chief Executive Officer's meeting with elected officials and department heads to establish priorities for the upcoming year. As part of this gathering, the CEO issues a Budget Memo which guides the preparation of each department's budget request. As in years past, this memo established an objective of a 2% reduction in the funding of controllable expenditures requested by each department.

The budget process can be broken out into four (4) phases. In Phase One, the Budget & Grants staff of the Finance Department develops and distributes resources for the next budget year. In Phase Two, Budget & Grants staff of the Finance Department plans and monitors budgets for the current year, while the departments prepare the requests for the next budget year. In Phase Three, Budget and Grants staff analyzes and reviews the budget requests and makes recommendations to the CEO. The CEO reviews Budget and Grants' recommendations, reviews them with elected officials and department heads, and makes the final recommendations. In Phase Four, the CEO's Budget Recommendations are presented to the Board of Commissioners; the BOC reviews these recommendations, holds public hearings, and finally, the BOC adopts the budget.

The chart on the next page provides a snapshot of the budget plan and process.

The Chief Executive Officer submits the Recommended Budget to the Board of Commissioners in early December, except in years in which a new CEO is elected. In such years, the CEO submits the Recommended Budget in mid-January. This budget is published in local newspapers, placed in public libraries and a series of public hearings is conducted at various locations in the county in January for citizen information and input. The Board of Commissioners utilizes a Budget Review Committee to examine the budget and make recommendations to the full board. The mechanism used to present and approve the budget in early February is the Budget Resolution in conjunction with the Amendment Letter.

State law mandates that the budget be adopted on or before March 1. Even though the County's fiscal year is the calendar year, the budget is not adopted until mid- February. The Director of Finance is authorized to make such expenditures of County funds as are deemed necessary and proper to the continuing operation of the County and its various departments at the then currently approved level of service, until the budget is adopted.

DeKalb County's budget has two major components: the Capital Budget and the Operating Budget. The Capital Budget includes any project in excess of \$25,000 and results in the acquisition or construction of fixed assets. The Operating Budget includes the costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personnel services, office supplies, professional services, etc.

Each department is required to prepare and submit an Operating Budget Request and a Capital Budget Request, if applicable, in late August to the Budget and Grants division of the Finance Department. The Operating Budget Request includes a narrative, activity measures data, and identifies the funding levels required to carry out planned activities for the next fiscal year. DeKalb County uses the traditional "line item" (object of appropriation / expenditure and source of anticipation / revenue) method of budgeting at the departmental level. State law mandates a balance budget, which means budgeted appropriations / expenditures must equal budgeted anticipations / revenues.

After final approval of the budget, this formal publication is prepared as:

- An historical record of budgets and activities of DeKalb County.
- A reference source for research involving revenue and expenditure patterns and significant budgetary events.
- A source of information about the County and County departments for citizens and other interested parties.
- A comparative resource to other governments and financial institutions interested in gathering governmental data.

# BUDGET PLANNING AND IMPLEMENTATION PROCESS

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>Develop and Distribute Resources</b>												
Finance Distributes Operating Budget Forms to Departments	▲											
Finance Distributes Capital Budget Forms to Departments	▲											
Finance Staff Conducts Detailed Budget Training Sessions	▲											
Finance Distributes Salary Projections to Departments	▲											
Finance Distributes Interfund Charges to Departments	▲											
Budget Kickoff Meeting	▲											
<b>Plan and Monitor Budgets</b>												
Monitor Current Year Operating and CIP Budgets	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Prepare Operating Budget Request	▲											
Prepare CIP Budget Request	▲											
Plan for Following Year's Operating and CIP Budget Request	▲											
<b>Analysis and Review</b>												
Departments Submit Program Modifications to Finance			◆									
Finance Audits, Reviews, and Analyzes Program Modifications			▲									
Departments Submit CIP Request to Finance			◆									
Executive Assistant Appoints CIP Review Committee			▲									
CIP Committee Reviews and Analyzes CIP Budget Requests			▲									
Departments Submit Operating Budget Requests to Finance			◆									
Finance Audits, Reviews, and Analyzes Operating Budget			▲									
Finance Prepares Operating Budget Recommendations			▲									
Finance Submits Operating Budget Recommendations to CEO			▲									
Finance Summarizes CIP Review Committee Budget Recommendations					◆							
<b>Discussion, Finalization, and Adoption</b>												
CEO's Operating Recommendations Submitted to BOC							★					
CEO's CIP Budget Recommendations Submitted to BOC							★					
Public Information Meetings (CEO & BOC)							▲					
CEO and BOC Hold Public Hearings for Operating Budget							▲					
BOC Adopts Operating Budget									★			
BOC Adopts CIP Budget									★			

**2006 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 3, 2005
Distribute Technology Process Improvement Forms to Elected Officials and Department Heads	Information Systems	June 3, 2005
Detailed Training Sessions	Finance Staff	June 23, 2005 - June 30, 2005
<b>Budget Kickoff Meeting</b>	<b>CEO and Finance</b>	<b>July 13, 2005</b>
Distribute Salary Projections, Interfund Charges, to Elected Officials, Department Heads	Finance Staff	July 1, 2005
Open and Distribute PSB Actual 2006 Budget Worksheet, Stage 1, Cost Center Requested	Finance Staff	Aug. 1, 2005
<b>Submit Program Modifications Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>Aug. 15, 2005</b>
<b>Submit Operating Budget Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>Aug. 29, 2005</b>
Submit Technology Process Improvement Requests to Information Systems	Elected Officials and Department Heads	Aug. 15, 2005
Technology Process Improvement Recommendations Due to Finance Department	Information Systems	Oct. 4, 2005
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	Oct. 11, 2005
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	Oct. 28, 2005
CEO's Budget Review:	CEO, Executive Assistant Finance Staff and Department Officials	Oct. 28, 2005 - Dec. 1, 2005
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>Dec. 1, 2005</b>
Public Information Meetings	CEO and Board of Commissioners	Dec. 5, 6,7,8, 2005
Board of Commissioners Budget Review: A) Initial Review of Overall Budget	CEO and Board of Commissioners	Dec. 1, 2005
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 1, 2005 - Jan. 24, 2006
C) CIP Review	Board of Commissioners, Executive Assistant,	Dec. 1, 2005 - Jan. 24, 2006

**2006 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Public Hearings	CEO	Jan. 2, 2006 - Jan. 24, 2006
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 10, 2006
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 2-24, 2006
<b>Public Hearing and Operating Budget Adoption and Capital Improvement Projects Budget Adoption</b>	Board of Commissioners	Jan. 24, 2006

**2006 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
CAPITAL PROJECTS BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 3, 2005
<b>Submit Capital Projects Request to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>Aug. 15, 2005</b>
Appoint CIP Review Committee	Executive Assistant	Aug. 22, 2005
CIP Review Committee Recommendations to Finance Department	Capital Projects Review Committee	Oct. 3, 2005
Review of CIP Committee Recommendations	CEO, CIP Review Committee Executive Assistant, Finance Staff	Oct.. 28, 2005 - Dec. 1, 2005
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>Dec. 1, 2005</b>
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 1, 2005 - Jan. 24, 2006
Public Hearings	CEO	Jan. 2, 2006 Jan. 24, 2006
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 10, 2006
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 2, 2006 Jan. 24, 2006
<b>Public Hearing and Adoption of Capital Improvement Projects Budget and Operating Budget Adoption</b>	Board of Commissioners	<b>Jan. 24, 2006</b>



# DEKALB COUNTY

**Vernon Jones**  
**Chief Executive Officer**

July 10, 2005

TO: Michael Bell  
Director of Finance

FROM: Vernon Jones  
Chief Executive Officer

SUBJECT: DeKalb County 2006 Operating Budgets

Although the general economic climate has improved somewhat, there still exist signs of uncertainty. Such continuing uncertainty mandates that we should continue our conservative approach to developing next year's annual budget. As we move forward with developing the County's 2006 Tax Funds and other Operating Budgets, I would like to emphasize the following general guidelines:

In formulating departmental operating budget submissions for the 2006 County Operating Budgets, I would like for each department to establish as a controlling objective the achievement of a reduction of 2% in funding requested, exclusive of personal services and interfund charges, in comparison with their 2005 authorized budget.

New spending initiatives should only be submitted for consideration where the expenditures are directly related to the completion of operating and/or capital projects previously initiated; or operating programs that will materially result in direct savings in terms of efficiency and/or cost avoidance; or those initiatives that will positively impact revenues.

The Finance Department, in conjunction with the various responsible functional areas, should undertake a comprehensive review of the County's revenue sources and develop recommendations where adjustments are appropriate. This review should also include revenue sources that are controlled by State legislation.

Emphasis should be placed on the development of recommendations for implementation of process improvement initiatives to consolidate operations and to appropriately organize our work force.

In terms of program areas, public safety and information systems will continue to have the highest priority.

Please have your budget and financial analysts work with each operating department to achieve the 2% reduction in departmental budget submissions and to prioritize the budget requests in terms of the stated guidelines.

In addition, we will maintain the current control procedures governing the filling of vacant positions, overtime and travel and training expenses during 2006.

I realize that the above guidelines will pose challenges to staff, but, in view of the current uncertain fiscal climate, I believe that DeKalb County must take the lead in holding the line on taxes and in ensuring that we continue to operate in the most responsible, efficient and effective manner possible.

cc: Members, Board of Commissioners  
Richard Stogner, Executive Assistant

Maloof Administration Building / 1300 Commerce Drive / Decatur, Georgia 30030 / 404-371-2112 / Fax 404-371-4933

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# DEKALB COUNTY

Vernon Jones  
Chief Executive Officer

**TO:** Members, Board of Commissioners  
**FROM:** Vernon Jones, Chief Executive Officer  
**DATE:** December 5, 2005  
**SUBJECT:** 2006 Budget Recommendations

In compliance with the Organization Act, enclosed is the Executive Budget recommendation for a balanced budget for FY 2006 for the various funds of DeKalb County Government. This recommendation is the culmination of extensive review and analysis of the budgetary needs and the financial resources available.

Financial resources available for the FY 2006 Tax Funds Budget have improved somewhat but are still impacted due to the incomplete and ongoing recovery of the national economy. Sales taxes collected in the County for the HOST program, which comprise 16.9% of the total revenues in the Tax Funds, have improved substantially. In addition, the continued effect of strong residential building activity over the last several years in the County has been to substantially increase the financial requirement necessary to provide for a 100% Homestead Exemption. Sales taxes are projected to increase from 2005 to 2006 by 2%, while the 100% Homestead Exemption requirement is projected to increase by 5% during the same time period. The following table illustrates this trend:

Year	Sales Tax Collection	Funding Necessary to Provide	
		Minimum Legal Exemption	100% Homestead Exemption
2001	\$85,975,664	\$70,126,639	\$ 89,863,380
2002	82,342,584	68,780,531	98,951,486
2003	81,684,425	65,874,067	108,737,323
2004	85,065,375	65,347,540	115,075,996
2005 proj.	90,000,000	68,052,300	124,546,148
2006 est.	92,000,000		131,022,685
2006 vs. 2005	2%		5%

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This Executive Budget recommendation continues a number of the budgetary initiatives developed in last year's budget submission. During FY 2005 specific areas of concentration included:

- Hansen Permitting/Licensing System: "Go Live" for this new Development and Business License permitting system will be in phases throughout the end of 2005 into the beginning of 2006. Once completely activated, the new system for both functions will be housed in a central location in the 330 West Ponce de Leon Building immediately adjacent to the Maloof Complex.
- 311 Citizen Help Center: Positions were included in the 2005 Budget to commence the new service center and the 2006 Recommended Budget includes continuation funding of \$2.4 million
- Continual monitoring of overtime expenditures relative to budgeted amounts and anticipated salary savings:

During FY 2005, the County continued to deal with the considerable population growth of the last decade and the commensurate increase in the demand for services. At the beginning of the last decade, the County's actual population was 553,800 according to the U.S. Census. During the second quarter of 2001, the County's 2000 population was officially restated at 665,865. **This constitutes a 20.2% growth factor, which validates the substantial growth in the demand for County services experienced in recent years.** At the end of 2005, the Atlanta Regional Commission estimates the County's population to be 695,100.

#### **FY 2006 Budget Summary**

- Departmental requests for the FY 2006 Tax Funds Budget identified \$572,679,774 in Operating costs and \$103,496,676 in Capital costs for a total 2006 budget request of \$676,176,450. **In order to balance the budget, the recommendation for FY 2006 is \$545,252,722.** This represents a reduction of approximately \$131,000,000 from departmental requests, but includes \$15,000,000 in debt service for the 2005 voter approved bonds. This also represents an increase of 4.1% from the adjusted FY 2005 Tax Funds Budget without the impact of the added debt service, the increase would be 1.2%.
- The HOST Homestead Exemption has been included in the recommended Tax Funds Budget at the maximum level established by the HOST Statute: This requirement mandates that no more than 99.9% of the funds collected in the prior year be allocated to provide Homestead Exemption tax relief for qualified residential homeowners in the County. For three straight years the County provided for a 100% Homestead Exemption (1999 thru 2001), and the FY 2002, FY 2003, FY 2004 and FY 2005 Tax Funds Budgets provided for an 86.8%, 60.58%, 59.07% and 54.6% Homestead Exemption, **respectively.** The present recommended Executive Budget, using the legal maximum under the HOST Statute, provides for a Homestead Exemption of 66%. The HOST program continues to be impacted by two financial trends:



1. The projected growth rate of sales tax collections in FY 2006 as reflected in the table on page 1. Sales tax collections decreased every year from 2000 (\$87,658,299) through 2003 (\$81,684,425). It is presently estimated that actual 2005 collections will be 5.8% above actual 2004 collections. The 2006 budget assumes a moderate increase to \$92,000,000, based on indications of increased vitality in the national and state economy.
  2. The substantial increase (23,066 units) in the number of new owner-occupied residences in the county over the last six years. This increase has the effect of reducing the impact of the HOST Homestead Exemption because available HOST funds must be divided among more residences.
- In three out of the last 7 years, homeowners have paid no property taxes to support the County's general government operations. They have, of course, supported those operations through the payment of the 1-cent HOST (Sales) tax, which amounts to \$10.00 per \$1,000 spent in DeKalb County on applicable goods and services. Even considering the above cited trends, **the overall tax burden on DeKalb County homeowners for general government operations will remain the lowest in the metropolitan area.**

The 2006 Recommended Executive Budget is based on current forecasts of tax digest values and estimates of year-end fund balances. Exact values will be available in June 2006 when the Board of Commissioners adopts the final millage rates for FY 2006.

- Process Improvement Funds in the amount of \$600,000 have been included in this budget recommendation to continue a department-by-department review of how the County conducts its operations with the objective of improving our operational efficiency and effectiveness.
- It is estimated that the Fund Balance at the close of business on December 31, 2005 in the County's Tax Funds will be \$36.5 million. **Approximately \$16.9 million constitutes the Budgetary Reserve, and the remainder (\$19.5 million) is an operating reserve that is re-budgeted in the 2006 Budget.** The maintenance of an appropriate reserve is a critical factor in retaining the County's excellent credit ratings (Aaa by Moody's, AA+ by Standard & Poor's). This is an approximate \$5 million increase in the estimated fund balance compared to our same position last year. This positive impact in the fund balance is substantially related to cost control in the administration of the Tax Funds Budget during 2005 in the area of hiring and overall personnel expense.

#### **Additional Considerations of the 2006 Budget**

- While a 66% Homestead Exemption is included in the 2006 Recommended Tax Funds Budget, this level of exemption requires the use of over 97% of the HOST

Sales Tax receipts projected for year 2006. Within the HOST Statute (OCGA 48-8-104), the legal requirement for the maximum and minimum usage relates to prior year collections only. Since the beginning of 1999, the County has granted Homestead Exemptions (HOST) amounting to \$62.4 million in excess of the legally mandated requirements of the HOST Statute. Under the recommended overall budget structure, the County will have available and has budgeted \$2.6 million for capital projects. This amount is inclusive of \$1 million budgeted for technology improvement projects.

- Salary savings in the proposed 2006 Tax Funds budget are anticipated at the level of \$14.4 million. This level of salary savings recognizes the high vacancy rate that currently exists in the Tax Funds Budget and assumes approximately 385 positions will remain vacant during 2006.
- A pension contribution adjustment resulting from an actuarial recommendation of taking the 2006 County Contribution to 4% (of payroll) from 3 % (of payroll) will impact the 2006 Tax Funds Budget by approximately \$2.4 million. This adjustment is necessary due to an increasing number of retirements and investment returns in the pension fund being below the actuarial investment rate of 8%. An associated increase in the employees' contribution will take the total for employees to 2.5%. At the latest actuarial examination (4/2005) the fund was 99.04% funded, but requires these contribution increases due to market returns.

#### **Special Considerations**

In developing the recommendations for the 2006 Budget, the Administration has addressed a number of issues and actions necessary to continue to move DeKalb County forward. The major issues addressed in the 2006 Budget may be summarized as follows:

- **Funding for the Debt Service on the Voter approved \$230 Million GO Bonds:** \$15,000,000 is included in the recommended budget for debt service payments on the \$230 million bond issue approved by the voters in November 2005. The millage increase for these bonds does not impact the operating millage, but will be reflected in the County's debt service millage.
- **Funding for Code Enforcement Positions:** This budget includes funding for four (4) Code Enforcement Officer positions within the Police Department, including vehicles.
- **Funding for the continued implementation of a 311 (Non-Emergency) System:** The 311 Citizen Help Center is being established as a separate Department in the General Fund. The pilot is scheduled for 2006, with full implementation in 2007. This budget includes \$2.4 million for this project.

- **Cost of Living Allowance (COLA) of 1%:** \$3 million is included in this budget for a 1% COLA along with the performance based 3% merit increments included in past years' budgets.
- **Funding is included to expand services at new County facilities:** Funds are included in the Park & Recreation Department for positions to fully staff the Horse Farm acquired in 2005. Funds are also included in the Human Services Department to operate the new Senior Citizen Services Center that opened in late 2005.
- **Funds are also included for positions to staff Fire Station 26:** Funding for 15 new Fire & Rescue positions to staff this new Fire Station has been added.
- **Funding the 2006 Election cycle:** The Board of Registration & Elections budget has been increased by \$2.9 million to cover the 2006 elections.
- **Continuing reorganization efforts to improve operational effectiveness:** In order to make more efficient use of resources within the Public Works Department the Water & Sewer Department is established as a separate department. In addition I am proposing to merge the Departments of Planning and Development during FY2006.
- **Lease Payments to the Public Safety and Judicial Facilities Authority and the Building Authority:** 2006 marks the first year of full funding of these payments. \$3,001,631 is appropriated for payment to the Building Authority which is constructing the new Juvenile Court. \$3,096,626 is budgeted as lease payments to the Public Safety and Judicial Facility Authority. In addition, \$1,953,159 is appropriated to pay COPs payments the total for this category of non-appropriated leased-backed debt is \$8,051,416.

**It is also important to consider issues that are not directly addressed in the recommended 2006 Budget.** These issues include the following:

- Development of a long range program to generate and promote growth in sales tax revenues. Because of the importance of HOST in providing property tax relief, the County must actively seek ways to encourage its growth. The County must do more to encourage citizens to dine, shop and play in DeKalb. The creation and continuation of the Department of Arts, Culture and Entertainment is one element of such a program. Its objective is to focus the County's efforts to promote cultural and artistic opportunities within the County.
- A related problem is the over dependence of the County on residential property taxes in comparison with commercial property taxes. Currently, over 59.3% of the County's tax digest (real property) is represented by homestead residential values. This reflects the effects of residential construction over the last six years. In the long term, a relative balance between residential and commercial valuations should be sought. The County must take a more aggressive approach to encourage commercial and industrial

development and redevelopment. This approach should also include the support of existing commercial and industrial developments. The utilization of Enterprise Zones and appropriate Overlay Districts has already had an impact in specific areas of the County. The current efforts to develop appropriate "smart growth" planning and zoning tools are also important steps to address the problem.

- **Announced 2008 Closure of the GM Doraville Plant:** Although not directly impacting this budget, I am forming a Special Task Force of business and community leaders, working with the City of Doraville in order to assess this situation and make recommendations for the future.

**Other assumptions impacting the 2006 Budget include the following:**

The funding level for the Jail Medical Contract will remain consistent with the multi-year contract with Correctional Medical Services. It is anticipated that this contract will be rebid in mid-2006.

During 2006, the Administration will maintain the same high level of control over the filling of vacant positions as in 2005 and managerial controls will be maintained to further control overtime.

The State of Georgia will continue with the implementation of the Homeowner's Tax Relief Credit program, at the level of credit of \$8,000 per homestead.

This Executive Budget recommendation also continues a major revision of the County's policy on annual salary adjustments. As in 2005, such salary adjustments will be structured to reward superior employee performance. As stated above, I have also included a 1% COLA.

**Personnel Changes Proposed for the FY 2006 Budget**

The recommended budget includes a net addition of 43 positions for the provision of County services. Funding for these positions is allocated as follows:

	General/STD* Fund	Fire Fund	Sanitation Fund	Water/Sewer Fund	Other Fund**
Public Safety	0	15			
Public Works			3	1	
Administrative	<u>37</u>	—	—	<u>1</u>	<u>-14</u>
<b>Total</b>	<b>37</b>	<b>15</b>	<b>3</b>	<b>2</b>	<b>-14</b>

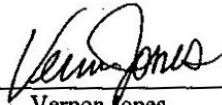
\* Special Tax Districts

\*\*Includes 16 transfers to be determined to staff the Citizens Help Center

**Summary**

The FY 2006 Executive Budget recommendation has been developed after comprehensive and careful analysis of the County's needs and resources. Such consideration has required difficult decisions during FY 2005. The Executive Branch, with the cooperation of the Board of Commissioners, has continued to focus on two areas of local government: **first** to address the efficiency and effectiveness of the County's operations thereby ensuring the highest level of service delivery at the lowest cost to the County's citizens and, **second**, to place an emphasis on the continuation of the process improvement initiatives commenced in the last three years.

In FY 2006, the recommended Executive Budget provides for a continued focus on governmental efficiency, effectiveness, while at the same time "holding the line" on the cost of government. As in the past, the Executive Branch will continue its emphasis on customer service to our clients – the citizens and businesses of DeKalb County.



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Vernon Jones  
Chief Executive Officer




# DEKALB COUNTY

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**Vernon Jones**  
**Chief Executive Officer**

February 8, 2006

TO: Members, Board of Commissioners

FROM: Vernon Jones   
Chief Executive Officer

SUBJECT: Amendment to the 2006 Recommended Budget

I am hereby making the following amendments to my Recommended 2006 Budget which was delivered to the Board of Commissioners December 5, 2005.

First, after consulting with the Budget Committee and other Commissioners and considering the staff analysis that utilization of 20% of HOST funds (\$17,980,110) will generate approximately \$97,000,000 in additional matching State and Federal funds for high priority transportation project, I am recommending the use of the 20% HOST funds for continuation of the County's Transportation Infrastructure Initiative. The resultant increase in the recommended Tax Funds Budget will be \$17,980,110.

Second, in order to lessen the impact of this change in the HOST utilization on DeKalb homeowners, I am amending the budget to include an operating millage rate reduction of 1/10<sup>th</sup> of a mill. This will reduce tax revenues by \$1,450,000.

Third, as a result of the 2005 closing process, revenue available for the 2006 Tax Funds Budget increased \$5,217,954. The total revenue increase from these amendments totals \$21,748,064, increasing the Tax Funds Budget from \$545,252,722 to \$567,000,786. The appropriations resulting from this increase are detailed below.

Fourth, I am amending the budget to reflect a change in the way the new Oracle FMIS handles prior year encumbrances. Under the old FMIS prior year encumbrances were paid from a Balance Sheet account, and were not included in current year appropriations or expenditures. Oracle, however, treats prior year encumbrances as part of current expenditures. In order to accomplish this, the system creates, as part of the year-end closing process, an appropriation equal to the amount of the prior year encumbrance. It offsets the appropriation with a fund balance account from prior years. The transaction is revenue neutral, but has the effect of increasing both anticipations

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and appropriations.

After considerable deliberation and discussion, the recommendation of the Finance Department is that the Board of Commissioners recognizes the encumbrance "roll over" as part of the annual appropriation process. Doing so will eliminate confusion in reporting and monitoring departmental budgets and expenditures.

The impact of this action in 2006 will be to increase the Tax Funds Budget by \$14,646,095 from prior year encumbrances. This will produce a final Tax Funds Budget of \$581,646,881. Since this is the first year in which the "Encumbrance Rollover" will be recognized, the impact on the total budget is greater than that which is expected in future years.

The net adjustments to appropriations of \$21,748,064 are detailed as follows:

* Human Resources	\$216,321
Provide funding to expand the Employee Occupational Health Clinic operated by the Health Department. Funding includes 3 additional positions, and funds for tracking software and a contractual Medical Review Officer.	
* Information Systems	\$1,255,000
Add funding to create a Chief Technology Officer. Increase operating to implement system upgrades for the Tax Commissioner, Probate Court, and the Criminal Justice Information System (Banner).	
* Clerk of Superior Court	\$25,700
Add funding for salary adjustments and Oracle system licenses.	
* Child Advocate's Office	\$57,454
Create 2 additional Paralegal positions to support recent staff increases.	
* Superior Court	\$53,902
Add funds to increase Grand Juror fees from \$30 a day to \$35. Add 1 Law Clerk to process mail received from inmates.	
* State Court	\$75,000
Create 3 additional Records Technician positions to address increased Court workload.	
* Solicitor General	\$128,000

Add funding to create 2 positions previously funded through an expired grant.

\* Probate Court \$31,364

Create an Office Assistant position to support the Associate Judge.

\* Police – STD Unincorporated \$100,000

Add funds to create a Litter Control Pilot Project in Code Enforcement.

\* Public Works – Roads and Drainage \$3,800,000

Add funds received through the HOST Capital Outlay to fund the County's participation in the L.A.R.P. Program.

\* Contributions to CIP \$15,810,110

Funding is being added for the following projects:

HOST Capital Outlay transportation projects - \$14,180,110

Increase funds for Maloof Building renovations - \$400,000

Renovate the Tax Commissioner's remittance processor - \$30,000

Add funds for the following technology projects:

State Court Probation System - \$350,000

AIX Hardware Consolidation - \$350,000

Tax Assessor System - \$500,000

\* Reserve for Appropriation \$195,213

The Reserve is being increased by \$36,743 for the Tax Allocation District Fund Balance. I am also recommending that the \$158,470 remaining from the increase be set aside for future appropriation.

Including all of the adjustments above to the original Tax Funds Budget recommendation, the total budget for operations will be increased by \$21,748,064 from \$545,252,722 to \$567,000,786. In addition, prior year encumbrances of \$14,646,095 have been rolled forward into 2006 increasing the total Tax Funds appropriation to \$581,646,881.

**CHANGES TO OTHER FUNDS** - The following changes to the non-tax funds result primarily from 1. Adjustments related to actual year-end fund balances; 2. The treatment of prior year encumbrances, which increase the fund appropriation; 3. The impact of Board approved items, and 4. Other minor changes to revenue or appropriation accounts. All of these changes are a normal annual occurrence and are mainly of an administrative nature. Also, please keep in mind that Board actions affecting any of these funds prior to budget adoption will be reflected within my final recommended budgets.



The **Development Fund** ended 2005 with \$880,848 more in fund balance than was initially projected. There were also prior year encumbrances of \$307,012. With an increase in appropriations of \$1,187,860 as a result of adjusting the Reserve for Appropriations account, and other accounts to reflect the prior year encumbrances, the recommended budget for this fund will increase from \$10,247,550 to \$11,435,410.

The **Public Education and Government Access Fund** ended 2005 with a fund balance of \$35,043 more than the original projection because of lower than expected expenditures. There were also prior year encumbrances of \$75,201. This will increase the recommended budget from \$1,442,190 to \$1,552,434.

The **Victim Assistance Fund** ended 2005 with a fund balance that was \$190,063 less than expected due to lower than anticipated revenues. There were also prior year encumbrances of \$23,440. Coupled with an increase in Intergovernmental revenue of \$278,499 for a payment due from the City of Atlanta, the recommended budget for this fund will increase from \$1,848,458 to \$1,960,334.

The **Recreation Fund** ended 2005 with \$45,135 less in fund balance than was initially projected. There were also prior year encumbrances of \$75,807. With a decrease of the reserve account of \$45,135, and an increase in individual accounts of \$75,807, the recommended budget will increase to \$1,946,246.

The **Juvenile Services Fund** ended 2005 with \$58,259 more in fund balance than was originally estimated due to fewer than anticipated expenditures. There were also prior year encumbrances of \$2,652. This will increase the recommended budget for this fund from \$179,706 to \$240,617.

The **Drug Abuse Treatment & Education Fund** ended 2005 with a fund balance of \$31,017 more than was originally estimated due to lower than anticipated expenditures. There were also prior year encumbrances of \$15,201. With appropriations adjusted to reflect original departmental requests, this will increase the total recommended budget for this fund from \$63,212 to \$109,430.

The **Law Enforcement Confiscated Monies Fund** ended 2005 with a fund balance of \$62,444 less than the original projected. There were also prior year encumbrances of \$107,513. With a decrease in anticipated revenues, this will decrease the recommended budget from \$1,337,111 to \$1,110,835.

The **Street Lights Fund** ended 2005 with \$352,453 less in fund balance than was originally estimated due to higher than anticipated expenditures. There were also prior year encumbrances of \$7,960. This will decrease the recommended budget for this fund from \$3,639,718 to \$3,295,224.

The **Speed Humps Maintenance Fund** ended 2005 with \$123,666 more in fund balance than was originally estimated due to lower than anticipated expenditures. This will increase

**Board of Commissioners Adopted 2006 Budget Adjustments**

		<u>Anticipations</u>	<u>Appropriations</u>
<b>C E O's Recommended Tax Funds Budgets</b>		\$581,646,881	\$581,646,881
<u>Item #</u>	<u>Department / Item</u>		
<b><u>Revenues:</u></b>			
1.	Property Taxes	(2,755,000)	
<b><u>Appropriations:</u></b>			
2.	Contributions to CIP - HOST Capital Outlays		(2,755,000)
3.	BOC - Freeze and defund Auditor position		(75,600)
4.	BOC - Add funding - contract audits		75,600
5.	BOC - Increase Chief of Staff salary to \$150,000		101,481
6.	BOC - Increase Commission Aide salaries to \$50,000		116,130
7.	Public Defender - Add Investigator Principal		42,862
8.	Tax Commissioner - Add funding for alternative billing		123,138
9.	Non-Departmental - Reduce Reserve for Appropriation		(383,611)
	Amended Tax Funds Budgets	\$578,891,881	\$578,891,881

**Changes To Position Additions, Deletions, & Transfers**

		<u>Number of Positions</u>	
		<u>Additions</u>	<u>Deletions</u>
CEO Amended Recommended Changes 2006			
	Full Time	102	36
	Part Time		7
7.	Public Defender - Investigator Principal	1	
Adopted Position changes 2006			
	Full Time	103	36
	Part Time		7

# DEKALB COUNTY EXECUTIVE SUMMARY

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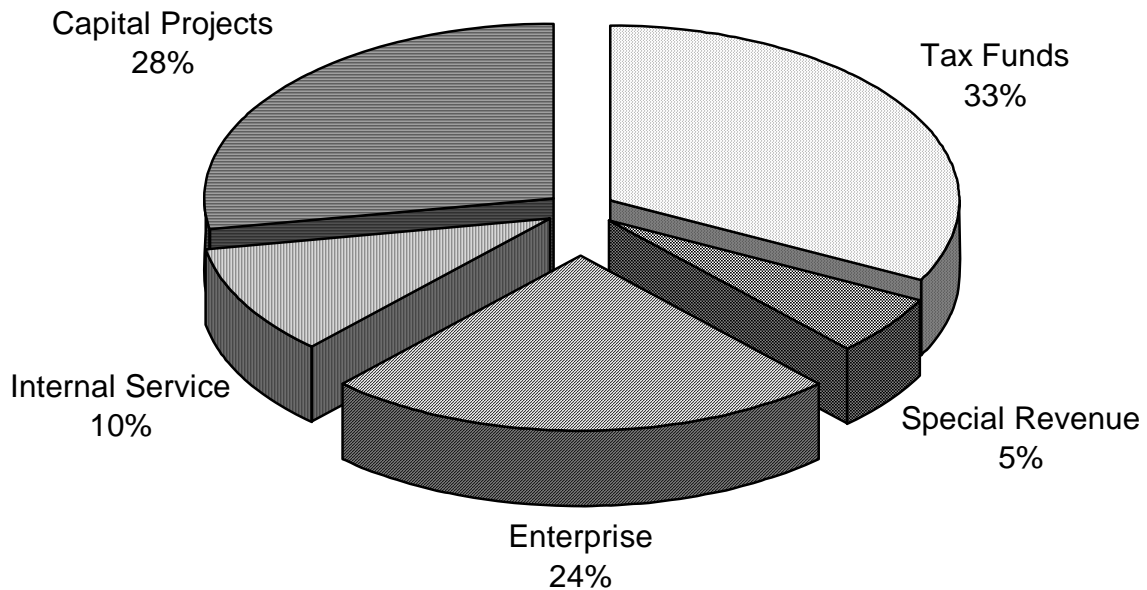
This Executive Summary provides a general overview of the entire budget.

## APPROPRIATIONS ALL FUNDS (Expenditures)

The 2006 Budget for all funds totals \$1.779 billion and includes budgets for 44 separate funds, which are summarized below:

Tax Funds	\$578,891,881
Special Revenue	96,537,381
Enterprise	427,120,194
Internal Service	184,300,258
Capital Projects	492,362,807
Total	<u>\$1,779,212,521</u>

## APPROPRIATIONS ALL FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## TAX FUNDS

The Tax Funds include budgets for most of the County's general operating services and programs such as:

Public Safety	Libraries
Roads and Drainage	Health and Hospital
Courts and Sheriff	Family and Children Services
Parks and Recreation	General Administrative Functions

### Appropriations

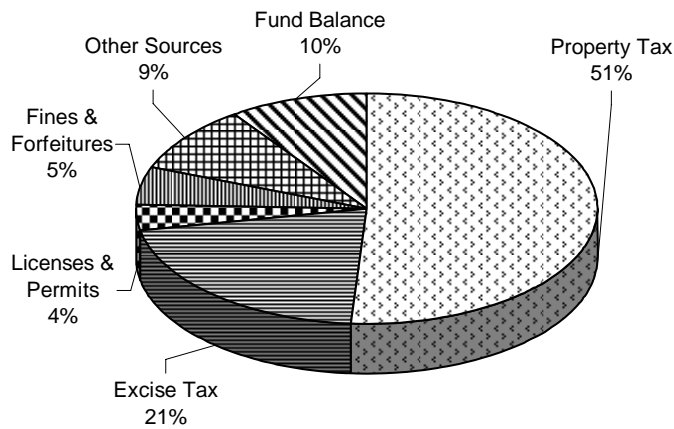
Notable items in the Tax Funds Budgets in 2006 include  
 \* A HOST Capital Outlay of \$15.2 million for transportation improvements.

A net increase of 66 full-time positions and the net decrease of 5 part-time positions.

### Revenues

The Tax Funds derive revenue from a variety of sources, shown in the graph below. A significant element of revenue is the 1% HOST sales tax, which was approved by referendum in 1997. This tax offsets property tax revenue by using at least 80% of sales tax receipts to provide a homestead exemption on eligible residences.

## TAX FUNDS REVENUE



### Tax Funds Revenue

Property Tax	\$295,681,112
Excise Tax	120,995,605
Licenses & Permits	21,507,872
Fines & Forfeitures	29,105,695
Intergovernmental Revenue	19,867,643
Charges For Services	16,392,051
Other Sources	12,413,222
Investment Income	1,930,700
Miscellaneous	4,259,751
Fund Balance Brought Forward	56,738,229
<b>Total</b>	<b><u>\$578,891,881</u></b>

# DEKALB COUNTY EXECUTIVE SUMMARY

## SPECIAL REVENUE FUNDS

The Special Revenue Funds include budgets for numerous funds operated for specific programs or activities. They are established as separate funds either by law or by Board of Commissioners' policy. The Grants-in-aid Fund constitutes almost 46% of the total of this fund group. In 2001, the General Fund elements of the Development Department were transferred to the Development Fund, which is supported by development related fees, permits, and licenses. In 2004, the Revenue Bonds Lease Payment Fund was established. In 2005, the Revenue Bond Public Safety & Judicial Facilities Authority Lease Payment Fund was established. Other funds are detailed in the Special Revenue Funds section of this book.

### Revenues

About 31% of the revenue from other governments, primarily federal funds for various grant programs.

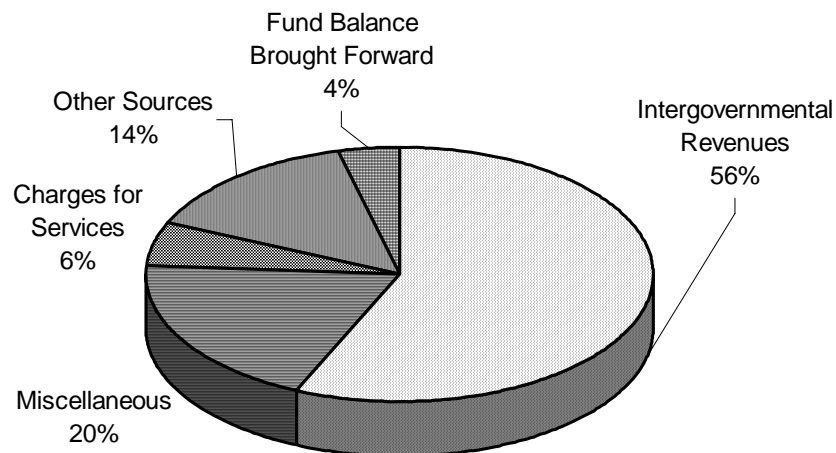
### Appropriations

See individual fund detail in the Special Revenue Funds section of this book.

### Special Revenue Funds Revenue

Intergovernmental Revenues	\$59,271,563
Miscellaneous	20,440,676
Charges for Services	5,828,039
Other Sources	15,083,704
Fund Balance Brought Forward	(4,086,601)
Total	\$96,537,381

# SPECIAL REVENUE FUNDS REVENUES



# DEKALB COUNTY EXECUTIVE SUMMARY

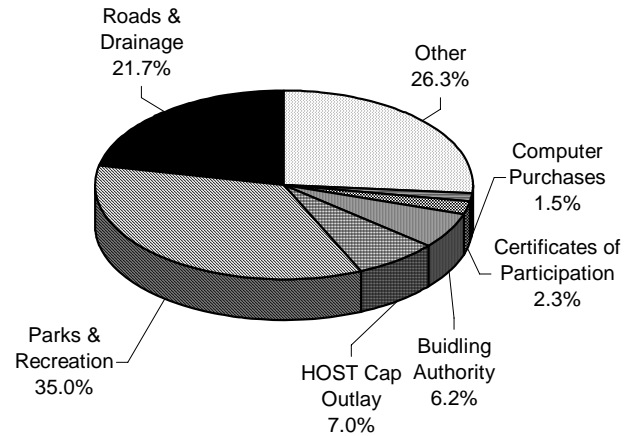
## GENERAL CAPITAL PROJECTS FUNDS

This group includes all funds for capital projects of a general nature. Enterprise capital projects are included in the Enterprise Funds section.

Four major recent developments have had a major impact on General Capital funds:

- 1) In 1997, the HOST sales tax was passed providing a windfall of 18 months revenue of approximately \$100 million to fund capital needs.
- 2) In 2001, voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 2004, \$13,754,000 was appropriated for HOST Capital Outlay.
- 4) In 2005, \$17,012,895 was appropriated for HOST Capital Outlay.
- 5) In 2006, \$15,225,110 was appropriated for HOST Capital Outlay.

## CAPITAL PROJECTS FUND



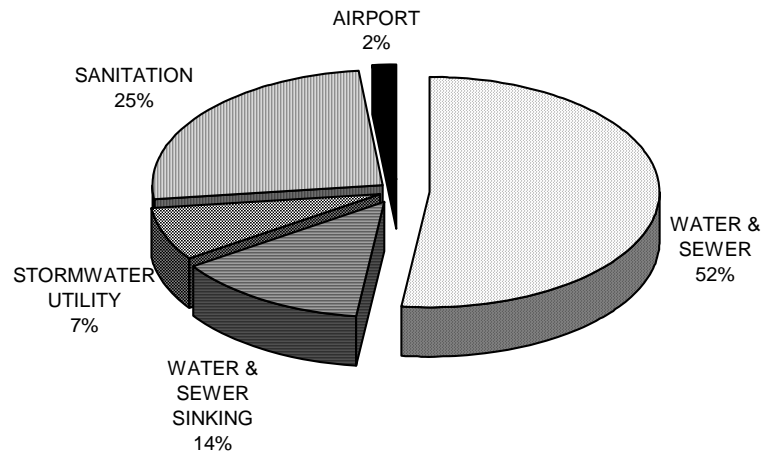
## ENTERPRISE OPERATING FUNDS

These funds are self-supporting "enterprises" and provide water treatment and distribution, sewerage treatment and disposal, garbage pick-up and disposal, a general; aviation airport, and stormwater system maintenance.

Notable items in the Enterprise Operating Funds include:

- 1) \$600,000 to fund airport improvement capital projects.
- 2) \$9.0 million for debt service on the \$180 million 2003 Water and Sewer Bond Issue.
- 3) 10 positions and 9 vehicles added in Sanitation and 19 positions and 12 vehicles added in Water and Sewer to address increased demand for service.
- 4) \$10.4 million for Sanitation capital projects.

## ENTERPRISE OPERATING FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## ENTERPRISE CAPITAL FUNDS

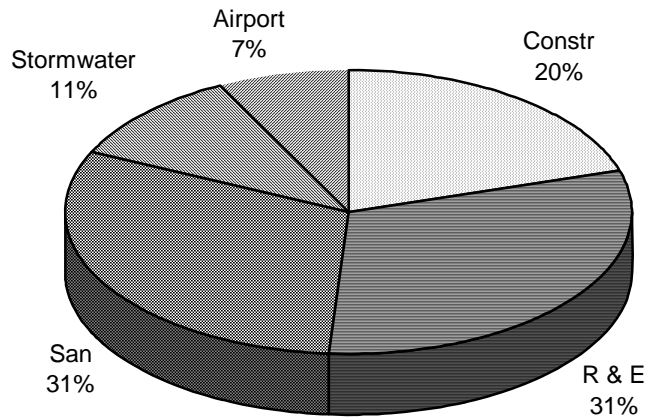
In 1998, state law required that capital projects be portrayed as project length rather than annual budgets.

Bonds were issued in 2000 to fund additional wastewater treatment capacity and raw water ground storage capacity.

The major items funded with Enterprise Capital Funds are:

- 1) Water & Sewer – Increased capacity and enhanced wastewater treatment.
- 2) Sanitation – Landfill expansion and closure costs.
- 3) Airport – Noise buyout program.

### ENTERPRISE CAPITAL FUNDS



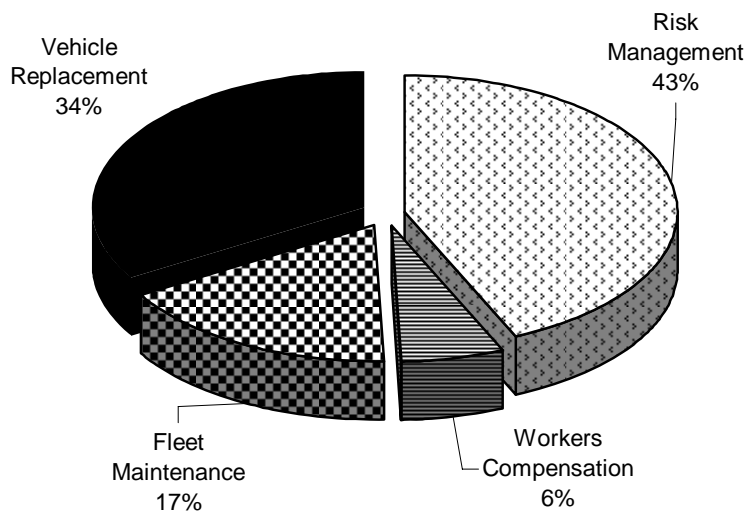
## INTERNAL SERVICE FUNDS

These funds are supported by charges to operating departments for services such as fleet maintenance, vehicle replacement and various insurance coverages.

Notable items in the 2006 budget include:

- 1) 323 vehicles are scheduled to be replaced and 56 additional vehicles are to be purchased. 25 vehicles will be acquired under the Master Lease Agreement.
- 2) The Risk Management Fund / Workers Compensation Fund budget increased in 2006 by 2.4% or \$1,513,415, due primarily to increases in group health and life insurance costs.

### INTERNAL SERVICE FUNDS



# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

## Tax Funds

These funds are used to account for activities of a general governmental service nature. The primary source of revenue for all of these funds is from ad valorem property taxes. The funds included are:

General	Accounts for most of the "traditional" services and functions of a general operating nature except as noted in other funds.
Special Tax District Designated Services	Established by state law of local application to allocate proportional levels of taxation based on levels of service for specified activities to municipalities within the County and the unincorporated area of the County.
Special Tax District Unincorporated	Used to account for certain services and revenues related only to the unincorporated area of the County.
Fire	Accounts for the activities of the County Fire District.
Debt Service	Accounts for principal and interest payments on General Obligation bonded debt.
Special Tax District Debt Service	Accounts for principal and interest on General Obligation Bond issues for projects in unincorporated DeKalb County.
Hospital	Accounts for transactions related to the County's contractual obligations to the Fulton-DeKalb Hospital Authority.

## Enterprise Funds

These funds are operated in somewhat the same manner as private enterprise, on a self-supporting basis with the vast majority of the funding coming from charges for services. The funds included are:

### WATER AND SEWERAGE SYSTEM:

Operating	Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.
Renewal and Extension	Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system
Sinking	Accounts for principal and interest payments on Water and Sewer Revenue Bonds.
Construction	Accounts for proceeds of various Revenue Bond series and local government contributions associated with the construction projects. Payments are made in accordance with the bond resolution and local government agreements.

### SANITATION SYSTEM:

Operating	Accounts for the activities of collection, transportation and disposal of solid waste generated in unincorporated DeKalb County.
Capital Projects	Accounts for funds for capital projects funded by, and related to the Sanitation Fund.

### AIRPORT:

Operating	Accounts for the activities of the operation of the airport.
Capital Projects	Accounts for funds for capital projects funded by, and related to the Airport Fund.

### STORMWATER:

Operating	Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.
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## DEKALB COUNTY, GEORGIA – FUND STRUCTURE

<b>Special Revenue Funds</b>	
These funds account for activities or programs operated and funded for specific purposes as required by law or Board of Commissioners' policy. The funds included are:	
Child Support Incentive	Accounts for funds received from the State Office Child Support Enforcement in the form of incentive payments to the District Attorney of DeKalb County.
County Jail	Accounts for monies received under 1989 Georgia law which imposes a 10% penalty on fines in certain cases to be used for constructing and operating jails.
Development	Accounts for funds received from development inspection fees.
Drug Abuse Treatment & Education	Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse cases, for use for drug abuse treatment and education programs.
Emergency Telephone System Fund	Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.
Grants-In-Aid	Accounts for grant-funded programs separately and distinctly from county funds.
Hotel / Motel Tax	Accounts for a special two percent excise tax on hotel and motel rooms. These funds are designated by law for use in promoting conventions and tourism.
Juvenile Services	Accounts for funds received under 1990 Georgia law which allowed fees to be charged for certain probation services, to be used only for specified juvenile services.
Law Enforcement Confiscated Monies	Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.
Public Education & Government Access	Accounts for funds received from cable franchises.
Recreation	Operated to provide recreation and cultural arts programs on a fee for service basis.
Revenue Bonds Lease Payment	Accounts for payments for the principal and interest on DeKalb Building Authority bond issues and the Public Safety Judicial Facilities Authority bond issues.
Speed Hump Maintenance	Accounts for funds collected for maintenance of speed humps. Revenue is collected from special assessments.
Street Light	Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.
Victim Assistance	Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance Programs.

# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

## Internal Service Funds

These funds account for services provided by one department to another and are supported by inter-departmental and interfund charges based on the level of service provided. The funds included are:

Fleet Maintenance	Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.
Vehicle Replacement	Established to insure that sufficient funding is available to purchase vehicles when additions are authorized or when replacement is warranted under replacement criteria policy.
Risk Management	Accounts for all financial transactions related to the County's various risk management programs.
Workers' Compensation	Accounts for all financial transactions related to the County's Workers' Compensation Activity.

## Capital Projects Funds

These funds account for capital projects providing for new or improved public facilities.

General Obligation Bonds	Established by referendum for specific purposes. Included are issues dating from 1986 to 2001 for such purposes as libraries, parks and a new jail and health facilities.
Certificates of Participation	Established to account for certificates issued to fund the acquisition and renovation of the 330 Ponce de Leon Building and renovation of the 9-story Courthouse
Capital Projects	Established to account for projects funded by contributions from other county funds or other agencies.
Greenspace Program	Established to account for projects undertaken pursuant to a grant award from the Community Greenspace Trust Fund.
H.O.S.T. Capital Projects	Established to account for projects funded by special Homestead Option Sales Tax revenues.

**DEKALB COUNTY, GEORGIA**  
**CONSOLIDATED OPERATING FUND BALANCES**

	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, January 1, 2005	\$49,003,991	\$8,446,765	\$37,499,728	\$50,382,599	\$145,333,082
<u>ACTUAL REVENUES</u>					
Property Taxes	261,086,351	0	0	0	261,086,351
Excise Taxes	123,791,676	2,338,672	0	0	126,130,349
Licenses And Permits	20,299,886	10,078,765	(136)	0	30,378,515
Intergovernmental	19,162,625	13,677,476	0	122,330	32,962,431
Charges For Services	17,162,065	4,889,432	219,495,288	56,617,862	298,164,647
Fines And Forfeitures	28,428,235	2,264,398	0	0	30,692,633
Investment Income	1,502,412	498,993	2,163,073	1,213,187	5,377,665
Contributions And Donations	0	26,804	0	0	26,804
Miscellaneous	3,005,461	12,716,880	4,842,294	372,046	20,936,680
Other Financing Sources	11,118,953	4,867,091	32,491,629	1,159,329	49,637,002
Payroll Deductions And Matches	0	0	0	62,507,957	62,507,957
Total Revenue	485,557,664	51,358,510	258,992,146	121,992,713	917,901,033
TOTAL FUNDS AVAILABLE	534,561,654	59,805,275	296,491,874	172,375,311	1,063,234,115
<u>EXPENDITURES</u>					
Operating	468,767,287	57,922,207	185,038,128	137,167,875	848,895,497
Transfer to Other Funds	24,098,604	10,832,030	91,224,930	0	126,155,564
Total Expenditures	492,865,891	68,754,236	276,263,058	137,167,875	975,051,061
Fund Balance, December 31, 2005	\$41,695,763	(\$8,948,961)	\$20,228,816	\$35,207,436	\$88,183,053
Fund Balance - Reserve for Encumbrances	15,042,466	4,862,360	7,365,643	24,933,271	52,203,740
Fund Balance Forward, January 1, 2006*	\$56,738,229	(\$4,086,601)	\$27,594,459	\$60,140,706	\$140,386,793
<u>ANTICIPATED REVENUES</u>					
Property Taxes	295,681,112	0	0	0	295,681,112
Excise Taxes	120,995,605	2,450,000	0	0	123,445,605
Licenses And Permits	21,507,872	9,612,639	0	0	31,120,511
Intergovernmental	19,867,643	59,271,563	0	90,000	79,229,206
Charges For Services	16,392,051	5,828,039	229,943,600	54,761,229	306,924,919
Fines And Forfeitures	29,105,695	2,741,000	0	0	31,846,695
Investment Income	1,930,700	252,746	1,314,936	500,000	3,998,382
Contributions And Donations	0	27,319	0	0	27,319
Miscellaneous	4,259,751	20,440,676	3,753,241	200,000	28,653,668
Other Financing Sources	12,413,222	0	31,778,271	600,000	44,791,493
Payroll Deductions And Matches	0	0	0	68,008,323	68,008,323
Total Revenue	522,153,652	100,623,982	266,790,048	124,159,552	1,013,727,234
TOTAL FUNDS AVAILABLE	578,891,881	96,537,381	294,384,507	184,300,258	1,154,114,027
<u>PROJECTED EXPENDITURES</u>					
Operating	540,908,140	49,618,767	199,133,851	146,209,617	935,870,375
Transfer to Other Funds	15,677,932	38,542,302	75,354,466	0	129,574,700
Total Expenditures	556,586,072	88,161,069	274,488,317	146,209,617	1,065,445,075
Projected Fund Balance, December 31, 2006	\$22,305,809	\$8,376,312	\$19,896,190	\$38,090,641	\$88,668,952

\*Fund Balance Forward, January 1, 2006 includes Fund Balance at December 31, 2005 and Fund Balance - Reserve for Encumbrances

**SUMMARY OF ANTICIPATIONS AND REVENUES -  
ALL OPERATING FUNDS  
2004-2006**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2006 ANTICIPATED</b>					
TAXES	\$416,676,717	\$2,450,000	\$0	\$0	\$419,126,717
LICENSES AND PERMITS	21,507,872	9,612,639	0	0	31,120,511
INTERGOVERNMENTAL	19,867,643	59,271,563	0	90,000	79,229,206
CHARGES FOR SERVICES	16,392,051	5,828,039	229,943,600	54,761,229	306,924,919
FINES AND FORFEITURES	29,105,695	2,741,000	0	0	31,846,695
INVESTMENT INCOME	1,930,700	252,746	1,314,936	500,000	3,998,382
CONTRIBUTIONS AND DONATIONS	0	27,319	0	0	27,319
MISCELLANEOUS	4,259,751	20,440,676	3,753,241	200,000	28,653,668
OTHER FINANCING SOURCES	12,413,222	0	31,778,271	600,000	44,791,493
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	68,008,323	68,008,323
FUND BALANCE BROUGHT FORWARD	41,695,763	(8,948,961)	20,228,816	35,207,435	88,183,053
FUND BALANCE - RESERVE FOR ENCUMBRANCES	15,042,466	4,862,360	7,365,643	24,933,271	52,203,740
<b>TOTAL ANTICIPATIONS</b>	<b>\$578,891,881</b>	<b>\$96,537,381</b>	<b>\$294,384,507</b>	<b>\$184,300,258</b>	<b>\$1,154,114,027</b>
<b>2005 ACTUAL</b>					
TAXES	\$384,878,027	\$2,338,672	\$0	\$0	\$387,216,699
LICENSES AND PERMITS	20,299,886	10,078,765	(136)	0	30,378,515
INTERGOVERNMENTAL	19,162,625	13,677,476	0	122,330	32,962,431
CHARGES FOR SERVICES	17,162,065	4,889,432	219,495,288	56,617,862	298,164,647
FINES AND FORFEITURES	28,428,235	2,264,398	0	0	30,692,633
INVESTMENT INCOME	1,502,412	498,993	2,163,073	1,213,187	5,377,665
CONTRIBUTIONS AND DONATIONS	0	26,804	0	0	26,804
MISCELLANEOUS	3,005,461	12,716,880	4,842,294	372,046	20,936,680
OTHER FINANCING SOURCES	11,118,953	4,867,091	32,491,629	1,159,329	49,637,002
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	62,507,957	62,507,957
FUND BALANCE BROUGHT FORWARD	49,003,991	8,446,765	37,499,728	50,382,599	145,333,082
<b>TOTAL REVENUES</b>	<b>\$534,561,654</b>	<b>\$59,805,275</b>	<b>\$296,491,874</b>	<b>\$172,375,311</b>	<b>\$1,063,234,115</b>
<b>2004 ACTUAL</b>					
TAXES	\$364,854,285	\$2,061,899	\$0	\$0	\$366,916,184
LICENSES AND PERMITS	19,519,753	8,474,958	0	0	27,994,710
INTERGOVERNMENTAL	20,321,734	21,636,476	64	71,237	42,029,510
CHARGES FOR SERVICES	21,334,139	4,638,696	190,341,984	47,413,625	263,728,443
FINES AND FORFEITURES	29,930,081	2,790,553	0	0	32,720,634
INVESTMENT INCOME	548,217	472,341	796,517	408,154	2,225,229
CONTRIBUTIONS AND DONATIONS	0	6,232	0	0	6,232
MISCELLANEOUS	5,883,773	11,227,576	4,417,559	273,987	21,802,896
OTHER FINANCING SOURCES	10,964,967	3,471,223	32,187,012	798,172	47,421,373
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	55,661,411	55,661,411
FUND BALANCE BROUGHT FORWARD	25,027,195	13,586,595	27,471,629	37,993,067	104,078,486
<b>TOTAL REVENUES</b>	<b>\$498,384,142</b>	<b>\$68,366,549</b>	<b>\$255,214,765</b>	<b>\$142,619,653</b>	<b>\$964,585,109</b>

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES -  
ALL OPERATING FUNDS  
2004-2006**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2006 BUDGET</b>					
PERSONAL SERVICES AND BENEFITS	\$310,000,809	\$9,088,637	\$71,923,605	\$8,423,974	\$399,437,025
PURCHASED / CONTRACTED SERVICES	75,983,840	15,529,153	23,690,750	10,024,265	125,228,007
SUPPLIES	34,161,698	4,068,191	21,941,194	17,237,380	77,408,463
CAPITAL OUTLAYS	3,542,281	208,899	538,053	37,762,214	42,051,447
INTERFUND / INTERDEPARTMENTAL	18,717,303	1,637,794	33,299,094	7,282,343	60,936,534
OTHER COSTS	73,751,488	11,342,016	35,463,964	38,670,622	159,228,090
DEBT SERVICE	47,055,081	3,850,226	32,173,381	0	83,078,688
OTHER FINANCING USES	15,677,932	38,542,302	75,354,466	0	129,574,700
PAYROLL LIABILITIES	0	0	0	64,899,460	64,899,460
HOLDING ACCOUNTS	1,450	12,270,164	0	0	12,271,614
TOTAL APPROPRIATIONS	\$578,891,881	\$96,537,381	\$294,384,507	\$184,300,258	\$1,154,114,027
<b>2005 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$280,078,611	\$15,982,475	\$62,620,333	\$7,711,926	\$366,393,345
PURCHASED / CONTRACTED SERVICES	62,778,225	16,990,400	16,702,876	10,301,731	106,773,232
SUPPLIES	28,447,481	6,049,785	22,020,104	16,309,951	72,827,321
CAPITAL OUTLAYS	4,189,058	6,254,893	504,406	36,646,777	47,595,134
INTERFUND / INTERDEPARTMENTAL	21,448,507	2,358,551	37,445,696	5,195,276	66,448,031
OTHER COSTS	44,276,951	9,074,136	13,619,004	973,847	67,943,939
DEBT SERVICE	27,540,005	1,910,726	32,125,708	0	61,576,438
OTHER FINANCING USES	24,098,604	10,832,030	91,224,930	0	126,155,564
RETIREMENT SERVICES	7,000	0	0	0	7,000
PAYROLL LIABILITIES	0	0	0	60,028,367	60,028,367
HOLDING ACCOUNTS	1,450	(698,760)	0	0	(697,310)
TOTAL EXPENDITURES	\$492,865,891	\$68,754,236	\$276,263,058	\$137,167,875	\$975,051,061
<b>2004 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$269,810,528	\$16,190,596	\$59,007,440	\$7,106,294	\$352,114,858
PURCHASED / CONTRACTED SERVICES	46,522,470	17,809,638	11,210,613	10,275,044	85,817,766
SUPPLIES	22,362,094	5,956,049	16,472,701	11,197,325	55,988,169
CAPITAL OUTLAYS	3,701,555	3,256,234	421,090	23,437,465	30,816,344
INTERFUND / INTERDEPARTMENTAL	24,305,536	1,670,760	26,214,966	4,392,381	56,583,643
OTHER COSTS	41,331,340	10,391,346	13,731,518	692,291	66,146,495
DEBT SERVICE	27,861,683	1,078,790	31,507,571	0	60,448,044
OTHER FINANCING USES	26,058,759	10,140,103	66,807,258	69,325	103,075,445
RETIREMENT SERVICES	(2,042)	0	0	0	(2,042)
PAYROLL LIABILITIES	0	0	0	55,832,691	55,832,691
HOLDING ACCOUNTS	950	139,702	0	0	140,652
TOTAL EXPENDITURES	\$461,952,871	\$66,633,220	\$225,373,156	\$113,002,816	\$866,962,064

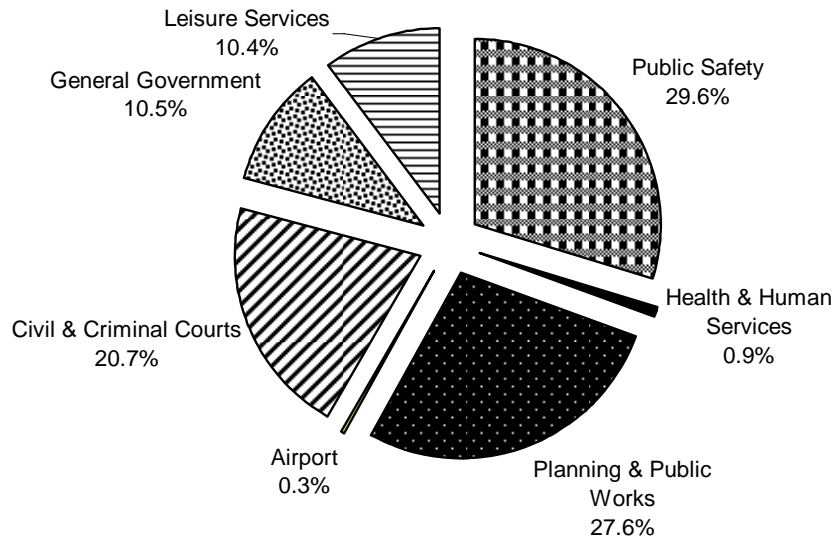
## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON - 2004-2006

TAX FUNDS	2004		2005		2006	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	\$1,874,519	\$1,744,513	\$2,053,712	\$1,964,678	\$2,089,829	\$2,101,311
BOARD OF COMMISSIONERS	1,045,576	870,990	1,281,021	1,166,665	1,523,766	1,796,104
ETHICS BOARD	2,000	622	2,000	44	2,000	2,000
LAW DEPARTMENT	2,873,903	2,582,497	3,293,732	3,851,305	4,099,890	4,147,441
GEOGRAPHIC INFO SYSTEM	1,758,567	1,487,318	1,995,886	1,648,197	2,067,634	2,244,045
FACILITIES MANAGEMENT	11,635,464	11,414,436	14,719,084	14,859,078	14,135,912	15,849,622
PURCHASING	3,221,800	3,014,513	3,519,558	3,463,098	3,614,480	3,793,382
HUMAN RESOURCES	3,153,529	2,636,692	3,751,348	2,794,385	4,389,998	4,740,088
INFORMATION SYSTEMS	10,586,761	9,087,182	12,386,408	10,366,018	12,054,529	13,559,785
FINANCE	6,997,896	6,287,372	7,493,558	6,515,628	7,393,206	7,540,375
PROPERTY APPRAISAL	4,635,696	4,376,840	4,860,552	4,339,466	4,890,449	5,021,974
TAX COMMISSIONER	6,115,474	6,096,834	6,546,946	6,349,674	6,589,440	6,814,777
REGISTRAR & ELECTIONS	5,204,851	4,630,769	2,589,197	2,344,720	5,060,835	5,312,717
SHERIFF	61,656,018	59,717,082	65,810,597	63,831,391	66,921,473	69,078,972
JUVENILE COURT	5,735,935	5,878,796	6,049,329	5,468,592	5,977,130	6,064,068
SUPERIOR COURT	7,668,087	7,113,441	7,719,981	7,242,051	8,364,420	8,399,893
CLERK SUPERIOR COURT	4,333,168	4,347,130	5,010,308	4,540,344	4,656,720	4,901,497
STATE COURT	10,594,317	9,720,773	10,873,225	10,029,891	11,571,166	11,633,494
SOLICITOR STATE COURT	3,876,160	3,252,302	4,173,526	3,639,363	5,012,747	5,048,209
DISTRICT ATTORNEY	8,490,974	8,094,474	9,310,456	8,885,783	9,932,725	9,997,979
CHILD ADVOCATE	676,756	601,283	726,722	657,802	1,052,805	1,094,063
PROBATE COURT	1,495,940	1,433,215	1,584,281	1,517,624	1,641,117	1,653,261
MEDICAL EXAMINER	1,989,761	1,940,322	2,149,472	2,140,562	2,338,481	2,350,640
PUBLIC DEFENDER	5,946,754	5,184,214	6,616,557	5,629,475	5,969,221	6,024,364
POLICE SERVICES	89,197,048	84,806,322	97,995,618	91,156,505	102,077,042	104,484,628
RECORDERS COURT	3,317,390	2,901,398	3,284,296	2,962,117	3,369,729	3,403,438
MAGISTRATE COURT	1,529,637	1,534,971	2,218,647	1,969,038	2,245,368	2,279,013
FIRE and RESCUE	62,784,977	59,087,471	66,945,032	62,243,933	66,618,749	67,560,685
PLANNING	1,840,021	1,632,705	2,056,034	1,773,854	1,996,332	2,012,567
ECONOMIC DEVELOPMENT	808,512	799,202	1,078,938	1,078,845	971,218	1,031,192
PUB WORKS-DIRECTOR	313,702	301,196	465,087	392,186	477,038	478,350
PUB WORKS-TRANSPORTATION	9,759,414	7,501,976	4,828,437	4,148,636	3,876,874	3,996,158
PUB WORKS-ROADS & DRAIN	19,593,474	19,999,740	26,127,922	24,289,104	25,360,271	27,827,409
PARKS & RECREATION	17,835,388	16,689,896	19,600,188	17,676,772	19,610,050	19,878,433
LIBRARY	11,468,430	10,943,274	11,907,172	11,429,763	12,430,215	12,430,215
ARTS, CULTURE, & ENTERTAINMENT	790,325	797,825	984,092	954,981	927,514	1,071,235
COOPERATIVE EXTENSION	1,115,438	1,089,892	1,042,943	938,342	1,048,907	1,062,043
PUBLIC HEALTH	5,384,134	5,333,729	5,347,033	5,319,149	5,331,990	5,331,990
COMMUNITY SERVICE BOARD	2,238,627	2,238,627	2,193,854	2,193,854	2,284,313	2,284,313
FAMILY & CHILDREN SERVICES	2,073,500	2,011,184	2,063,209	1,974,785	1,905,000	1,924,285
CITIZENS HELP CENTER	0	0	0	0	2,400,000	2,400,000
CONTRIBUTION TO CAPITAL	18,344,021	18,344,021	19,141,562	19,141,778	18,432,932	15,677,932
NON-DEPARTMENTAL RESERVES	12,056,667	15,616,701	14,295,625	20,881,448	14,955,357	15,406,161
RESERVES	20,047,535	0	19,037,086	0	22,689,420	22,305,809
SP. TAX DIST. DEBT SERVICE	14,228,394	11,945,687	14,104,170	12,005,932	29,023,620	29,023,620
HUMAN SERVICES	796,950	803,550	1,428,034	1,430,229	2,075,770	2,309,237
HOSPITAL FUND	21,642,858	21,619,258	21,605,299	21,600,065	21,610,509	21,610,509
DEBT SERVICE FUND	14,289,800	14,438,219	14,343,925	14,057,544	13,932,595	13,932,595
MISCELLANEOUS ACTIVITY	0	2,416	950	1,197	0	0
<b>TOTAL TAX FUNDS</b>	<b>\$503,026,149</b>	<b>\$461,952,871</b>	<b>\$536,612,607</b>	<b>\$492,865,891</b>	<b>\$567,000,786</b>	<b>\$578,891,881</b>

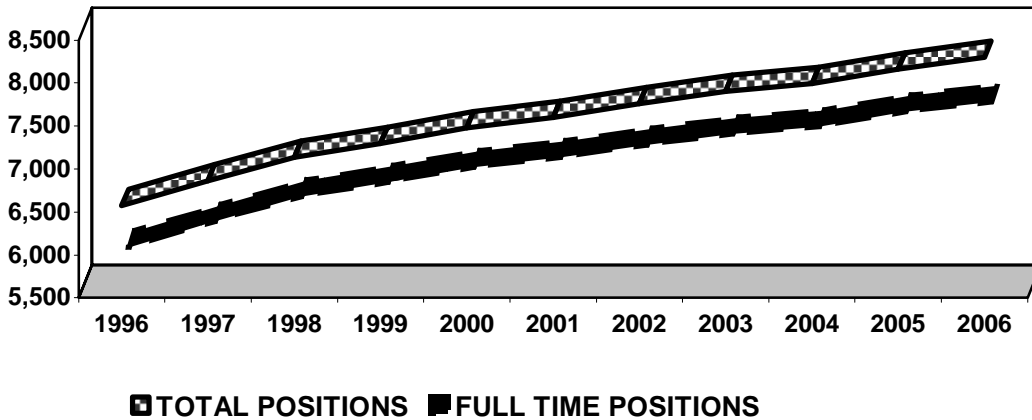
## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON - 2004-2006

NON-TAX FUNDS	2004		2005		2006	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
<b>Enterprise Funds</b>						
PUB WORKS-WATER & SEWER:						
OPERATING	\$72,168,362	\$69,410,372	\$84,177,996	\$77,147,515	\$82,732,416	\$85,878,573
FINANCE-BILLING	5,194,204	4,805,176	5,515,945	5,541,136	6,559,936	6,569,156
TRANSFERS & RESERVE	49,174,483	45,382,175	61,294,613	66,927,120	60,571,653	60,571,653
SINKING FUNDS	39,557,127	31,507,571	40,169,684	32,125,708	40,200,246	40,200,246
TOTAL WATER & SEWER	166,094,176	151,105,295	191,158,239	181,741,480	190,064,251	193,219,627
PUB WORKS-SANITATION:						
-OPERATING	71,066,772	63,693,954	69,992,590	63,896,713	73,341,619	74,082,133
-FINANCE-BILLING	229,892	229,892	214,605	214,605	231,517	231,517
TOTAL SANITATION	71,296,664	63,923,846	70,207,195	64,111,318	73,573,136	74,313,650
AIRPORT:						
-OPERATING FUND	3,490,050	2,640,289	4,289,349	3,671,910	4,486,685	5,188,296
STORMWATER UTILITY:						
-OPERATING FUND	10,080,193	7,703,726	27,689,005	26,738,350	18,895,976	21,662,934
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$250,961,083</b>	<b>\$225,373,156</b>	<b>\$293,343,789</b>	<b>\$276,263,058</b>	<b>\$287,020,048</b>	<b>\$294,384,507</b>
<b>Internal Service Funds</b>						
PUB WORKS-FLEET MAINT	\$24,803,102	\$21,647,008	\$27,519,774	\$27,323,514	\$29,487,502	\$31,354,081
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	16,716,065	23,405,370	42,532,677	36,574,908	16,187,160	37,644,305
-OPERATING EXPENSES	33,073,806	4,912,771	5,632,173	5,295,046	1,876,082	2,732,334
-RESERVES & TRANSFERS	0	0	15,427,757	0	21,659,322	21,659,322
TOTAL VEHICLE FUND	49,789,871	28,318,141	63,592,607	41,869,954	39,722,564	62,035,961
RISK MANAGEMENT FUND	64,098,781	59,783,058	65,623,128	63,655,558	79,661,587	79,748,399
WORKERS COMPENSATION FUND	6,339,714	3,254,608	8,378,090	4,318,849	10,495,334	11,161,817
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$145,031,468</b>	<b>\$113,002,816</b>	<b>\$165,113,598</b>	<b>\$137,167,875</b>	<b>\$159,366,987</b>	<b>\$184,300,258</b>
<b>Special Revenue Funds</b>						
GRANTS	\$54,906,429	\$35,242,066	\$53,921,298	\$34,038,872	\$38,553,000	\$38,553,000
RECREATION FUND	1,640,134	1,299,238	2,061,784	1,419,678	1,870,439	1,946,246
CONFISCATED MONIES FD	2,563,042	908,880	3,097,199	2,168,490	1,003,322	1,110,835
HOTEL/MOTEL TAX FUND	2,148,506	2,050,928	2,609,476	2,317,760	2,680,592	2,680,592
COUNTY JAIL FUND	1,786,513	1,862,875	1,846,000	1,581,333	1,830,000	1,830,000
JUVENILE SERVICES FUND	95,849	95,604	86,104	12,612	237,965	240,617
EMERG TELEPHONE SYST	17,749,496	9,742,651	19,104,748	10,599,179	23,211,781	24,913,672
DRUG ABUSE/TREATMENT	163,600	131,627	169,188	106,632	94,229	109,430
STREET LIGHT FUND	3,233,814	3,238,050	3,403,107	3,581,840	3,287,265	3,295,225
VICTIM ASSISTANCE FUND	1,453,199	1,092,639	1,941,686	837,691	1,936,894	1,960,334
SPEED HUMP FUND	376,855	4,355	584,955	3,398	790,329	790,329
PEG FUND	1,762,111	188,446	1,778,744	389,419	1,477,233	1,552,434
CHILD SUPPORT INCENTIVE	5,112	5,112	0	0	0	0
DEVELOPMENT FUND	11,799,388	9,691,959	12,516,508	9,785,553	11,128,398	11,435,410
REVENUE BONDS LEASE PAYMENT FD	1,096,538	1,078,790	1,125,250	1,911,779	3,022,631	3,022,631
PUBLIC SAFETY / JUDICIAL AUTHORITY DEBT SERVICE	0	0	0	0	3,096,626	3,096,626
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$100,780,586</b>	<b>\$66,633,220</b>	<b>\$104,246,047</b>	<b>\$68,754,236</b>	<b>\$94,220,704</b>	<b>\$96,537,381</b>
<b>TOTAL OPERATING FUNDS</b>	<b>\$999,799,286</b>	<b>\$866,962,064</b>	<b>\$1,099,316,041</b>	<b>\$975,051,061</b>	<b>\$1,107,608,525</b>	<b>\$1,154,114,027</b>

## 2006 TOTAL POSITIONS BY FUNCTION



## TOTAL AUTHORIZED POSITIONS End of year and 2006 Budget



The increases in 1998-2006 are primarily in: 1) Courts due to the addition of three judges in 1997, 1998, and 2002. 2) additional police and fire positions related to the 5-year plans for those functions, 3) additional positions added in PW- Water & Sewer and PW-Sanitation to meet increased demand for service, 4) additional positions added to the Sheriff for the jail in 2005, 5) 15 positions added to staff a new fire station in 2006, and 6) the increasing demand for service due to population growth.



**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>AIRPORT</b>	<b>27</b>	<b>27</b>	<b>27</b>
<b>CIVIL &amp; CRIMINAL COURTS</b>			
CHILD ADVOCATE'S OFFICE	8	8	15
CLERK OF SUPERIOR COURT	86	86	86
DISTRICT ATTORNEY	139	144	149
JUVENILE COURT	106	92	92
MAGISTRATE COURT	31	36	36
PROBATE COURT	24	24	25
PUBLIC DEFENDER	71	71	72
RECORDERS COURT	54	54	55
SHERIFF	758	839	839
SOLICITOR GENERAL, STATE COURT	76	72	74
STATE COURT	170	173	176
SUPERIOR COURT	101	94	96
<b>TOTAL CIVIL &amp; CRIMINAL COURTS</b>	<b>1,624</b>	<b>1,693</b>	<b>1,715</b>
<b>GENERAL GOVERNMENT</b>			
BOARD OF COMMISSIONERS	24	24	25
CHIEF EXECUTIVE OFFICER	24	24	24
CITIZENS HELP CENTER	0	0	22
FACILITIES MANAGEMENT	98	88	84
FINANCE	209	223	225
GEOGRAPHIC INFORMATION SYSTEM	26	26	26
HUMAN RESOURCES	35	35	38
INFORMATION SYSTEMS	88	90	91
LAW DEPARTMENT	27	27	26
NON-DEPARTMENTAL	3	2	2
PROPERTY APPRAISAL	76	76	76
PURCHASING	50	51	51
REGISTRAR & ELECTIONS	73	73	73
TAX COMMISSIONER	120	120	120
<b>TOTAL GENERAL GOVERNMENT</b>	<b>853</b>	<b>859</b>	<b>883</b>
<b>HEALTH &amp; HUMAN SERVICES</b>			
COOPERATIVE EXTENSION	35	21	21
HEALTH	3	3	3
HUMAN SERVICES	12	18	18
WORKFORCE DEVELOPMENT	27	34	34
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>77</b>	<b>76</b>	<b>76</b>

**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>LEISURE SERVICES</b>			
ARTS, CULTURE, & ENTERTAINMENT	4	4	4
LIBRARIES	226	226	229
PARKS & RECREATION	588	615	623
<b>TOTAL LEISURE SERVICES</b>	<b>818</b>	<b>845</b>	<b>856</b>
<b>PLANNING &amp; PUBLIC WORKS</b>			
COMMUNITY DEVELOPMENT	29	32	33
DEVELOPMENT	143	151	152
ECONOMIC DEVELOPMENT	10	8	9
PLANNING	34	34	34
PUBLIC WORKS-DIRECTOR	3	4	4
PUBLIC WORKS-FLEET MAINTENANCE	176	176	176
PUBLIC WORKS-ROADS & DRAINAGE	283	379	379
PUBLIC WORKS-SANITATION	699	709	712
PUBLIC WORKS-TRANSPORTATION	120	53	53
WATER & SEWER	713	732	736
<b>TOTAL PLANNING &amp; PUBLIC WORKS</b>	<b>2,210</b>	<b>2,278</b>	<b>2,288</b>
<b>PUBLIC SAFETY</b>			
ANIMAL CONTROL	42	42	38
CODE ENFORCEMENT	26	26	30
COMMUNICATIONS	153	161	156
FIRE AND RESCUE SERVICES	849	849	864
MEDICAL EXAMINER	20	21	21
POLICE	1,058	1,056	1,056
OTHER	287	286	275
<b>TOTAL PUBLIC SAFETY</b>	<b>2,435</b>	<b>2,441</b>	<b>2,440</b>
<b>GRANT ADJUSTMENT</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>GRAND TOTAL ALL POSITIONS</b>	<b>8,045</b>	<b>8,220</b>	<b>8,285</b>

INCLUDES ALL POSITIONS: FULL-TIME, PART-TIME, TEMPORARY AND TIME-LIMITED FROM ALL FUNDING SOURCES (COUNTY, STATE AND FEDERAL).

## **FUNDS GROUP: Tax**

### **FUNDS GROUP DESCRIPTION**

The various budgetary entities are sub-divided into five major groupings: Tax Funds Group, Special Revenue Funds Group, Capital Projects Funds Group, Enterprise Funds Group, and Internal Service Funds Group. Each Group, and the funds and departments within each group, are discussed in the appropriate sections of this document.

The Tax Funds groups are funds which are supported mainly by general tax revenues, as opposed to usage fees (such as in the case of the Sanitation Fund, for example). Other revenue sources include licenses and permits, fines and forfeitures, use of money and property, intergovernmental revenue, and charges for services. Some of the funds in this group exist to account separately for specific tax levies for specific purposes. The funds within the Tax Funds Group are:

#### **GENERAL FUND**

This fund deals with operations and transactions of a general operating nature which are not accounted for in other funds. Activities funded in this fund include Civil and Criminal Courts, Plans and Development, Health and Human Services, Public Services and General Government.

#### **SPECIAL TAX DISTRICT-DESIGNATED SERVICES FUND**

This fund deals with certain services not delivered uniformly throughout the county. This Fund was established in 1983 by state law to allocate proportional levels of taxation, based on service levels, to the municipalities within the county and the unincorporated area of the county. The services or activities included in this fund are: Police Services; Roads and Drainage; Parks and Recreation; and Arts, Culture, and Entertainment.

#### **SPECIAL TAX DISTRICT-UNINCORPORATED FUND**

This fund deals with revenues generated from, and services to, only the unincorporated area of the county. The activities included in the fund are Business and Alcohol Licensing, Cable Television regulation, Zoning Analysis and Enforcement, and Recorder's Court.

#### **FIRE FUND**

This fund deals with the transactions of the DeKalb County Fire District, which includes all of DeKalb County except for that portion which lies in the cities of Atlanta and Decatur. The fund is supported primarily by a special Fire District tax levy.

#### **DEBT SERVICE FUND**

This fund exists specifically to account for principal and interest payments on various General Obligation Bond Issues. Revenue is derived principally from a county wide property tax levied for debt service.

#### **SPECIAL TAX DISTRICT - DEBT SERVICE FUND**

This fund is designated to pay principal and interest on General Obligation Bond issues for projects in unincorporated DeKalb County. Revenue is derived principally from a property tax levy on the unincorporated areas of the County designated to debt retirement.

#### **HOSPITAL FUND**

This fund deals with transactions related to DeKalb County's contractual obligations to the Fulton-DeKalb Hospital Authority. Revenue is derived principally from a countywide property tax levied for this fund.

The appropriation and anticipation amounts reported in this document for the "Approved Budget 2006" reflect the effect of prior year encumbrance balances carried forward at every level of the reporting hierarchy (fund, department, and cost center).

**FUNDS GROUP: Tax**  
**SUMMARY OF EXPENDITURES AND APPROPRIATIONS**  
**BY MAJOR CATEGORY**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
PERSONAL SERVICES AND BENEFITS	\$269,810,528	\$280,078,611	\$309,815,936	\$310,000,809
PURCHASED / CONTRACTED SERVICES	46,522,470	62,778,225	68,102,848	75,983,840
SUPPLIES	22,362,094	28,447,481	29,696,006	34,161,698
CAPITAL OUTLAYS	3,701,555	4,189,058	1,869,462	3,542,281
INTERFUND / INTERDEPARTMENTAL	24,305,536	21,448,507	18,717,303	18,717,303
OTHER COSTS	41,331,340	44,276,951	54,317,011	54,757,281
DEBT SERVICE	27,861,683	27,540,005	47,055,081	47,055,081
OTHER FINANCING USES	26,058,759	24,098,604	18,432,932	15,677,932
RETIREMENT SERVICES	(2,042)	7,000	0	0
HOLDING ACCOUNTS	950	1,450	0	1,450
TOTAL EXPENDITURES	\$461,952,871	\$492,865,891	\$548,006,579	\$559,897,674
PROJECTED FUND BALANCE			18,994,207	18,994,207
TOTAL BUDGET			\$567,000,786	\$578,891,881

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS**  
**BY FUND**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
GENERAL FUND	\$235,701,784	\$254,072,940	\$277,290,450	\$284,791,080
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	125,759,790	134,621,492	146,270,826	149,931,850
SPECIAL TAX DISTRICT - UNINCORPORATED	5,973,134	6,143,071	7,339,130	7,393,812
FIRE FUND	46,514,997	50,364,847	54,633,656	55,308,416
DEBT SERVICE FUND	14,438,219	14,057,544	13,932,595	13,932,595
SPECIAL TAX DISTRICT - DEBT SERVICE	11,945,687	12,005,932	26,929,413	26,929,413
HOSPITAL FUND	21,619,258	21,600,065	21,610,509	21,610,509
TOTAL EXPENDITURES	\$461,952,871	\$492,865,891	\$548,006,579	\$559,897,674
PROJECTED FUND BALANCE			18,994,207	18,994,207
TOTAL BUDGET			\$567,000,786	\$578,891,881

**FUNDS GROUP: Tax**  
**SUMMARY OF REVENUES AND ANTICIPATIONS**  
**BY MAJOR CATEGORY**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
PROPERTY TAXES	\$247,655,197	\$261,086,351	\$295,681,112	\$295,681,112
EXCISE TAXES	117,199,089	123,791,676	123,750,605	120,995,605
LICENSES AND PERMITS	19,519,753	20,299,886	21,507,872	21,507,872
INTERGOVERNMENTAL	20,321,734	19,162,625	19,867,643	19,867,643
CHARGES FOR SERVICES	21,334,139	17,162,065	16,392,061	16,392,051
FINES AND FORFEITURES	29,930,081	28,428,235	29,502,067	29,105,695
INVESTMENT INCOME	548,217	1,502,412	1,930,700	1,930,700
MISCELLANEOUS	5,883,773	3,005,461	4,259,741	4,259,751
OTHER FINANCING SOURCES	10,964,967	11,118,953	11,962,169	12,413,222
FUND BALANCE CARRIED FORWARD	25,027,195	49,003,991	42,146,816	56,738,229
<b>TOTAL</b>	<b>\$498,384,142</b>	<b>\$534,561,654</b>	<b>\$567,000,786</b>	<b>\$578,891,881</b>

**SUMMARY OF REVENUES AND ANTICIPATIONS**  
**BY FUND**

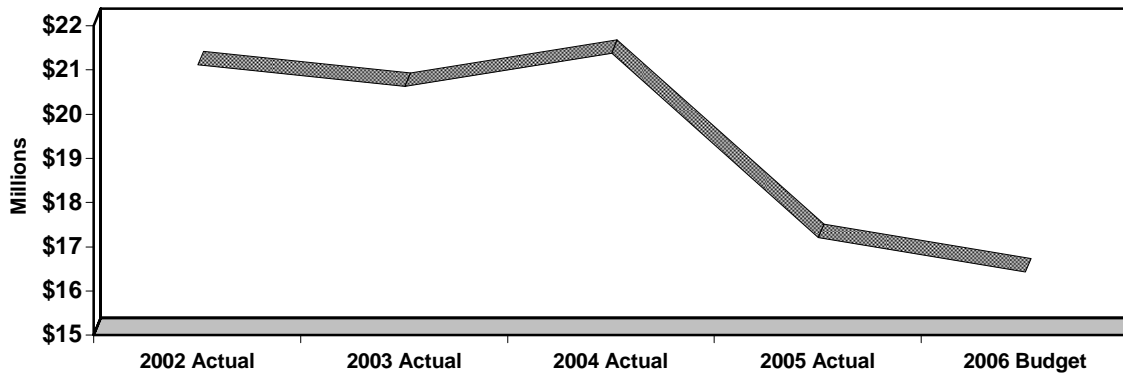
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
GENERAL FUND	\$257,209,239	\$273,639,069	\$294,190,450	\$301,691,080
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	135,696,519	143,423,614	146,270,826	149,931,850
SPECIAL TAX DISTRICT - UNINCORPORATED	6,482,214	5,692,018	7,339,130	7,393,812
FIRE FUND	49,209,370	58,779,524	54,633,656	55,308,416
DEBT SERVICE FUND	14,587,770	15,174,163	13,932,595	13,932,595
SPECIAL TAX DISTRICT - DEBT SERVICE	13,472,526	15,015,012	29,023,620	29,023,620
HOSPITAL FUND	21,726,504	22,838,255	21,610,509	21,610,509
<b>TOTAL BUDGET</b>	<b>\$498,384,142</b>	<b>\$534,561,654</b>	<b>\$567,000,786</b>	<b>\$578,891,881</b>

## TAX FUNDS REVENUE HISTORY

### CHARGES FOR SERVICES

**Defined:**

Under the new Chart of Accounts, Charges for Services include transfers from non-tax funds to the tax funds. Such transfers may occur for a variety of reasons including: 1) excess funds following the completion of capital projects; 2) payback of capital and other contributions made by the tax funds; 3) bond interest earnings; 4) funds no longer deemed necessary for the original function for which they were budgeted; and 5) funds established by law for specific uses. Many of these transfers are one time in nature. Charges for Services also include interfund charges which are charges to non-tax funds for services provided to them by the tax funds departments.



<b>History:</b>	<b>2002 Actual</b>	<b>\$21,066,234</b>
	<b>2003 Actual</b>	<b>\$20,585,064</b>
	<b>2004 Actual</b>	<b>\$21,334,139</b>
	<b>2005 Actual</b>	<b>\$17,162,065</b>
	<b>2006 Budget</b>	<b>\$16,392,051</b>

**Trends and History:**

Interfund transfers and charges increased 7% in 2004 compared to 2003. This was due to the growth in administrative charges, Emergency Telephone, Jail Fund, Victim Assistance, and Facilities Management transfers.

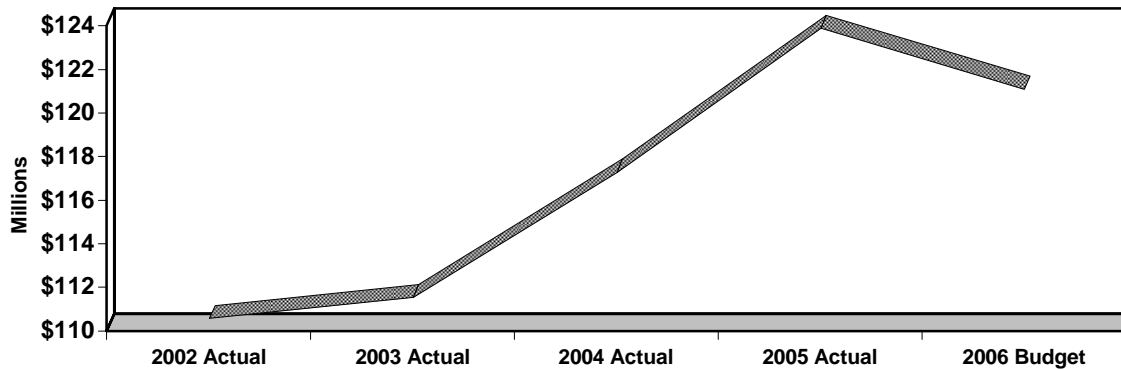
Funding for the Emergency Telephone System is generated through monthly service charges applied to telephone service subscribers. These revenues are first accumulated in the Emergency Telephone System Fund and transferred to the General Fund. 1999 was the first year Georgia counties which operate emergency telephone systems (E-911) could collect E-911 service charges on wireless telephone service. Revenues from wireless service charges exceeded anticipations from 1999 through 2004. The charges continued to increase in 2005 due to an increase in the fee from \$1.35 to \$1.50 effective June 2005.

In 2005 revenues decreased in two major accounts: tax commissioner commissions and emergency medical services. State legislation required a rate reduction relative to commissions paid to the County Tax Commissioner for collection services. Emergency medical services revenues had a shortfall because of contract changes with the customer billing providers.

## TAX FUNDS REVENUE HISTORY

### EXCISE TAXES

**Defined:** Includes excise taxes in the form of hotel/motel taxes, beer, wine and liquor taxes, property and casualty insurance premium taxes and HOST sales taxes.



<b>History:</b>	<b>2002 Actual</b>	<b>\$110,469,877</b>
	<b>2003 Actual</b>	<b>\$111,439,516</b>
	<b>2004 Actual</b>	<b>\$117,199,089</b>
	<b>2005 Actual</b>	<b>\$123,791,676</b>
	<b>2006 Budget</b>	<b>\$120,995,605</b>

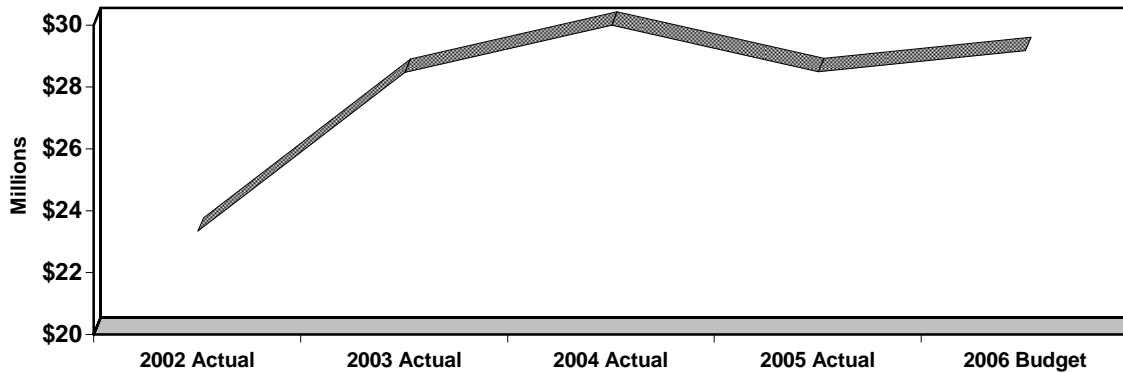
**Trends and History:**

Prior to 1999, excise taxes represented approximately 7.5% of the annual revenue of the tax funds. Beginning in 1999, however, the County began incorporating general sales taxes into its traditional property tax based budget. Sales taxes collected and credited to the 2003 budget totaled \$81.6 million. With this fundamental change in the revenue structure of the County, excise taxes account for 24% of the annual revenue of the tax funds. Sales taxes are projected to remain flat during 2004. In 2003 hotel-motel taxes decreased 11% from the preceding year; alcoholic beverage taxes increased 14% and insurance premium taxes increased 7% over 2002. In 2004, sales taxes collected and credited to the 2004 budget totaled \$85.1 million, an increase of 4.1% from the preceding year. In 2004, hotel-motel taxes increased 9% as compared to 2003; alcoholic beverage taxes decreased 1%; and insurance premium taxes increased 8%. In 2005, sales taxes collected and credited to the 2005 budget totaled \$89.9 million, an increase of 5.68% from the preceding year. In 2005, Hotel - Motel taxes increased 12% as compared to 2004, alcoholic beverage taxes remained constant, and insurance premium taxes increased 6%. In 2006, these revenue elements are projected to increase slightly.

## TAX FUNDS REVENUE HISTORY

### FINES AND FORFEITURES

**Defined:** Fines and forfeitures include collections from all of the courts, as well as some related services. The Recorders Court, which primarily hears traffic citations and County code violations, is the single largest contributor of revenue within this category. In 2006, these revenues represent 5.1% of all tax fund revenues.



<b>History:</b>	<b>2002 Actual</b>	<b>\$23,274,542</b>
	<b>2003 Actual</b>	<b>\$28,401,377</b>
	<b>2004 Actual</b>	<b>\$29,930,081</b>
	<b>2005 Actual</b>	<b>\$28,428,235</b>
	<b>2006 Budget</b>	<b>\$29,105,695</b>

**Trends and History:**

Revenues increased 5% in 2004 when compared to 2003. The increase was a result of an increased number of traffic citations issued and adjudicated in the Recorders Court, as well as a large increase in fines levied by the Sheriff's Office. Fines and Forfeiture revenues are expected to decrease slightly during 2005.

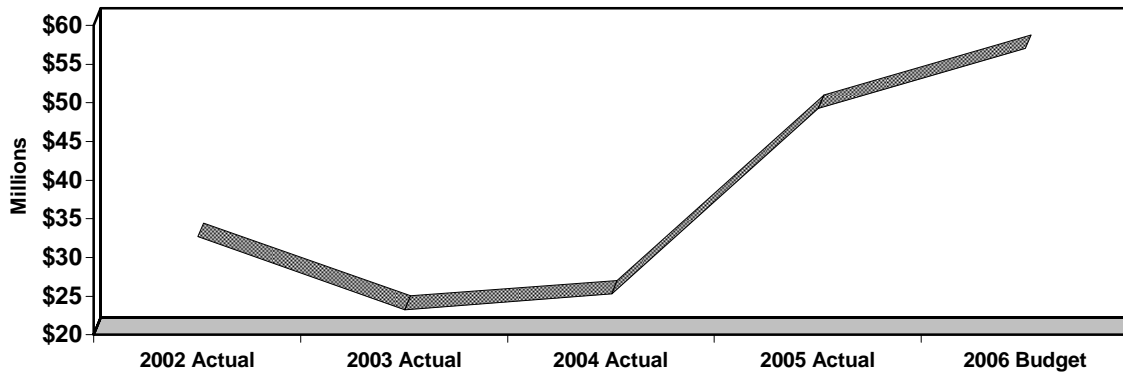
While not a fine or forfeiture, real estate transfer taxes are collected in the office of Clerk of the Superior Court at the time deeds are recorded. These tax collections have increased each year since 1996. The transfer tax is expected to level off and decrease during 2006 due to the anticipated rise in interest rates. In 2005, real estate transfer taxes increased \$500,000, an increase of 5.7%.



## TAX FUNDS REVENUE HISTORY

### FUND BALANCE FORWARD

**Defined:** The fund balance forward, represents 10% of total tax fund revenues in 2005. Fund balance is composed of appropriated but unexpended funds and collected revenues in excess of anticipations. This funding source is available for reallocation to the current year's budget.



<b>History:</b>	<b>2002 Actual</b>	<b>\$32,434,520</b>
	<b>2003 Actual</b>	<b>\$23,033,528</b>
	<b>2004 Actual</b>	<b>\$25,027,195</b>
	<b>2005 Actual</b>	<b>\$49,003,991</b>
	<b>2006 Budget</b>	<b>\$56,738,229</b>

**Trends and History:**

**Significant factors are highlighted for each year.**

2002: The 2002 fund balance was composed of \$4.6 million of less than anticipated revenues, and \$37 million in unexpended appropriations. The revenue shortfall stemmed from lower than expected sales tax collections, and loss of revenue from the I.N.S. The unexpended appropriations included \$21.6 million in budgetary and interest reserves, \$4.1 million in salaries and benefits, \$7.2 million in operating services, and maintenance and repair accounts.

2003: The 2003 fund balance was composed of \$8.3 million less than anticipated revenues and \$1.1 million of over expended appropriations. The revenue shortfall was due to lower than anticipated sales tax collections, a shortfall in utilities taxes and a decline in miscellaneous and charges for services revenue categories. The over expenditures were primarily due to overtime costs.

2005: Due to the implementation of a new Financial Management Information System (FMIS), a new Automated Purchasing System (APS), and changes to County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on ending fund balances as of January 19, 2005. This fund balance results from a combination of less than expected revenues of \$11.6 million due to less than anticipated tax collections, a shortfall in state reimbursements, and a decline in several other reserve categories.

2006: With the change of the Chart of Accounts and the implementation of a new financial management system / automated purchasing (FMIS/APS) system, the method in which prior year encumbrance balances are carried forward has changed. Prior to 2005, prior year encumbrance balances were carried forward to the Balance Sheet. Beginning in 2005, prior year encumbrance balances are carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS creates an appropriation in the same account equal to the

## TAX FUNDS REVENUE HISTORY

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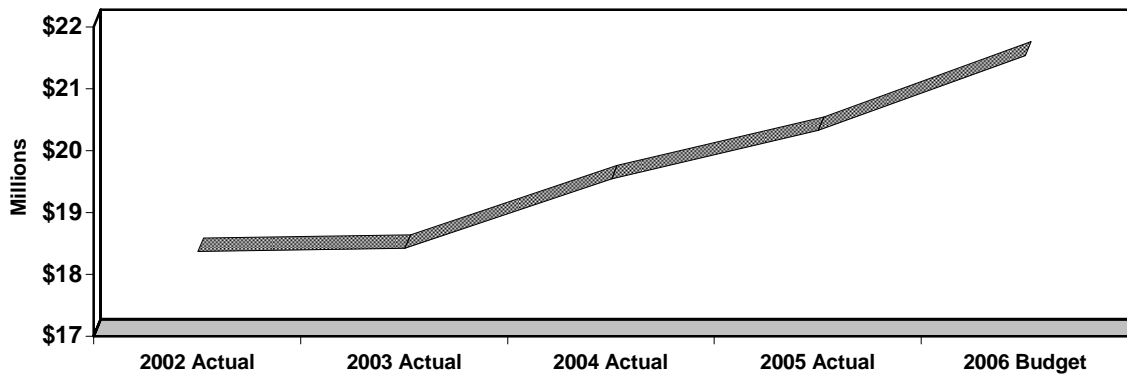
encumbrance balance and this appropriation is offset by the Fund Balance Forward – Encumbrance account as the funding source. Beginning in 2006, the encumbrance balance carried forward is adopted by the Board of Commissioners as part of the Budget Resolution, whereas in 2005 it was treated as an accounting action.

The impact of this action in the 2006 Tax Funds Budget is a \$14.6 million increase due to prior year encumbrances carried forward.

## TAX FUNDS REVENUE HISTORY

### LICENSES AND PERMITS

**Defined:** This category includes business and occupational taxes, and alcoholic beverage and cable franchise licenses.



<b>History:</b>	<b>2002 Actual</b>	<b>\$18,339,691</b>
	<b>2003 Actual</b>	<b>\$18,392,562</b>
	<b>2004 Actual</b>	<b>\$19,519,753</b>
	<b>2005 Actual</b>	<b>\$20,299,886</b>
	<b>2006 Budget</b>	<b>\$21,507,872</b>

**Trends and History:**

General business and occupation taxes, as well as beverage and franchise activities represented 3.85% of the total tax fund revenues in 2003. During year 2003, licenses and permits revenue was flat. All inspection permits and license fees associated with construction activities have been moved to the Development Fund, created in 2001, as the result of a lawsuit brought by the homebuilders' association.

In 2004, the revenues collected and credited for these taxes and fees increased 6% from the preceding year.

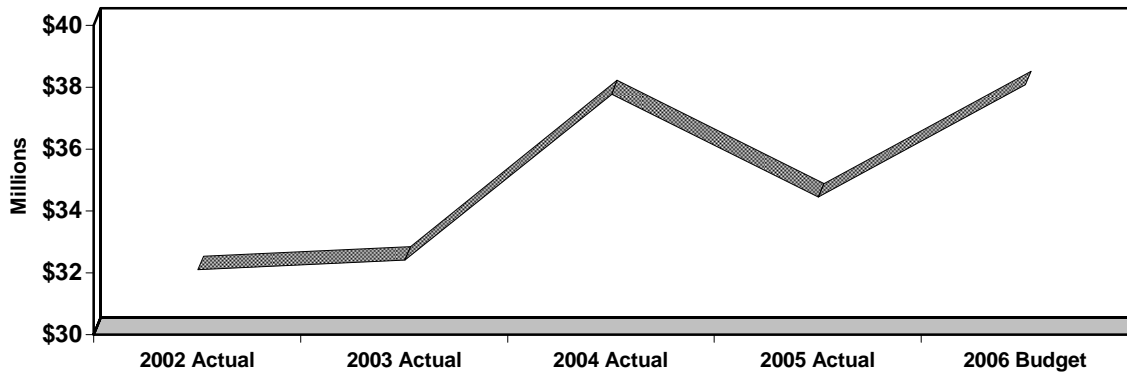
In 2005, the revenues collected and credited for these taxes and fees increased 6% from the preceding year.

General business and occupation taxes, as well as beverage and franchise activities represented 3.86% of the total tax fund revenues in 2005.

## TAX FUNDS REVENUE HISTORY

### OTHER REVENUE SOURCES

**Defined:** Other revenue sources include interest/investment income, intergovernmental revenue, other financing sources, contributions and donations, and miscellaneous revenue. These sources account for 6.6% of total tax funds revenue in 2006.



<b>History:</b>	<b>2002 Actual</b>	<b>\$29,001,537</b>
	<b>2003 Actual</b>	<b>\$32,358,337</b>
	<b>2004 Actual</b>	<b>\$37,718,691</b>
	<b>2005 Actual</b>	<b>\$34,789,451</b>
	<b>2006 Budget</b>	<b>\$38,471,317</b>

**Trends and History:**

In 1998, the County entered into an agreement with the Immigration and Naturalization Service to provide housing in the county jail for I.N.S. detainees. The County and I.N.S. amended the agreement in 2000 to increase the daily population from 200 to 600. The actual average daily population increased from 120 to 500 during 2000. In August, 2001 the INS withdrew all detainees from the County jail, thereby greatly decreasing the amount of intergovernmental revenue. In addition, interest revenue experienced a substantial decrease in 2004; this trend is expected to reverse in 2005 due to an increase in interest rates. The other revenues category increased 16.6% in 2004. The increase was primarily associated with miscellaneous revenues.

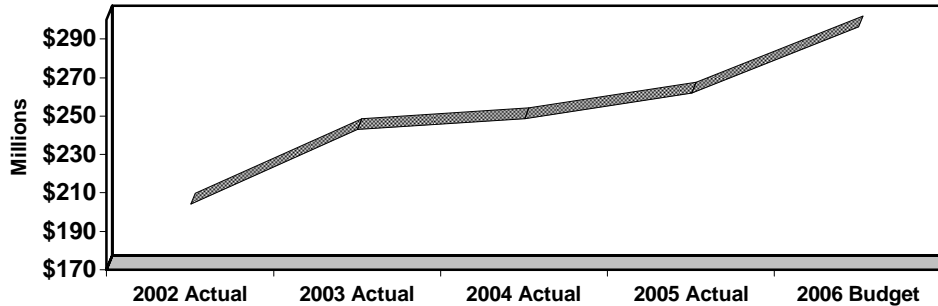
In 2005, interest revenues experienced an increase due to rising interest rates. However, the increase was offset by a decrease in intergovernmental revenue and a decrease in miscellaneous revenue.

The revenue in this category is expected to increase in 2006.

## TAX FUNDS REVENUE HISTORY

### PROPERTY TAXES

**Defined:** This revenue category includes real and personal property taxes, both current and prior year, public utility taxes, motor vehicle and mobile home taxes, intangible recording taxes, and all commissions, penalties and interest received on these taxes. Property taxes are expected to constitute 50.6% of tax fund revenues in 2006.



<b>History:</b>	<b>2002 Actual</b>	<b>\$203,225,582</b>
	<b>2003 Actual</b>	<b>\$242,114,401</b>
	<b>2004 Actual</b>	<b>\$247,655,197</b>
	<b>2005 Actual</b>	<b>\$261,086,351</b>
	<b>2006 Budget</b>	<b>\$295,681,112</b>

**Trends and History:**

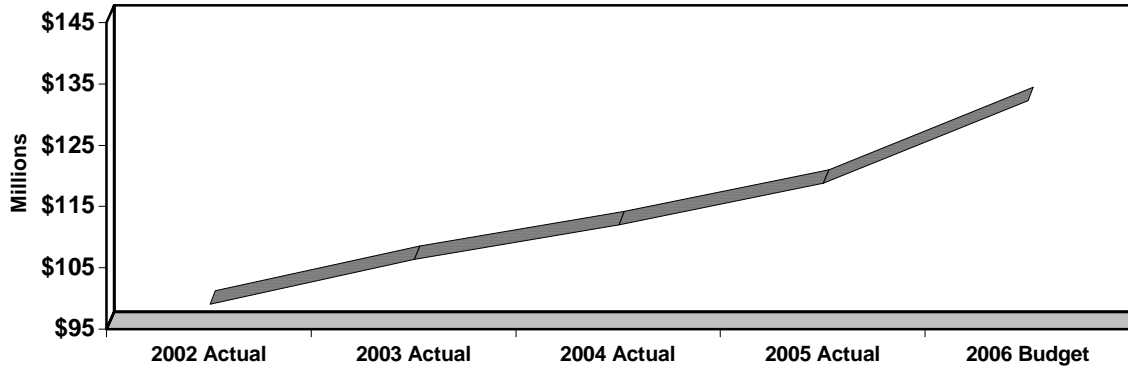
In 1999, the County began incorporating general sales taxes (homestead option sales tax; HOST) in the tax supported budgets. The HOST state law provides that at least 80% of the prior year sales tax collections be applied to additional homestead exemptions. In 1999, 2000, and 2001, sales tax proceeds were sufficient to provide a 100% homestead exemption for homestead eligible property. The provision of additional homestead exemptions dramatically reduced the property tax levy in 1999, 2000, and 2001. In 2001, voters approved a GO bond issue for parks and greenspace which also impacted collections. In 2003, the taxes were increased because it was decided to use 20% of sales tax receipts for capital improvements, thus allowing only an 80% homestead exemption on eligible property. The 2006 budget supposes an 83% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements.

Collection of prior year taxes is typically very high in DeKalb County with approximately 5% of the most current year's receivables collected in the following year. Approximately 99.9% of all receivables are ultimately collected. Motor vehicle taxes are collected on the value of all vehicles as of January 1 of the tax year. The prior year millage rate is applied to the January 1, motor vehicle values. During 2005, motor vehicle tax collections remained flat. No change is expected in motor vehicle taxes in 2006.

## TAX FUNDS EXPENDITURE HISTORY

### CIVIL & CRIMINAL COURTS

**Defined:** This category includes all of the courts, related functions, and the following departments: Superior Court, State Court, Probate Court, Magistrate Court, Recorders Court, Juvenile Court, District Attorney, Sheriff, Solicitor General of State Court, Clerk of Superior Court, Medical Examiner, Public Defender, and Child Advocate's Office.



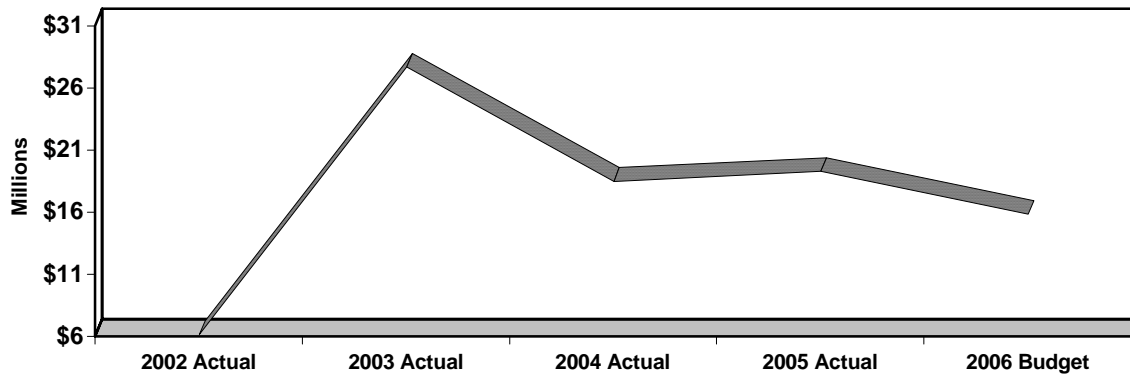
<b>History:</b>	<b>2002 Actual</b>	<b>\$98,776,300</b>
	<b>2003 Actual</b>	<b>\$106,103,309</b>
	<b>2004 Actual</b>	<b>\$111,719,401</b>
	<b>2005 Actual</b>	<b>\$118,514,032</b>
	<b>2006 Budget</b>	<b>\$131,928,893</b>

**Trends and History:** The increasing trend here is due mostly to increased staffing in the court system. An additional section of State Court was added in 2002. The Child Advocate's Office was established in 2003. The 2005 budget included 57 net new positions, which include 57 positions in the jail. The 2006 budget includes 24 net new positions.

## TAX FUNDS EXPENDITURE HISTORY

### CONTRIBUTIONS TO CAPITAL PROJECTS

**Defined:** This category includes funds contributed from the Tax Funds to various capital projects. While most major projects are funded by bond proceeds, grants and contributions from other agencies, the projects in this category tend to be of smaller magnitude and/or maintenance in nature.



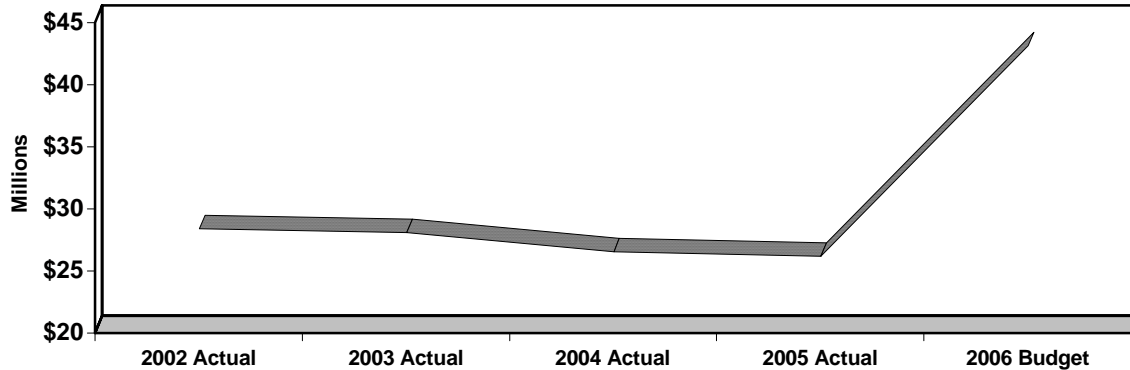
<b>History:</b>	<b>2002 Actual</b>	<b>\$6,003,316</b>
	<b>2003 Actual</b>	<b>\$27,536,595</b>
	<b>2004 Actual</b>	<b>\$18,344,021</b>
	<b>2005 Actual</b>	<b>\$19,141,778</b>
	<b>2006 Budget</b>	<b>\$15,677,932</b>

**Trends and History:** This category varies significantly due to need and funding availability from year-to-year. The substantial increase in 2003 was attributable to the \$16,468,517 appropriation for Homestead Option Sales Tax (HOST) Capital Outlay. In 2005, the appropriation for HOST Capital Outlay was \$17,012,875. In 2006, the appropriation for HOST Capital Outlay is \$11,425,110.

## TAX FUNDS EXPENDITURE HISTORY

### DEBT SERVICE

**Defined:** This category includes principal and interest on general obligation bonds issued for various purposes, lease purchase payments made for certificates of participation (COPS), interest on tax anticipation notes (TANS) associated with this fund, and paying agent fees. It does not include revenue bonds which are accounted for in the funds for which they are issued.



<b>History:</b>	<b>2002 Actual</b>	<b>\$28,256,226</b>
	<b>2003 Actual</b>	<b>\$27,954,203</b>
	<b>2004 Actual</b>	<b>\$26,383,906</b>
	<b>2005 Actual</b>	<b>\$26,063,476</b>
	<b>2006 Budget</b>	<b>\$42,956,215</b>

**Trends and History:**

In 2001, voters approved a \$125 million GO Bond issue to acquire land for parks and greenspace. The 2004 actual and 2005 budget reflect the costs associated with this issue. Other variations in this period are due to the variations in the prior debt service schedules. The Series 2003A GO Refunding Bonds were sold in 2003; they refunded the refundable portion of the Series 1992 GO Refunding Bonds and the Series 1993 Health Facilities Bonds. The Series 2003B GO Refunding Bonds were sold in 2003; they refunded the Series 1993 GO Refunding Bonds.

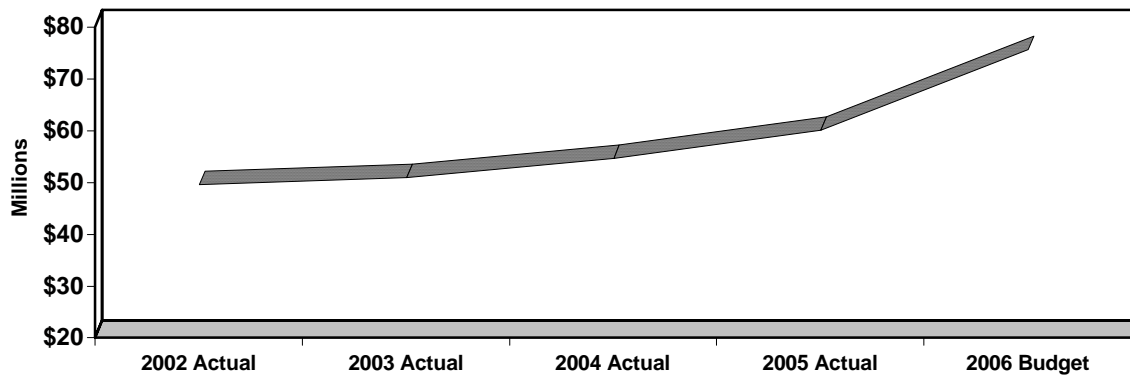
In 2005, voters approved a \$230 million G.O. Bond Issue for special transportation projects — \$79 million, parks and greenspace — \$96 million, and libraries — \$55 million. The bonds were issued on January 24, 2006. The 2006 budget reflects the additional \$14.0 million debt service costs associated with this issue. In January 2006, the County was issued a AAA/Aaa rating from Standard & Poor's and Moody's.



## TAX FUNDS EXPENDITURE HISTORY

### GENERAL GOVERNMENT

**Defined:** This category includes the governing and general administrative functions of the county. Departments included are the Board of Commissioners, Chief Executive Officer, Ethics Board, Finance, Geographic Information System, Information Systems, Law Department, Human Resources, Facilities Management, Property Appraisal, Purchasing, Registrar and Elections, and Tax Commissioner.



<b>History:</b>	<b>2002 Actual</b>	<b>\$49,227,964</b>
	<b>2003 Actual</b>	<b>\$50,558,632</b>
	<b>2004 Actual</b>	<b>\$54,231,502</b>
	<b>2005 Actual</b>	<b>\$59,664,733</b>
	<b>2006 Budget</b>	<b>\$75,324,875</b>

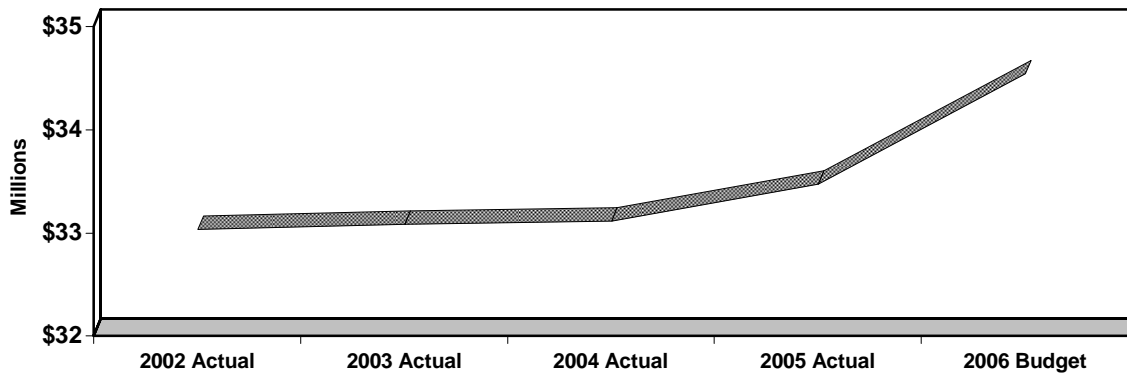
**Trends and History:** The increasing trend in this category is due primarily to significant software and development expenditures related to various departments; continued Information Systems upgrades, network expansion and Information Systems Master Plan development; increases in utility and security costs; additional staff to support the new FMIS/APS installation; and additional positions added in various departments to address increasing demand for service due to population growth.

The significant increase in 2006 is due primarily to the method in which the encumbrance rollover is appropriated and the number of elections planned for 2006.

## TAX FUNDS EXPENDITURE HISTORY

### HEALTH & HUMAN SERVICES

**Defined:** This category includes the Hospital Fund which reflects DeKalb County's contributions to the operating expenses and debt service of the Fulton-DeKalb Hospital Authority (Grady Memorial Hospital) to provide indigent health care, the Department of Family and Children Services (DFACS), the DeKalb County Board of Health, the Community Service Board, the Cooperative Extension Service and the Human Services Department.



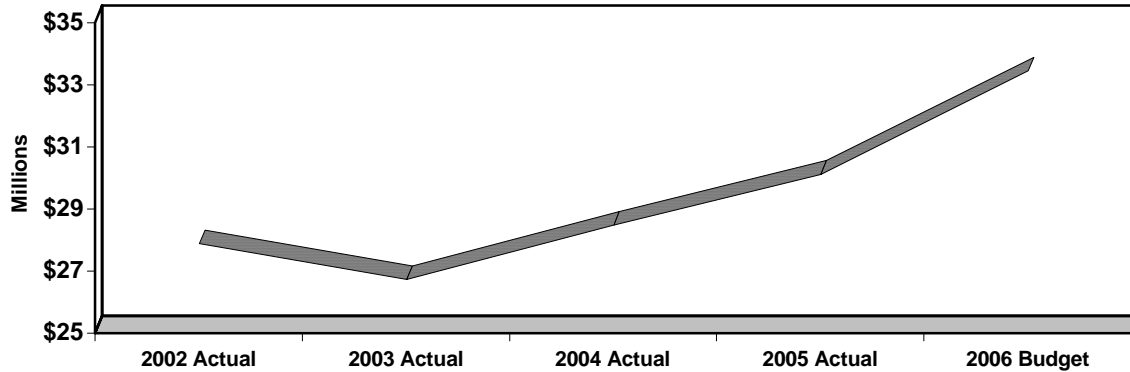
<b>History:</b>	<b>2002 Actual</b>	<b>\$33,016,925</b>
	<b>2003 Actual</b>	<b>\$33,066,889</b>
	<b>2004 Actual</b>	<b>\$33,096,240</b>
	<b>2005 Actual</b>	<b>\$33,456,425</b>
	<b>2006 Budget</b>	<b>\$34,522,377</b>

**Trends and History:** Minor fluctuations are due almost exclusively to varying levels of funding provided to the Fulton-DeKalb Hospital Authority. Since 1997, when funding was reduced due to the availability to the Authority of federal funds, the county's support has remained at a somewhat constant level. The increase in the 2006 Budget is attributed to the opening of the Lou Walker Senior Center.

## TAX FUNDS EXPENDITURE HISTORY

### LEISURE SERVICES

**Defined:** This category includes Parks and Recreation, Libraries and Arts, Culture, and Entertainment.



<b>History:</b>	<b>2002 Actual</b>	<b>\$27,823,061</b>
	<b>2003 Actual</b>	<b>\$26,682,243</b>
	<b>2004 Actual</b>	<b>\$28,430,995</b>
	<b>2005 Actual</b>	<b>\$30,061,515</b>
	<b>2006 Budget</b>	<b>\$33,379,883</b>

**Trends and History:**

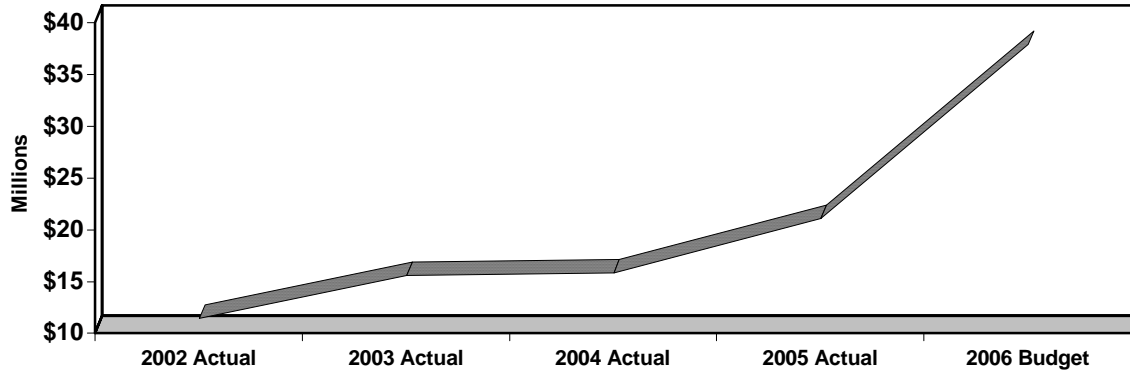
The increases in this function are due to the addition of 37 positions (14 in Libraries and 23 in Parks) in 2001 and 2002, increased salaries due to a pay and classification study, and some increases in the materials allocation for Libraries. In 2003, 35 positions in Parks were transferred to Facilities Management, a General Government function. In 2004, the Arts, Culture, and Entertainment department was established. The 2005 budget includes 16 additional positions in Parks and Recreation.

In 2006, three positions were added to the Library: a Webmaster, a Library Construction Coordinator, and a Marketing Coordinator. In addition, the County allocation for library materials was increased by \$225,000.

## TAX FUNDS EXPENDITURE HISTORY

### NON-DEPARTMENTAL

**Defined:** This category includes a variety of appropriations and expenditures not readily assignable to specific operating departments, such as contracts with community service agencies, county match for pensioners group health and life insurance, general contingency, budgetary reserves and payments to the Risk Management



<b>History:</b>	<b>2002 Actual</b>	<b>\$11,255,232</b>
	<b>2003 Actual</b>	<b>\$15,404,496</b>
	<b>2004 Actual</b>	<b>\$15,616,701</b>
	<b>2005 Actual</b>	<b>\$20,881,448</b>
	<b>2006 Budget</b>	<b>\$37,710,717</b>

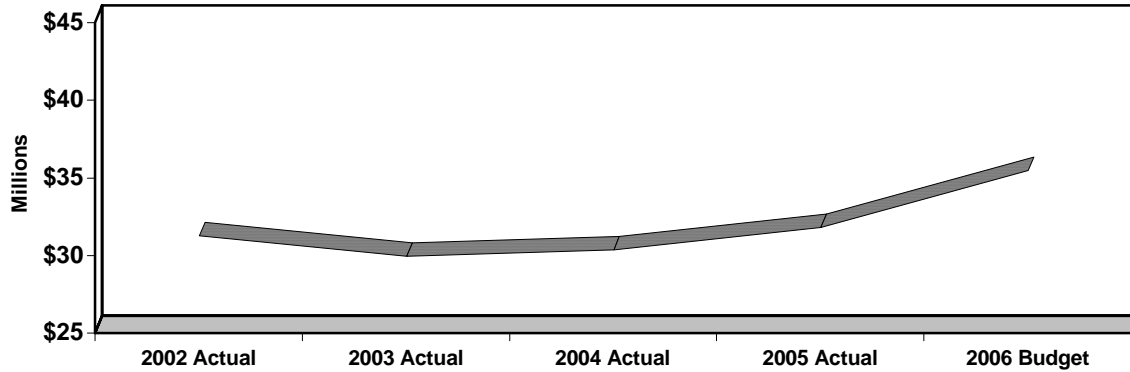
**Trends and History:**

The increase in 2003 was primarily due to a \$18.4 million reserve, \$1,000,000 for economic development incentives, and \$880,000 for building authority debt service. The 2006 Budget includes a \$16.9 million budgetary reserve, \$1,000,000 economic development incentives, \$1,000,000 for contingencies, and a reserve for appropriation of \$3.6 million.

## TAX FUNDS EXPENDITURE HISTORY

### PLANNING & PUBLIC WORKS

**Defined:** This category includes planning, zoning enforcement, development and maintenance of the county's surface transportation system, and stormwater drainage system. In the years 1997-2000, ordinance enforcement relative to land development, building construction and property maintenance were included, but in 2001 were moved to a special revenue fund.



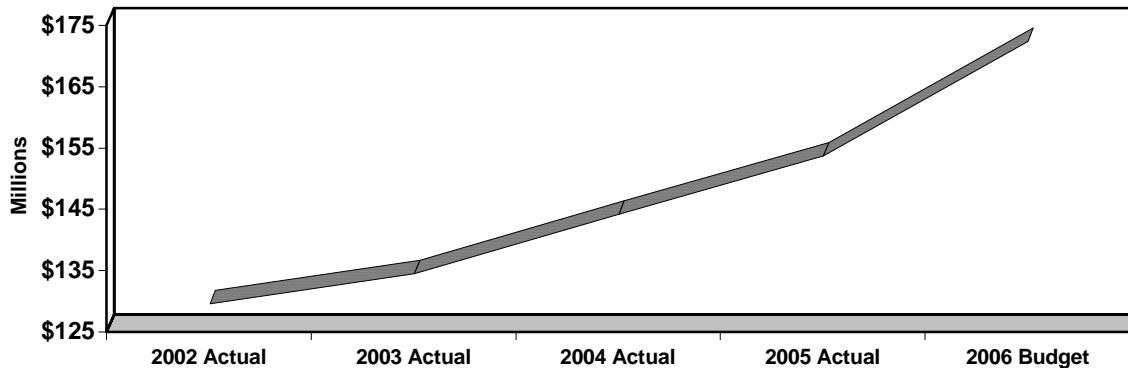
<b>History:</b>	<b>2002 Actual</b>	<b>\$31,156,270</b>
	<b>2003 Actual</b>	<b>\$29,833,117</b>
	<b>2004 Actual</b>	<b>\$30,236,310</b>
	<b>2005 Actual</b>	<b>\$31,682,045</b>
	<b>2006 Budget</b>	<b>\$35,345,677</b>

**Trends and History:** In 2002, a Transportation Division was created by reorganizing Roads and Drainage. 2005 includes the transfer of 69 positions related to traffic and signs from the Transportation Division to the Roads and Drainage Division within Public Works. Also, eighteen positions, vehicles, and other equipment were added to support the Stormwater program. The 2006 budget includes full-year funding for the 18 Stormwater positions added in 2005. Funding was approved for the four positions in Code Enforcement and for a pilot project for litter control.

## TAX FUNDS EXPENDITURE HISTORY

### PUBLIC SAFETY

**Defined:** This category includes Police, Fire, Emergency Medical Service (EMS), Communications, Animal Control, and Code Enforcement functions.

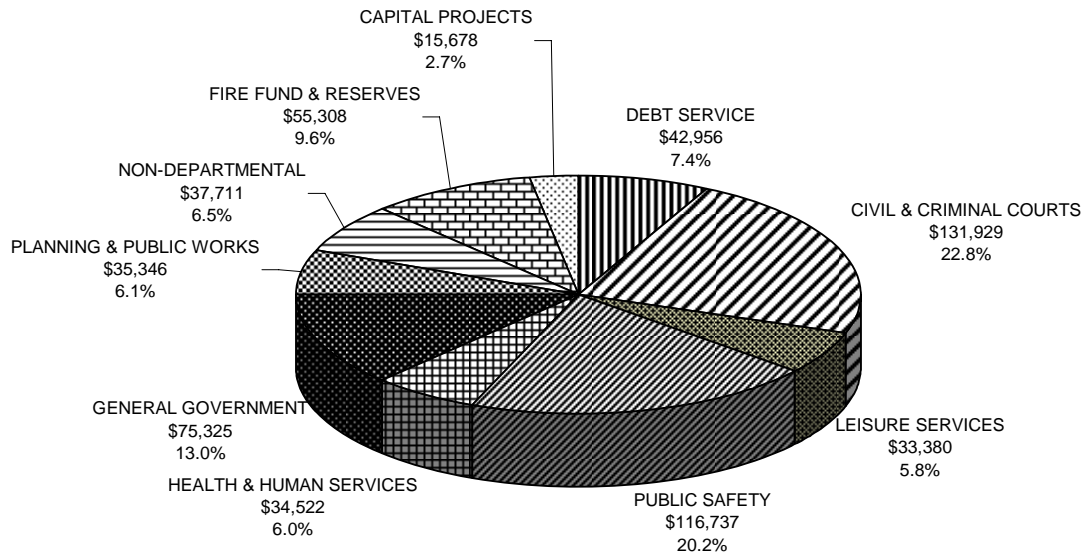


<b>History:</b>	<b>2002 Actual</b>	<b>\$129,263,161</b>
	<b>2003 Actual</b>	<b>\$134,158,106</b>
	<b>2004 Actual</b>	<b>\$143,893,793</b>
	<b>2005 Actual</b>	<b>\$153,400,438</b>
	<b>2006 Budget</b>	<b>\$172,045,313</b>

**Trends and History:** Virtually all increases are due to development and implementation of 5 year plans for both police and fire, in 1996, 1997, and 2001. Since 2001, 272 positions have been added to the Public Safety function. The pay and classification study implemented in 2000 and in 2005 has had a serious impact on this function, and has accounted for most of the budget growth since that period. In 2001, this function was reorganized. Separate Police Services and Fire and Rescue Services departments were created. As part of this reorganization, Code Enforcement was transferred from Development to Police Services. The 2006 budget includes the addition of 4 Code Enforcement Officers, \$100,000 for a litter control pilot project, 15 Firefighters and apparatus to open the new fire station. The significant increase in 2006 is due primarily to the method in which the encumbrance rollover is appropriated.

# 2006 TAX FUNDS BUDGET

## BY MAJOR FUNCTION

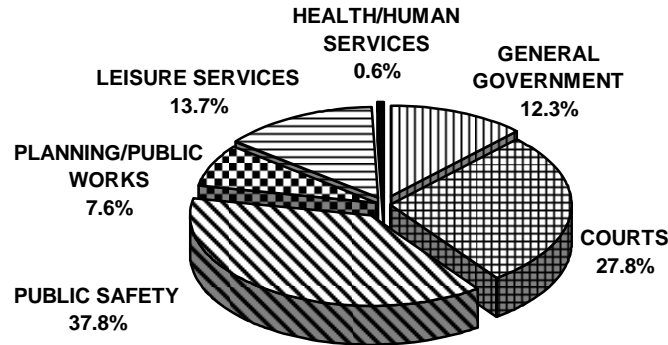


IN THOUSANDS

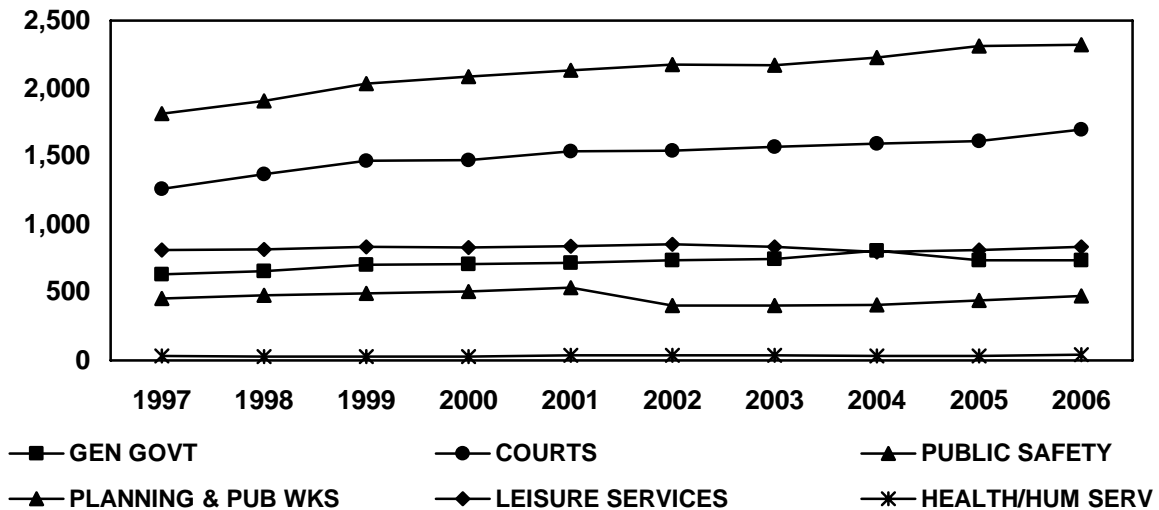
	1997 Budget	1998 Budget	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	Annualized % Change 1997-2006
DEBT SERVICE	\$17,559	\$17,418	\$17,160	\$17,030	\$16,679	\$30,781	\$31,454	\$28,518	\$28,447	\$42,956	16.1%
CIVIL & CRIMINAL COURTS	\$66,953	\$74,117	\$82,146	\$90,538	\$96,923	\$103,214	\$108,906	\$117,311	\$124,376	\$131,929	10.8%
LEISURE SERVICES	\$20,949	\$22,286	\$23,217	\$24,596	\$27,514	\$28,825	\$28,424	\$30,094	\$31,860	\$33,380	6.6%
PUBLIC SAFETY	\$94,122	\$105,322	\$107,617	\$113,533	\$124,059	\$88,826	\$92,968	\$101,969	\$109,097	\$116,737	2.7%
HEALTH & HUMAN SERVICES	\$26,027	\$32,976	\$31,984	\$32,651	\$33,008	\$33,194	\$33,294	\$33,252	\$33,608	\$34,522	3.6%
GENERAL GOVERNMENT	\$36,695	\$39,571	\$41,897	\$46,735	\$48,092	\$52,260	\$55,585	\$59,106	\$60,716	\$75,325	11.7%
PLANNING & PUBLIC WORKS	\$26,230	\$26,448	\$30,179	\$32,378	\$29,704	\$33,307	\$33,410	\$32,315	\$32,373	\$35,346	3.9%
NON-DEPARTMENTAL	\$15,310	\$14,109	\$14,505	\$21,794	\$18,412	\$27,972	\$33,530	\$32,104	\$32,014	\$37,711	16.2%
FIRE FUND & RESERVES	\$12,642	\$5,874	\$9,818	\$17,913	\$17,913	\$41,732	\$47,601	\$50,013	\$52,454	\$55,308	37.5%
CAPITAL PROJECTS	\$2,476	\$5,021	\$4,923	\$4,259	\$7,172	\$6,003	\$27,537	\$18,344	\$19,142	\$15,678	59.2%
TOTAL	\$318,963	\$343,142	\$363,446	\$401,427	\$419,476	\$446,113	\$492,709	\$503,026	\$524,086	\$578,892	9.0%

Debt Service has been impacted by voter approval in 2001 of bonds for parks projects and by voter approval in 2005 of bonds for transportation projects, parks, and libraries. Increases in Civil and Criminal Courts are due to the increase in the jail inmate population and expansion of the court system. Increases in Public Safety are related to the implementation of 5-year plans in Fire and Police in 1996, 1997, 2001, and 2002. Increases in General Government are due to continued Information Systems upgrades, staff added to support the FMIS/APS installation, increases in utility and security costs, positions added to address the increasing demand for service due to population growth and the number of elections planned in 2006. Non-departmental includes a wide variety of variable expenses for such things as insurance coverages, grant matching funds, etc. and also includes funds designated for specific projects or issues. Beginning in 2003, HOST funds have been used for allowable capital projects rather than exclusively for property tax exemption. Increases in Fire Fund and Reserves are due to the Ten Year Fire Station Equipment Replacement Program started in 2002, the 20 positions added to address service level requirements, and the 15 positions and related equipment added for the new fire station that will open in late 2006. Capital Projects varies depending on the need, and more importantly on the funding availability, although the significant increase in 1998 is due to funding for information systems upgrades and Year 2000 compliance programs. Capital Projects has been impacted by the HOST sales tax with the revenue produced from mid-1997 through 1998 going to capital improvement; and in 2000, continuing projects were moved to Non-Departmental and a reserve was budgeted in Non-Departmental for future infrastructure projects. A major pay and classification study implemented in 2000 and in 2005 has impacted all departmental budgets. The change in method in which prior year encumbrance balances are carried forward impacts all departmental budgets in 2006.

# 2006 TAX FUND POSITIONS BY MAJOR FUNCTION



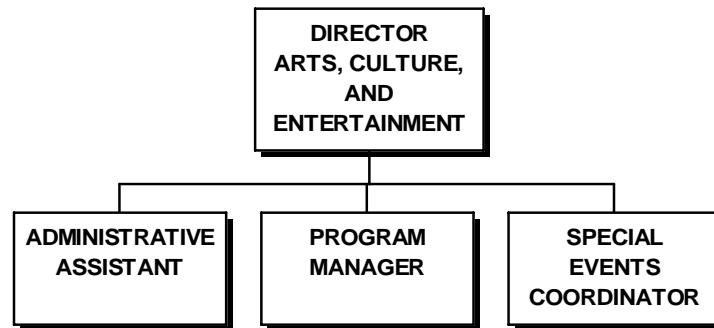
	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
GENERAL GOVERNMENT	656	703	711	719	737	746	809	736	736	759
CIVIL & CRIMINAL COURTS	1,370	1,468	1,509	1,539	1,545	1,571	1,593	1,614	1,699	1,716
PUBLIC SAFETY	1,910	2,036	2,104	2,132	2,175	2,174	2,226	2,311	2,320	2,335
PLANNING & PUBLIC WORKS	479	493	509	534	403	402	408	443	472	472
LEISURE SERVICES	815	834	830	841	852	834	796	811	837	848
HEALTH & HUMAN SERVICES	29	29	29	39	36	36	33	34	40	40
<b>TOTAL</b>	<b>5,259</b>	<b>5,563</b>	<b>5,692</b>	<b>5,804</b>	<b>5,748</b>	<b>5,763</b>	<b>5,865</b>	<b>5,949</b>	<b>6,104</b>	<b>6,170</b>



The growth trends in Public Safety and the Civil and Criminal Courts results from: 1) the implementation of 5-year plans for Fire and Police in 1996, 1997, 2001, and 2002; 2) the expansion of the court system with the addition of three judgeships and related support staff since 1997. 3) the addition of 57 positions to the Sheriff to implement the staffing study recommendations. and 4) the addition of 50 police officer positions in 2002, 2003, and 2004; these positions were previously funded by federal grants.



## ARTS, CULTURE, AND ENTERTAINMENT



### MISSION STATEMENT

The office of Arts, Culture, and Entertainment (A.C.E.) serves to increase awareness, and facilitate an enriched environment of artistic, cultural and entertainment activity in DeKalb County. The office will foster relationships and provide services to Art Centers that are granted local county funds. A.C.E. will serve as an arts management resource by providing opportunities through funding, audience development, and assistance in information services. A.C.E. will address expansion developments within the county pertaining to the arts, culture and entertainment.

### PROGRAM DESCRIPTION

The arts, culture, and entertainment initiatives will support the growth of the county and economic development. Foci will be:

Education - Develop programs enlightening youth, adults and seniors by providing resources and space to cultivate creativity. Promotion of those endeavors will occur within as well as outside of the educational system.

Tourism - Establish DeKalb County as a regional arts center with events and programs that will encourage visitation and return to the county. The Office supports and promotes the diversity of the county.

Economic Development - With participation and visitation, citizens will bring more revenue into the county. Aim will be to attract new business, tourists, and conventions.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Attendance at				
1. Blues & Jazz Festival	N/A	15,000	20,000	22,000
2. Youth Poetry Slam	N/A	N/A	1,500	1,700
3. G Washington Carver Exhibit	N/A	4,000	10,000	12,000
4. DeKalb/Lithonia Jazz and R&B Series	N/A	N/A	40,000	50,000

### MAJOR ACCOMPLISHMENTS IN 2005

Sponsored and participated in the following programs/events: 4th Annual DeKalb County Blues and Jazz Festival, Youth Poetry Slam, George Washington Carver Exhibit, Weekend Happenings, Arts and Humanitarian Month activities including Arts Summit, Brookhaven Arts Festival, Holiday Pops Concert, and the DeKalb County\Lithonia Jazz & R&B Summer Series.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Participate in the Multicultural Festival - Partnership with Stone Mountain Park.

Participate in the Brookhaven Arts Festival

Create an A.C.E. Art Gallery

## ARTS, CULTURE, AND ENTERTAINMENT

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2004, A.C.E. became a separate department; Prior to 2004, it was part of the Parks and Recreation Department.

#### 2006

There are no significant changes for 2006.

#### Future

No significant changes are anticipated in the near future.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Arts, Culture, Entertainment	\$797,825	\$954,981	\$927,514	\$1,071,235
	\$797,825	\$954,981	\$927,514	\$1,071,235

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$247,995	\$246,194	\$282,454	\$282,454
Purchased / Contracted Services	270,833	503,568	632,060	649,686
Supplies	131,128	74,425	11,000	20,617
Capital Outlays	52,515	8,478	2,000	10,478
Interfund / Interdepartmental	484	1,250	0	0
Other Costs	94,870	121,066	0	108,000
	\$797,825	\$954,981	\$927,514	\$1,071,235

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Special Tax District - Designated Services	\$797,825	\$954,981	\$1,071,235
	\$797,825	\$954,981	\$1,071,235

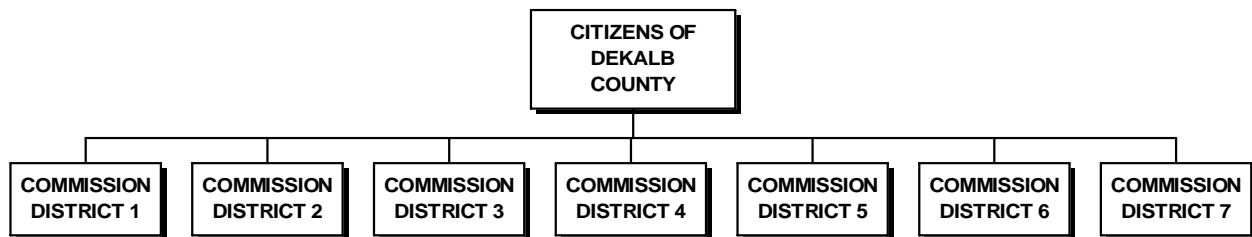
**ARTS, CULTURE, AND ENTERTAINMENT**

**AUTHORIZED POSITIONS BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Arts, Culture, Entertainment</b>				
Dir. Arts, C.A. & Entertain	AH	1	1	1
Program Mgr. Arts, Cult., &Enter.	28	1	1	1
Special Events Coord/Visual Com	25	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		4	4	4
<b>FULL TIME Total</b>		4	4	4
<b>ALL POSITIONS Total</b>		4	4	4

## BOARD OF COMMISSIONERS



### PROGRAM DESCRIPTION

The Board of Commissioners is the legislative branch of DeKalb County Government. The Board has the power to fix and establish, by appropriate resolution or ordinance entered on its minutes, policies, rules and regulations governing all matters reserved to its jurisdiction.

### MAJOR GOALS FOR 2005

The Board responded to approximately 150 citizen contacts daily, processed approximately 870 Agenda Items and 120 Proclamations/Resolutions. The Board of Commissioners also met approximately 70 times in regular meetings; special calling meeting; work sessions and executive sessions.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services and Economic Development

To provide timely and accurate response to citizen inquiries

#### Infrastructure and Financial Strength

To meet as required by law and as necessary to conduct the business of the Board.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the operating budget for each Commissioner's District was increased by \$10,000 from \$95,000 to \$105,000. The budget also included the addition of seven part-time Commission Office Intern positions. Funding for these positions, if utilized, is to come from each Commissioner's operating budget not additional funds.

In 2004, the operating budget for each Commissioner's District was increased by \$20,000 from \$105,000 to \$125,000. In 2004, a resolution was proposed to amend the salary and compensation of the Governing Authority of DeKalb County. The resolution was adopted and approved, becoming effective January 1, 2005. The Board of Commissioners received an annual salary equal to twenty-five percent (25%) of the annual salary of the Chief Executive Officer.

In 2005, effective January 1, 2005, the base salary for each commissioner was increased to \$36,123. An additional increase of \$9,000 was included in the 2005 Budget for each district. \$30,000 was added to the administrative budget to cover increased costs of operations.

#### 2006

In 2006, funding in the amount of \$217,611 has been approved for the addition of one Chief of Staff position to provide timely and accurate responses to citizen inquiries, and 7 full time Commission Office Aide positions. Also, seven part-time Commission Office Intern positions have been abolished.

Effective January 1, 2006, the base salary for each commissioner will be \$36,679. The Commissioners representing Districts 1, 2, and 7 have met the qualifications for a "certified commissioner"; the salary for these Commissioners is \$38,000.

#### Future

No significant future developments of budgetary impact are anticipated.

**BOARD OF COMMISSIONERS**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
BOC Administration	\$107,061	\$153,032	\$267,966	\$385,040
District 1	113,379	158,303	179,400	197,997
District 2	108,642	140,394	179,400	195,990
District 3	125,726	150,857	179,400	197,114
District 4	97,100	135,529	179,400	199,309
District 5	95,509	139,225	179,400	196,553
District 6	119,207	139,056	179,400	216,161
District 7	104,366	150,267	179,400	207,941
	<b>\$870,990</b>	<b>\$1,166,665</b>	<b>\$1,523,766</b>	<b>\$1,796,104</b>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$659,456	\$861,131	\$1,222,759	\$1,364,770
Purchased / Contracted Services	191,754	288,257	290,409	420,033
Supplies	8,857	11,940	8,898	9,367
Capital Outlays	10,254	4,986	1,000	1,234
Other Costs	669	350	700	700
	<b>\$870,990</b>	<b>\$1,166,665</b>	<b>\$1,523,766</b>	<b>\$1,796,104</b>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$870,990	\$1,166,665	\$1,796,104
	<b>\$870,990</b>	<b>\$1,166,665</b>	<b>\$1,796,104</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>District 1</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 1	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 38,000	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0

**BOARD OF COMMISSIONERS**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>District 2</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 2	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 38,000	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0
<b>District 3</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 3	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 36,679	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0
<b>District 4</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 4	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 36,679	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0
<b>District 5</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 5	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 36,679	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0
<b>District 6</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 6	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 36,679	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0

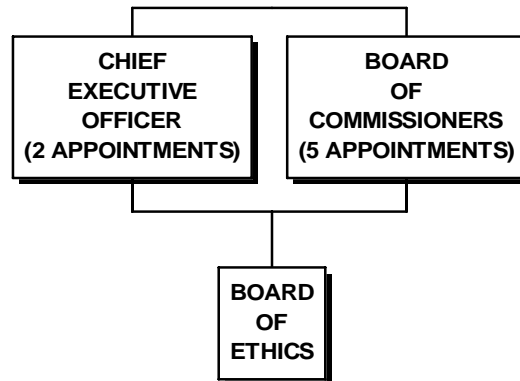
**BOARD OF COMMISSIONERS**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>District 7</b>				
Commission Office Intern	PT	1	1	0
Comm Office Coord District 7	C2	1	1	1
Commission Office Aide	C2	0	0	1
Commissioner	\$ 38,000	1	1	1
FULL TIME Subtotal		2	2	3
PART TIME Subtotal		1	1	0
<b>BOC Administration</b>				
Commission Office Manager	CO	1	1	1
Chief of Staff	AF	0	0	1
Auditor Board Of Commission	AB	1	1	1
Receptionist	16	1	1	1
FULL TIME Subtotal		3	3	4
<b>FULL TIME Total</b>		17	17	25
<b>PART TIME Total</b>		7	7	0
<b>ALL POSITIONS Total</b>		24	24	25

## BOARD OF ETHICS



### MISSION STATEMENT

To increase citizen confidence in government by providing a mechanism to investigate questions involving the integrity of actions taken by public officials.

### PROGRAM DESCRIPTION

Effective January 1, 1991, DeKalb County was required to create and fund a Board of Ethics as approved by County voters in November 1990. The Board is composed of seven citizens of DeKalb County: two members are appointed by the Chief Executive Officer and five members are appointed by the Board of Commissioners. The members of the Board of Ethics serve without compensation and provide for their own internal organization. Even though it is considered to be a department of County government and as such is authorized to employ its own staff and clerical personnel subject to budgetary requirements and merit system regulations, the Board is completely independent, and is not controlled or supervised by the Chief Executive Officer, the Board of Commissioners, or any other officer, department, or agency of County government. Duties of the Board include the establishment of procedures governing its organization, the rendering of opinions with respect to the interpretation of the Ethics Code to all persons seeking advice as to whether or not a particular action constitutes a violation of it, the prescribing of forms for disclosures required by the Ethics Code and making the information disclosed available to the public, the hearing of complaints of Ethics Code violations, and the conducting of investigations as necessary to determine whether or not violations have occurred.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

To increase citizen confidence in government by providing a mechanism to investigate questions involving the ethics of actions taken by public officials.

### MAJOR BUDGETARY IMPACTS

#### Previous

Startup funds for the Board of Ethics were approved in the 1991 budget and members were appointed in early 1991. In 1999, this budget was reduced by \$9, as part of an across-the-board reduction. As part of an across-the-board budget reduction, the 2000 budget was reduced by \$13.

#### 2006

There are no significant changes for 2006.

#### Future

No significant changes are anticipated in the near future.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Board of Ethics	\$622	\$44	\$2,000	\$2,000
	\$622	\$44	\$2,000	\$2,000



**BOARD OF ETHICS**

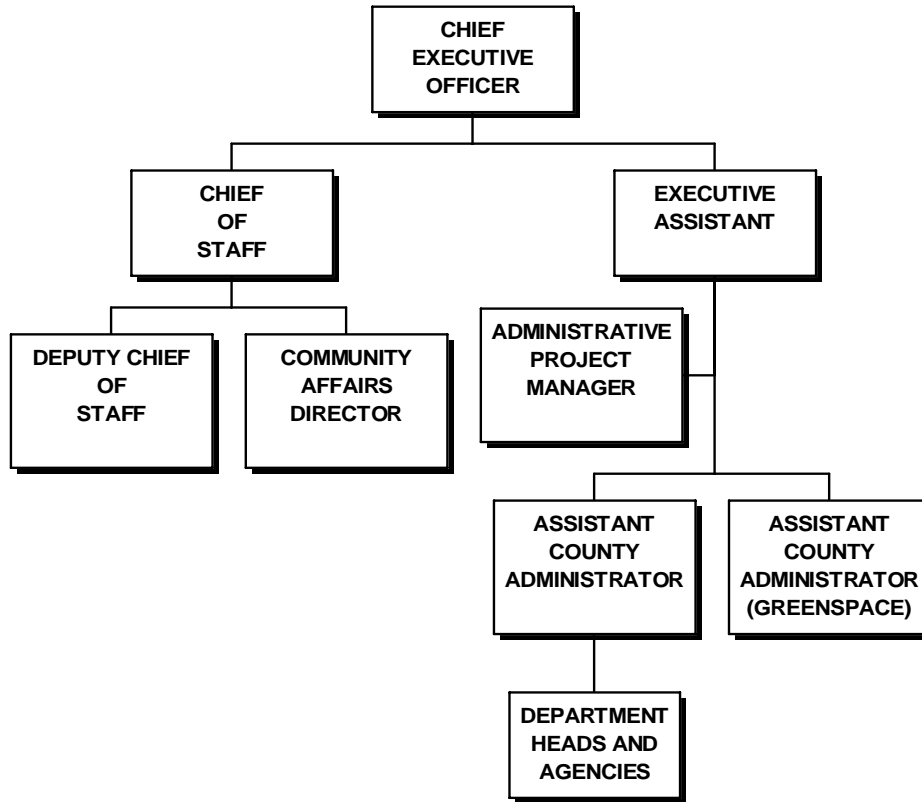
**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$622	\$44	\$2,000	\$2,000
	\$622	\$44	\$2,000	\$2,000

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$622	\$44	\$2,000
	\$622	\$44	\$2,000

**CHIEF EXECUTIVE OFFICER**



**MISSION STATEMENT**

To respond to the public in an effective and courteous manner. To provide overall direction, coordination and assistance to the departments of the county government which report to the CEO. Formulate programs that move the county toward the vision, mission, goals and values established by the CEO, Board of Commissioners and Department Heads. To act as a catalyst in moving the CEO's annually established priorities and initiatives forward.

**PROGRAM DESCRIPTION**

The Office of the Chief Executive Officer provides comprehensive direction, supervision and guidance to the department heads reporting directly to the CEO as established under the Organizational Act of 1984. The Office of the CEO provides the assurance that DeKalb County government is functioning in a proper, effective and legal manner.

**ACTIVITY MEASURES**

	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Agenda Items Processed	1,134	1,070	1,125	1,100
Ceremonial Documents Prepared	698	471	369	400
Press Releases Prepared	715	635	861	900
Audiovisual Projects for County				
Departments	382	533	548	600
Government TV Episodes Created	450	500	673	700

## **CHIEF EXECUTIVE OFFICER**

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### **MAJOR ACCOMPLISHMENTS IN 2005**

Presented periodic status reports to the Board of Commissioners, Grand Jury, general public, and citizens. Established an effective agenda process for handling the County's business.

### **MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

#### **Organizational Effectiveness**

Maintain constructive working relationship with the Board of Commissioners.

Continue to build confidence in DeKalb County Government.

Continued emphasis on effectiveness and efficiency in the delivery of government services.

Formulate a long-range plan to replace County's information system.

Support recommendations of Future Funding Commission.

Complete advanced communications network to connect County facilities with high-speed fiber optic cable.

Create task group to define an integrated replacement for current tax appraisal, collection and property recording system.

Ensure the County's response is handled in a courteous and effective manner to the general public.

Ensure that the codes and ordinances of DeKalb County are properly enforced.

#### **Economic Development**

Continue stressing the importance of economic development.

Create first enterprise zones to restore and nurture economic vitality.

#### **Human Services**

Improve and maintain the quality of life in DeKalb County.

#### **Financial Strength**

Recommend a balanced budget for the operation of county government.

Ensure that the County's appropriations are correctly and effectively administered.

#### **Infrastructure**

Implement Phase I of the advanced communications network to connect County facilities with high-speed fiber optic.

Establish a task group to formulate a long-range plan to replace the County's information system.

Provide strategic planning and continued monitoring of project implementation and HOST process.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2003, the functions and personnel of the Contract Compliance/EEO cost center were transferred to Human Resources (EEO), to Purchasing. One Assistant Public Information Officer position was added to Public Information by transferring and reclassifying a position from Parks and Recreation. An Office of Process Improvement was created and two positions, a Director and a Principal Secretary, were added. In 2004, one Manager Government Television position was approved to manage the operations of DeKalb Government Television. There were no significant changes in the 2005 Budget.

#### **2006**

There are no significant changes in the 2006 Budget.

#### **Future**

No significant changes are anticipated in the near future.

## CHIEF EXECUTIVE OFFICER

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Cable TV Support	\$106,686	\$163,765	\$167,613	\$167,613
Chief Executive Officer	300,765	374,373	389,001	390,302
Community Relations	1	0	0	0
Contract Compliance	34	266	0	0
Office Of Process Improvements	154,590	184,898	131,497	136,292
Operations	622,678	686,486	765,839	767,644
Public Information	208,033	220,970	220,794	221,192
Staff	351,725	333,921	415,085	418,268
	<u>\$1,744,513</u>	<u>\$1,964,678</u>	<u>\$2,089,829</u>	<u>\$2,101,311</u>

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,533,261	\$1,695,929	\$1,844,666	\$1,844,666
Purchased / Contracted Services	156,802	206,609	179,875	189,079
Supplies	30,858	33,331	36,400	38,651
Capital Outlays	0	2,625	0	26
Interfund / Interdepartmental	23,416	26,010	28,713	28,713
Other Costs	175	175	175	175
	<u>\$1,744,513</u>	<u>\$1,964,678</u>	<u>\$2,089,829</u>	<u>\$2,101,311</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$1,637,827	\$1,800,913	\$1,933,698
Special Tax District - Unincorporated	106,686	163,765	167,613
	<u>\$1,744,513</u>	<u>\$1,964,678</u>	<u>\$2,101,311</u>

## CHIEF EXECUTIVE OFFICER

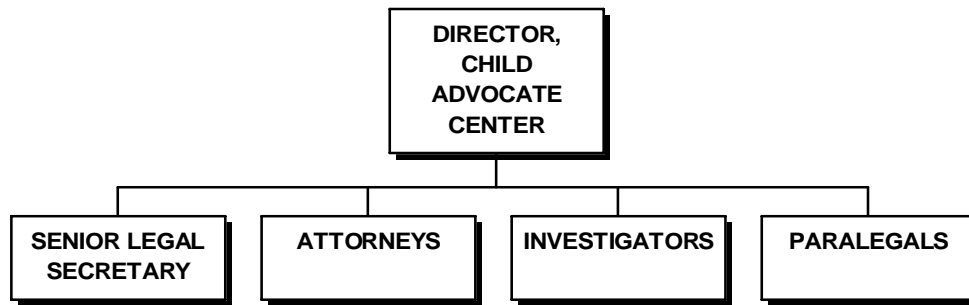
### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Chief Executive Officer</b>				
Executive Secretary CEO	25	1	1	1
Administrative Assistant II	23	1	1	1
Chief Executive Officer	\$146,716	1	1	1
FULL TIME Subtotal		3	3	3
<b>Operations</b>				
Asst County Administrator	AF	1	1	1
Executive Assistant	AA	1	1	1
Admin Project Mgr CEO	31	1	1	1
Administrative Coordinator	25	1	1	1
Executive Secretary CEO	25	1	1	1
Executive Office Asst CEO	21	1	1	1
Office Assistant Senior	19	0	1	1
Office Assistant	18	1	0	0
FULL TIME Subtotal		7	7	7
<b>Staff</b>				
Director Legislative Liaison	AI	1	1	1
Chief of Staff	AF	1	1	1
Deputy Chief of Staff	31	1	1	1
Dir Community Relations	31	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		5	5	5
<b>Public Information</b>				
Dir Comm & Public Informatio	31	1	1	1
Cable TV Operations Director	28	1	1	1
Public Information Officer	28	1	1	1
Audiovisual Production Coord.	25	1	1	1
Administrative Assistant II	23	1	1	1
Audiovisual Production Asst	21	1	1	1
FULL TIME Subtotal		6	6	6
<b>Office Of Process Improvements</b>				
Director, Process Improvement	31	1	1	1
Administrative Assistant I	21	0	1	1
Secretary Principal	21	1	0	0
FULL TIME Subtotal		2	2	2
<b>FULL TIME Total</b>		23	23	23
<b>ALL POSITIONS Total</b>		23	23	23

## CHILD ADVOCATE'S OFFICE

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### MISSION STATEMENT

It is the mission of the Child Advocate's Office to represent the interests of every child brought into the foster care system through DeKalb County Juvenile Court; to ensure the protection of each child; to provide a voice for each child during deprivation hearings; to monitor each case for the purpose of facilitating reunification and permanency planning efforts for and by each family; and to maintain ongoing efforts to prevent prolonged or repeated involvement by a family with the foster care and Juvenile Court System.

### PROGRAM DESCRIPTION

The Child Advocate's Office was established in 2003, in response to litigation alleging that the County was not providing sufficient resources in this area. The Child Advocacy Group had been located within the Juvenile Court Organization. It became a separate department in 2003. The Child Advocate's Office represents the interests of abused and neglected children. These children are generally in the custody of the Department of Family and Children Services, and are placed in foster homes, group facilities, institutions, and with relatives. The Attorneys prepare cases for the court, and appear at all hearings for each child involved in the case.

### MAJOR ACCOMPLISHMENTS IN 2005

Secured 7,932 hours of volunteer support for an estimated value of \$79,000 worth of services at no cost to the county. Department authored the Attorney-Guardian ad litem Litigation Training Manual utilized by State Supreme Court Child Placement Project and Georgia Bar Association Institute of Continuing Legal Education to instruct GAL-Attorneys statewide. Three senior staff members serve as statewide featured speakers and trainers for GAL-Attorney's in areas relating to child welfare advocacy, litigation, procedure and ethics. Hosted monthly interagency in-service trainings, providing intreragency information and resource exchange. Hosted the First Annual State of Child Advocacy attended by more than 30 child welfare agencies and programs. Secured hundreds of donations from community for CEO Santa Christmas Giveaway for Needy Children. Co-founded DeKalb County's first Visitation Center for children in care to facilitate increased visitation between children and parents and to reduce amount of time in which children remain in care.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

To secure an automated case management system sufficient to maintain the extensive client database information associated with deprived matters.

To implement improved practices and performance standards, and to reduce caseloads to ensure effectiveness in litigation practice.

To continue to serve as state model in formulation and evolution of guidelines and standards for the effective and ethical representation of the best interests and rights of child-client in deprivation matters.

#### Organizational Effectiveness

To identify additional resources to increase efficiency in the administration of departmental responsibilities.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the Child Advocates Office was established.

#### 2006

During 2006, five more attorneys will be added to the organization as a result of a settlement. Also, two Paralegals will be added to support the staff.

**CHILD ADVOCATE'S OFFICE**

**MAJOR BUDGETARY IMPACTS**

**Future**

No other changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Child Advocates Office	\$601,283	\$657,802	\$1,052,805	\$1,094,063
	\$601,283	\$657,802	\$1,052,805	\$1,094,063

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$505,309	\$514,186	\$924,305	\$924,305
Purchased / Contracted Services	72,913	84,328	95,700	103,145
Supplies	16,912	21,825	26,300	28,588
Capital Outlays	6,148	37,463	6,500	38,025
	\$601,283	\$657,802	\$1,052,805	\$1,094,063

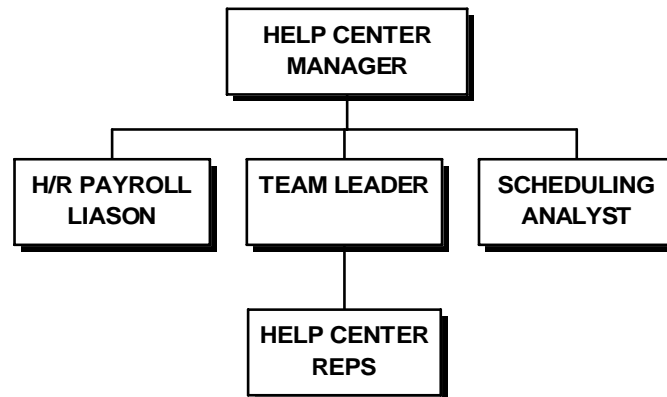
<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$601,283	\$657,802	\$1,094,063
	\$601,283	\$657,802	\$1,094,063

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Child Advocates Office</b>				
Director Child Advocate Ctr	AH	1	1	1
Attorney IV	33	1	1	1
Attorney III	31	1	0	0
Attorney III	31	1	3	8
Attorney III	31	1	3	8
Attorney II	30	1	0	0
Administrative Coordinator	25	0	1	1
Investigator Principal	25	2	2	2
Paralegal	23	0	0	2
Secretary Senior Legal	23	1	0	0
FULL TIME Subtotal		8	8	15
<b>FULL TIME Total</b>		8	8	15
<b>ALL POSITIONS Total</b>		8	8	15

## CITIZENS HELP CENTER



### MISSION STATEMENT

The vision is to develop an "end-to-end" Citizens Help Center (CHC) operation focused on providing consistent, high-level quality of services across all departments, while decreasing the costs of service delivery. The System is to relieve the 911 system of the non-emergency call burden, and to serve as a customer-based call center.

### PROGRAM DESCRIPTION

The 311center will be designed to provide a back-up 911 center and/or Emergency Facilitation Center, to facilitate current departmental call centers (or those with similar functions), provide standardized and consistent methods of providing customer service response, and to provide ability to track trends to allow for adjustments to changing service needs.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Yearly Call Volumes	N/A	N/A	N/A	1,500,000
Average Call Duration, (Sec)	N/A	N/A	N/A	180
After Call Wrap Up Time, (Sec)	N/A	N/A	N/A	15
Percent Calls Answered	N/A	N/A	N/A	85%
Percent Within 60 Seconds	N/A	N/A	N/A	10%

### MAJOR ACCOMPLISHMENTS IN 2005

Successfully conducted the Pilot Phase of the program. Began deployment of County roll-out of 311 CHC.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Hire the necessary staff for Phase II Answer calls with a live person and centralize the channels to all County Services.

Reduce the incidence of 911 callers put on hold, receiving a busy signal or answered by a recording.

Be responsible for 20% decrease in non-emergency calls placed into 911 during the first year.

### MAJOR BUDGETARY IMPACTS

#### Previous

None

#### 2006

The 2006 Budget included funding to implement Phase II for the C.H.C. Pilot. Phase II is expected to be complete in May 2006.



## CITIZENS HELP CENTER

### MAJOR BUDGETARY IMPACTS

#### 2006

Initially, the Center will be staffed with one Center Manager, one Administrative Aide, one Department Liaison, one Quality Assurance Analyst, one Training Analyst, one Team Leader, and sixteen Call Operators.

#### Future

In 2007, the project will be completed and the department will be fully operational and will have additional staff.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Citizens Help Center	\$0	\$0	\$2,400,000	\$2,400,000
	\$0	\$0	\$2,400,000	\$2,400,000

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$0	\$0	\$748,753	\$748,753
Purchased / Contracted Services	0	0	1,191,532	1,191,532
Supplies	0	0	21,550	21,550
Capital Outlays	0	0	126,000	126,000
Interfund / Interdepartmental	0	0	312,165	312,165
	\$0	\$0	\$2,400,000	\$2,400,000

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$0	\$0	\$2,400,000
	\$0	\$0	\$2,400,000

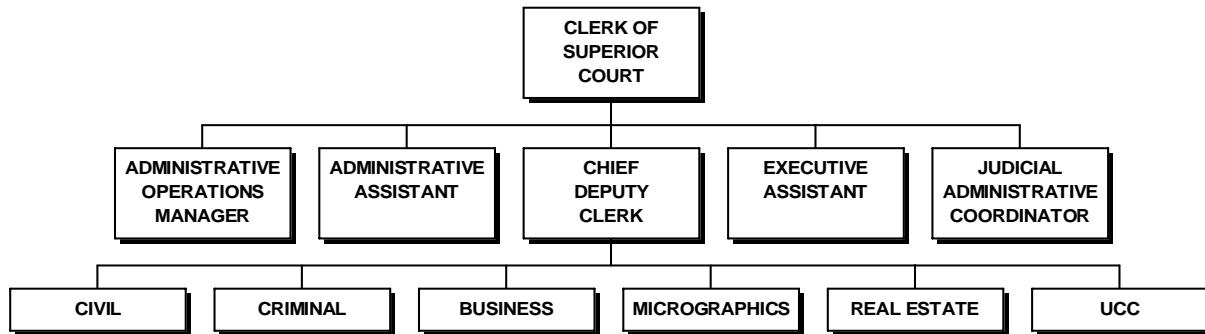
**CITIZENS HELP CENTER**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Citizens Help Center</b>				
Help Center Manager	28	0	0	1
Department Liason	25	0	0	1
Quality Assurance Analyst	25	0	0	1
Training Analyst	25	0	0	1
Administrative Aide	23	0	0	1
Team Leader	23	0	0	1
Citizen Help Center Rep	18	0	0	16
FULL TIME Subtotal		0	0	22
<b>FULL TIME Total</b>		0	0	22
<b>ALL POSITIONS Total</b>		0	0	22

## CLERK OF SUPERIOR COURT



### MISSION STATEMENT

The Clerk of the Superior Court is strongly committed to providing to the citizens of DeKalb County the most knowledgeable, efficient, professional, courteous, and up to date service available. The Clerk is committed to ensuring that both the Judicial and Real Estate records are accurately recorded, maintained and archived and available for public access. The Clerk is committed to providing the most current technology so as to protect these valuable documents and provide access to them by public and other County Offices.

### PROGRAM DESCRIPTION

The Clerk of Superior Court is a constitutionally elected office charged with the responsibility of recording and maintaining for public inspection all records pertaining to civil and criminal cases as well as all real and personal property located in DeKalb County in accordance with the laws of the State of Georgia. The Judicial Division is responsible for the management and preservation of records relating to civil and criminal matters, adoptions, appeals, accounting, budget and general services. The Judicial Division issues notary commissions, liens, fifas, trade name documents and limited partnerships. Real Estate and UCC Divisions are responsible for filing, recording and scanning all documents relating to real and personal property located in DeKalb County. The Real Estate Division is responsible for the collection of Intangible Taxes and Transfer Taxes of any document passing title to real property. Micrographic does copying and microfilming of records.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Real Estate Instruments Recorded	277,218	283,299	280,503	294,528
Pages Assigned	1,365,685	1,160,614	1,171,837	1,230,429
Documents Microfilmed	1,450,000	1,355,631	544,662	571,895
Criminal Indictments Processed	4,895	4,053	4,599	4,829
Civil Cases Disposed	12,892	14,520	14,304	15,019
Estimated Pages Intake (Judicial)	1,400,000	1,100,000	1,072,800	1,180,080
Criminal Cases Disposed	3,954	4,208	4,546	4,773

### MAJOR ACCOMPLISHMENTS IN 2005

Shortened the time it takes to record, index, scan and return to customers all Real Estate Documents. DeKalb County has same day recording. The Clerks office worked closely with law enforcement to prevent Real Estate Fraud and to apprehend those criminals guilty of this crime. Repaired deteriorating Plat Books and Deed Books. Provided other County offices with the ability to image and download our Real Estate Documents. Worked closely with other County offices to define and solve the many problems and needs of our citizens. Filed, recorded and processed a 40% increase in judicial cases over 2004 with the same resources budgeted for that year.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Acquire a new recording system to replace our present vendor.

Develop and bring on line a Clerk's Office website whereby anyone can search our records and download images of documents.

## CLERK OF SUPERIOR COURT

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Form a Fraud Task Force, with the help of law enforcement and the DA, to try and prevent Real Estate Fraud and apprehend those guilty of this crime.

#### MAJOR BUDGETARY IMPACTS

##### Previous

The 2003 Budget included funding, in the amount of \$108,000, to repair 212 Deed Books and 14 Plat books. This Budget also included \$122,540 for an electronic filing system for criminal and civil files and \$110,000 for the 2003 extended maintenance of the Imaging System.

The 2004 Budget included funding, in the amount of \$262,080, to outsource the following processes: incoming mail opening, sorting and distribution, deed intake, book preparation and scanning, indexing and verification, and book mail back. Funds totaling \$88,648 were included to purchase 1 copier, 2 cameras, 2 reader/printers and 1 microfilm processor. This Budget also included \$110,000 for the 2004 extended maintenance of the Imaging System.

In 2005, funds in the amount of \$350,000 were included for the following purposes: \$100,000 for deed books, \$150,000 for mail service, and \$100,000 to cover the first year lease purchase payments for a new imaging system.

##### 2006

In 2006, \$40,000 is included in the budget for salary adjustments pending approval by Human Resources

##### Future

The planned imaging initiative will continue and is expected to address the deteriorating condition of the printed-paper records. The restoration of the Deed Indices will continue over the next four years.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Clerk of Superior Court	\$4,347,130	\$4,540,225	\$4,656,720	\$4,901,497
Real Estate & UCC	0	119	0	0
	\$4,347,130	\$4,540,344	\$4,656,720	\$4,901,497

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$3,253,943	\$3,422,195	\$3,808,055	\$3,808,055
Purchased / Contracted Services	833,364	843,760	679,000	892,086
Supplies	126,051	123,934	103,800	112,874
Capital Outlays	122,595	139,227	54,365	76,983
Other Costs	11,176	11,228	11,500	11,500
	\$4,347,130	\$4,540,344	\$4,656,720	\$4,901,497

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$4,347,130	\$4,540,344	\$4,901,497
	\$4,347,130	\$4,540,344	\$4,901,497

**CLERK OF SUPERIOR COURT**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Clerk of Superior Court</b>				
Chief Dep. Clerk Superior Ct	29	1	1	1
Administrative Operations Mgr	28	1	1	1
Judicial Administrative Coord	26	1	1	1
Network Coordinator	26	1	1	1
Accountant	25	1	1	1
Court Records Supervisor	24	8	8	8
Administrative Assistant II	23	1	2	2
Secretary Executive	23	1	0	0
Court Records Tech III	21	25	21	21
Court Records Tech II	19	40	38	38
Court Records Tech I	18	5	11	11
Clerk Superior Court	\$116,787	1	1	1
FULL TIME Subtotal		86	86	86
<b>FULL TIME Total</b>		86	86	86
<b>ALL POSITIONS Total</b>		86	86	86

## COMMUNITY SERVICE BOARD



### MISSION STATEMENT

To be in partnership with consumers, their families, and other organizations to provide mental health, mental retardation and other developmental disabilities, and substance abuse services which result in the fullest participation of consumers in community life.

### PROGRAM DESCRIPTION

The DeKalb Community Service Board was created by state law to provide mental health, developmental disabilities, and addictive diseases treatment and habitation services. These programs were operated by the DeKalb County Board of Health prior to July 1, 1994. An eleven member governing board, appointed by the local governing authority, took office on July 1, 1996. The DeKalb County Service Board provides services through six divisions: Office of Care Management, Medical Director, Behavioral Health Services, Child and Adolescent Services, Mental Retardation Services, and Administrative Services.

The Community Service Board utilizes a combination of state grant-in-aid funds, fee revenues, and county funds as major sources of revenues. All county funding is used for salaries, facility rental, supplies, educational materials, and repairs and maintenance. County funds represent a contribution to the Community Service Board for the operation and delivery of mental health, developmental disabilities, addictive diseases, and habitation services to the citizens of DeKalb County.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Total Consumers				
Consumer Enrolled in:	11,300	10,678	12,451	12,486
Jail Services and DUI Program				
Mental Health Services, Adult	500	346	377	381
Mental Health Services, Child & Adolescent Services	7,000	7,093	7,530	7,605
Developmental Disabilities	2,300	2,038	1,911	1,873
Addictive Services, Adult	840	608	617	617
Addictive Services, Child & Adolescent Services	2,000	1,507	3,103	3,103
	140	118	130	127

### MAJOR ACCOMPLISHMENTS IN 2005

Collaborated with the Board of Health to serve Torture and Trauma Victims at the Refugee clinic. Expanded the Substance Abuse Services for women at the Clifton Springs Mental Health Center. Discontinued intensive residential treatment in the Residential Services Program and concentrated efforts on supported semi-independent living arrangements in apartments. Streamlined service delivery in all outpatient clinics.

## COMMUNITY SERVICE BOARD

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

To involve consumers, their families, and the community in planning and public policy development.

To provide access for vulnerable populations to community-based, integrated systems of care, treatment, and habilitation.

To provide a safety net for individuals unable to access needed services elsewhere.

To improve the health status of consumers.

To promote innovation and best practices in services.

To define and evaluate performance, outcome, effectiveness, and costs of services.

### MAJOR BUDGETARY IMPACTS

#### Previous

As part of the across-the-board reduction in 2000, this budget was reduced by \$14,121.

#### 2006

The 2006 Budget included funding in the amount of \$134,336 to restore the County's funding level to the calendar year 2003 level of \$2,284,313.

#### Future

The Community Service Board has been negatively affected by the reduction in State grant-in-aid funds, Medicaid reimbursements, and the accelerated recoupment of Medicaid Advances. The Community Service Board has developed a plan to reduce spending in 2006.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Community Service Board	\$2,238,627	\$2,193,854	\$2,284,313	\$2,284,313
	\$2,238,627	\$2,193,854	\$2,284,313	\$2,284,313

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Other Costs	\$2,238,627	\$2,193,854	\$2,284,313	\$2,284,313
	\$2,238,627	\$2,193,854	\$2,284,313	\$2,284,313

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$2,238,627	\$2,193,854	\$2,284,313
	\$2,238,627	\$2,193,854	\$2,284,313

## CONTRIBUTION TO CAPITAL PROJECTS

### PROGRAM DESCRIPTION

Funds appropriated from the Tax Funds Group for transfer to the Capital Projects Fund are individually highlighted within this Budget area. Each individual appropriation reflects only the Tax Funds contribution toward a capital project, with additional project funding possibly coming from other sources such as sale of bonds, State and Federal grants, or contributions from other agencies, individuals or funds. Contributions for projects in the areas of Police, Roads and Drainage, Transportation, and Parks and Recreation are funded from the Special Tax District - Designated Services Fund. Contributions for projects in the areas of Business License, Records Court, and Zoning Analysis and Enforcement are funded from the Special Tax District-Unincorporated Fund. Contributions for Fire Services projects are provided by the Fire Fund. Contributions for Public Works-Fleet Maintenance projects are provided by four funds in the Tax Funds Group (General Fund, Special Tax District -Designated Services Fund, Special Tax District - Unincorporated Fund and the Fire Fund) and by the three funds of the Enterprise Funds Group (Public Works - Water and Sewer, Sanitation and Airport). All other contributions provided by the Tax Funds Group are funded from the General Fund. (For additional information see the Capital Projects Funds Group).

### MAJOR BUDGETARY IMPACTS

#### Previous

During 2005, there were contributions totaling \$20,941,562 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

DEPARTMENT	PROJECT	AMOUNT
Clerk of Superior Court	New Real Estate Technology Project	\$350,000
Facilities Management	Lifecycle Repair & Replacement	500,000
Information Systems	Lease Purchase Y2K Systems	100,018
	PC Lifecycle Refresh Program	216,598
	Automated Purchasing System/Financial Management Information System	2,668,239
	Phase III I-Net	5,578
	Kronos Lease Purchase Agreement	88,254
HOST Capital Outlay	County Local Match Commitments	5,600,000
	On-Going Projects -County-Wide	1,750,000
	District Projects	9,400,000
	Reserve for Equalization	262,875
<b>TOTAL</b>		<b>\$20,941,562</b>

#### 2006

The requests from County departments totaled \$104,294,029 for 2006. This total does not include \$11,425,110 that was appropriated from HOST funds for Capital Outlay. (See HOST Capital Outlay section for a specific list of projects).



## CONTRIBUTION TO CAPITAL PROJECTS

### Future

The County will begin major facility improvements that will include the Maloof Building Renovations as well as the Trinity Parking Garage. There will also be a number of new technology implementations as well as upgrades to current systems.

### ACTIVITY MEASURES

The adopted 2006 Budget includes \$15,677,932 in Contributions to the Capital Projects Fund for the following projects:

DEPARTMENT	PROJECT	AMOUNT
Facilities Management	Trinity Parking Garage Renovation	\$750,000
	Lifecycle Repair & Replacement	357,822
	Malooof Renovations	800,000
Finance	Record's Storage Annex	115,000
Information Systems	AIX Consolidation Hardware	350,000
Police	Microwave Loop Platform	1,000,000
State Court	Probation Case Mgmt. & Financial System	350,000
Tax Assessor	Tax Assessor System	500,000
Tax Commissioner	Remittance Processor for Property Taxes	30,000
Transportation	HOST Capital Outlay	11,425,110
<b>TOTAL</b>		<b>\$15,677,932</b>

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Contribution To Capital	\$18,344,021	\$20,941,562	\$2,622,822	\$15,677,932
	\$18,344,021	\$20,941,562	\$2,622,822	\$15,677,932

**CONTRIBUTION TO CAPITAL PROJECTS**

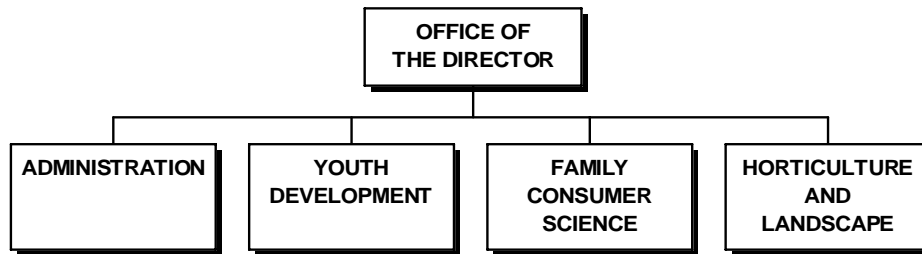
**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Supplies	\$0	\$216	\$0	\$0
Other Financing Uses	18,344,021	20,941,562	2,622,822	15,677,932
	<u>\$18,344,021</u>	<u>\$20,941,778</u>	<u>\$2,622,822</u>	<u>\$15,677,932</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$4,599,021	\$2,128,687	\$4,252,822
General Fund-HOST Capital Outlay	13,475,000	17,012,875	11,425,110
HOST Fund		1,800,000	
	<u>\$18,074,021</u>	<u>\$20,941,562</u>	<u>\$15,677,932</u>

## COOPERATIVE EXTENSION



### MISSION STATEMENT

To provide and respond to requests for research based information about horticulture, the environment, families, 4-H and youth. To help residents become healthier, more productive, financially independent, and environmentally responsible. To build coalitions to address issues and problems facing communities, families and youth. To assist youth in acquiring and developing life skills and forming attitudes which enable them to become self-directing, productive and contributing members of society.

### PROGRAM DESCRIPTION

The DeKalb County Extension Service, a partnership between the County and the University of Georgia Cooperative Extension Service, responds to the people's needs and interest in horticulture, the environment, families, and 4-H and youth with unbiased research based information. The Extension Service is committed to excellence in helping residents become healthier, more productive, financially independent and environmentally responsible and providing timely, accurate, comprehensive information, and building coalitions to address issues and problems facing communities, families and youth.

### PERFORMANCE INDICATORS

	<b>TARGET</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Locate additional sources of funding to expand and/or enhance educational programs.	30% of County Budget	32%	33%	25%
		\$353,900	\$342,796	\$200,000
Value Received from Master Gardner volunteers as a % of the cost of training and volunteer administration return.	200% or >	750%	750%	750%
% of Teenage Mother Nutrition Education delivering a baby 5.5 pounds or greater.	80%	98%	98%	98%
% of participants in the Bilingual outreach achieving a test score increase of 25% or greater.	75%	95%	95%	95%

## COOPERATIVE EXTENSION

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Telephone & Email Information Request	66,031	88,874	90,000	90,000
Publications Distributed	49,411	53,316	56,000	56,000
Number Of Workshops	3,642	3,712	3,800	3,800
Number Of Home Visits	3,215	2,564	2,000	2,000
Number Of Volunteers	1,372	1,872	1,400	1,500
Volunteer Hrs. Contributed	15,855	17,078	16,000	16,500
Youths Reached By Programs	12,314	31,040	12,500	13,000
Participants	88,237	87,324	90,000	90,000

### MAJOR ACCOMPLISHMENTS IN 2005

Received \$342,796 in contract funds to enhance current programming and implement basic living skills, and programs for immigrant audiences. The Department continued a two-year grant with the US Treasury Department to assist low and moderate-income people without bank accounts. One hundred fifty-one master gardener volunteers donated 11,312 hours. Several state and national awards were received for outstanding programs.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

To provide excellent service and educational programs for DeKalb Citizens.

To locate alternative sources of funding to expand and enhance programming efforts.

To provide professional development and staff training.

### MAJOR BUDGETARY IMPACTS

#### Previous

No significant previous changes.

#### 2006

There are no significant changes anticipated.

#### Future

Continue to locate alternative sources of funding for expansion. To provide environmentally sound landscape information for homeowners as well as programs for homeowners. To provide quality educational programs for youth, helping them to learn leadership skills. To provide excellent educational programs for the citizens of DeKalb.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$619,916	\$455,977	\$475,078	\$481,050
Family & Consumer Sc	185,199	179,988	226,064	226,064
Horticulture & Lands	146,768	155,323	199,927	206,488
Youth Program	138,009	147,055	147,838	148,441
	\$1,089,892	\$938,342	\$1,048,907	\$1,062,043

## COOPERATIVE EXTENSION

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$735,141	\$783,909	\$879,240	\$879,240
Purchased / Contracted Services	291,561	89,849	101,493	114,128
Supplies	26,621	33,124	30,962	31,424
Capital Outlays	3,696	0	12,550	12,550
Interfund / Interdepartmental	21,716	18,242	12,562	12,562
Other Costs	11,158	13,217	12,100	12,140
	<u>\$1,089,892</u>	<u>\$938,342</u>	<u>\$1,048,907</u>	<u>\$1,062,043</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$1,089,892</u>	<u>\$938,342</u>	<u>\$1,062,043</u>
	\$1,089,892	\$938,342	\$1,062,043

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administration</b>					
Dir County Extension Service	OL		1	1	1
Departmental Microsystems Spec	28		1	1	1
Administrative Coordinator	25		1	1	1
Administrative Assistant I	21		0	3	3
Offset Equipment Operator	21		1	1	1
Secretary Principal	21		3	0	0
Office Assistant	18		1	1	1
FULL TIME Subtotal			8	8	8
<b>Youth Program</b>					
Extension Service Mgr	OL		1	1	1
County Extension Agent	25		1	2	2
Public Education Specialist	23		1	0	0
FULL TIME Subtotal			3	3	3
<b>Family &amp; Consumer Sc</b>					
Extension Service Mgr	OL		1	1	1
County Extension Agent	25		3	3	3
Family Consumer Science Prg Aid	19	1 PT	1	1	1
FULL TIME Subtotal			4	4	4
PART TIME Subtotal			1	1	1
<b>Horticulture &amp; Lands</b>					
Extension Service Mgr	OL		1	1	1

**COOPERATIVE EXTENSION**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Horticulture &amp; Lands (cont)</b>					
County Extension Agent	25		1	1	1
Garden Instructor	21		1	1	1
FULL TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			18	18	18
<b>PART TIME Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			19	19	19

## DEBT SERVICE FUND

### PROGRAM DESCRIPTION

The Debt Service Fund is a separate fund specifically designated to pay principal and interest on various General Obligation Bond issues. Revenue is derived principally from a county wide property tax levy designated for debt retirement. Payments are made from the fund for principal and interest requirements, tax anticipation borrowing expense, and paying agent fees. Currently, authorized General Obligation issues include: 1998, \$2,000,000; 2003A \$53,295,000 (Refunding Bonds); and 2003B \$74,620,000 (Refunding Bonds)

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of January, 2006:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aaa	AAA
General Obligation Refunding	Aaa	AAA
Certificates of Participation *	Aa1	AA

\* For information only. The Certificates of Participation are rated obligations of the County. However, periodic payment of the Certificates is made through the Special Tax District-Unincorporated and General Fund and not the Debt Service Fund.

### MAJOR BUDGETARY IMPACTS

#### Previous

The Series 2003A General Obligation Refunding Bonds were sold in July, 2003; they refunded the refundable portion of the Series 1992 GO Refunding Bonds and the Series 1993 Health Facilities Bonds. The Series 2003B General Obligation Refunding Bonds were sold in November, 2003; they refunded the Series 1993 General Obligation Refunding Bonds.

#### ACTIVITY MEASURES

	1/1/03	1/1/04	1/1/05	1/1/06
Principal Balance (000's)	\$144,560	\$134,590	\$133,590	\$125,400
Millage rate for Debt Service	0.63	0.61	0.64	0.64

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$3,145	\$2,543	\$5,000	\$5,000
Debt Service	14,435,074	14,055,001	13,927,595	13,927,595
	\$14,438,219	\$14,057,544	\$13,932,595	\$13,932,595

## DEBT SERVICE FUND

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Debt Service	\$14,438,219	\$14,057,544	\$13,932,595
	\$14,438,219	\$14,057,544	\$13,932,595

### DIRECT AND OVERLAPPING DEBT DECEMBER 31, 2005 (000'S)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$203,047	100.00%	\$203,047
City of Atlanta (b)	\$283,865	2.60%	\$7,380
Fulton-DeKalb Hospital Authority ©	\$248,970	29.34%	\$73,048
Total Direct & Overlapping Debt	\$735,882		\$283,475
Total Direct & Overlapping Debt Per Capita			\$405

(a) Debt overlaps only that property outside of Atlanta and Decatur.

(b) Debt overlaps only property in the County which lies within the city limits of Atlanta.

(c) Debt overlaps county wide. These bonds are a closed lien on a limited tax contracted to be levied by Fulton and DeKalb Counties. The Authority has no power to levy taxes.

### COMPUTATION OF LEGAL DEBT LIMIT DECEMBER 31, 2005 (000'S)

Assessed Value	\$23,544,000
Debt limit 10% of Assessed Value	\$2,354,400
Debt Applicable to Debt Limit	\$203,047
Unused Legal Debt Limit	\$2,151,353

Note: The constitutional debt limit for general obligation tax bonds which may be issued by DeKalb County Board of Commissioners is 10% of the assessed valuation of taxable property within the County.



**DEBT SERVICE FUND**

<b>2006 BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF 1/1/2006</b>
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	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 1992 (Ref)	\$0	\$544,200	\$544,200
Series 1998	0	100,000	100,000
Series 2003A	5,770,000	1,656,820	644,200
Series 2003B	2,480,000	3,299,575	5,779,575
Total	\$8,250,000	\$5,600,595	\$13,850,595

<b>TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF 1/1/2006</b>
--

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 1992 (Ref)	\$9,070,000	\$1,631,700	\$10,701,700
Series 1998	2,000,000	1,450,000	3,450,000
Series 2003A	41,960,000	11,392,604	53,352,604
Series 2003B	72,370,000	30,004,625	102,374,625
Total	\$125,400,000	\$44,478,929	\$169,878,929

**DEBT SERVICE FUND**

<b>DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, ALL SERIES AS OF 1/1/2006</b>
--

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2006	\$8,250,000	\$5,600,595	\$13,850,595
2007	8,370,000	5,263,370	13,633,370
2008	9,450,000	4,820,370	14,270,370
2009	9,735,000	4,314,845	14,049,845
2010	9,990,000	3,847,495	13,837,495
2011	6,195,000	3,491,079	9,686,079
2012	6,545,000	3,203,708	9,748,708
2013	6,915,000	2,896,051	9,811,051
2014	7,315,000	2,568,101	9,883,101
2015	7,685,000	2,273,501	9,958,501
2016	8,085,000	1,963,901	10,048,901
2017	8,495,000	1,637,534	10,132,534
2018	8,925,000	1,343,044	10,268,044
2019	9,430,000	880,679	10,310,679
2020	10,015,000	374,656	10,389,656
Total	\$125,400,000	\$44,478,929	\$169,878,929

Note: The above represents the funds which must be budgeted to retire general obligation bonds. For those bonds whose principal and/or interest is due on January 1st of any year, funds must be budgeted in the immediate prior year. Consequently, the total budget requirement in any year may differ from the total bond obligation for that year.

## DEBT SERVICE FUND - SPECIAL TAX DISTRICT

### PROGRAM DESCRIPTION

The Special Tax District Debt Service Fund is a separate fund specifically designated to pay principal and interest on Parks General Obligation Bond issues. Revenue is derived principally from a property tax levy on the unincorporated areas of the County designated to debt retirement. Payments are made from the fund for principal and interest requirements, and paying agent fees. This bonded indebtedness was approved by the voters in the unincorporated areas to provide funds for protecting and conserving greenspace areas of the County. As the cities did not participate in the vote they are exempted from payment for this debt service.

DeKalb County voters approved a Special Tax District-General Obligation Bond Referendum on November 08, 2005. The bonds were sold in January, 2006 at a premium and the first expenditures against this Debt Service Fund will be made in 2006. This bonded indebtedness was approved by the voters in the unincorporated areas to provide funds for Special Transportation Projects (\$79,000,000), Parks and Greenspace Projects (96,460,000) and Library Projects (54,540,000) in the County. As the cities did not participate in the vote they are exempted from payment for this debt service.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of January, 2006:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aaa	AAA
General Obligation Refunding	Aaa	AAA
Certificates of Participation *	Aa1	AA

\* For information only. The Certificates of Participation are rated obligations of the County. However, periodic payment of the Certificates is made through the Special Tax District-Unincorporated and General Fund and not the Debt Service Fund.

### MAJOR BUDGETARY IMPACTS

#### Previous

DeKalb County voters approved the Special Tax District-General Obligation Bonds on March 20, 2001. The bonds were sold in 2001 at a premium and the first expenditures against this Debt Service Fund were made in 2001.

#### 2006

The budget for 2006 includes the first interest payment for the new bond issue in FY2006.

ACTIVITY MEASURES				
	1/1/03	1/1/04	1/1/05	1/1/06
Principal Balance (000's)	114,995	108,080	100,910	93,465
Millage Rate for Debt Service	0.55	0.69	0.67	0.67

## DEBT SERVICE FUND - SPECIAL TAX DISTRICT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$0	\$0	\$3,000	\$3,000
Other Costs	0	0	2,094,207	2,094,207
Debt Service	11,945,687	12,005,932	26,926,413	26,926,413
	<u>\$11,945,687</u>	<u>\$12,005,932</u>	<u>\$29,023,620</u>	<u>\$29,023,620</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Debt Service - Special Recreation Tax District	<u>\$11,945,687</u>	<u>\$12,005,932</u>	<u>\$29,023,620</u>
	\$11,945,687	\$12,005,932	\$29,023,620

### DIRECT AND OVERLAPPING DEBT DECEMBER 31, 2005 (000'S)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$203,047	100.00%	\$203,047
City of Atlanta (b)	\$283,865	2.60%	\$7,380
Fulton-DeKalb Hospital Authority (c)	\$248,970	29.34%	\$73,048
Total Direct & Overlapping Debt	\$735,882		\$283,475
Total Direct & Overlapping Debt Per Capita			\$405

(a) Debt overlaps only that property outside of Atlanta and Decatur.

(b) Debt overlaps only property in the County which lies within the city limits of Atlanta.

(c) Debt overlaps county wide. These bonds are a closed lien on a limited tax contracted to be levied by Fulton and DeKalb Counties. The Authority has no power to levy taxes.

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

**COMPUTATION OF LEGAL DEBT LIMIT  
DECEMBER 31, 2005 (000'S)**

Assessed Value	\$23,544,000
Debt limit 10% of Assessed Value	\$2,354,400
Debt Applicable to Debt Limit	\$203,047
Unused Legal Debt Limit	\$2,151,353

Note: The constitutional debt limit for general obligation tax bonds which may be issued by DeKalb County Board of Commissioners is 10% of the assessed valuation of taxable property within the County.

**2006 BUDGET OBLIGATION  
SPECIAL RECREATION DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 2001	\$7,735,000	\$4,188,413	\$11,923,413
Total	\$7,735,000	\$4,188,413	\$11,923,413

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

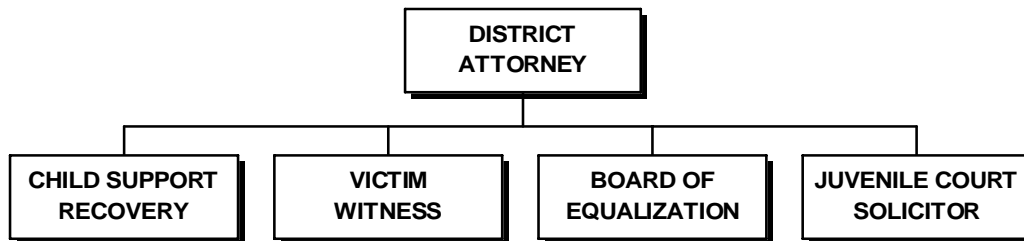
**TOTAL BUDGET OBLIGATION  
SPECIAL RECREATION DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 2001	\$93,465,000	\$25,068,127	\$118,533,127
Total	\$93,465,000	\$25,068,127	\$118,533,127

**SPECIAL RECREATION DISTRICT - DEBT SERVICE FUND  
TOTAL BUDGET OBLIGATION  
GENERAL OBLIGATION BONDS, SERIES 2001  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2006	\$7,735,000	\$4,188,413	\$11,923,413
2007	8,040,000	3,801,663	11,841,663
2008	8,360,000	3,497,763	11,857,763
2009	8,700,000	3,175,863	11,875,863
2010	9,060,000	2,796,925	11,856,925
2011	9,445,000	2,468,500	11,913,500
2012	9,850,000	1,996,250	11,846,250
2013	10,285,000	1,543,750	11,828,750
2014	10,750,000	1,059,500	11,809,500
2015	11,240,000	539,500	11,779,500
Total	\$93,465,000	\$25,068,127	\$118,533,127

## DISTRICT ATTORNEY



### MISSION STATEMENT

The mission of the District Attorney's Office is to provide the best possible criminal prosecution and legal representation for the citizens of DeKalb County and for others who require the services of the District Attorney. It is the responsibility of the District Attorney to ensure that the most qualified individuals are employed, that the most efficient organization is established; and that the best resources are available to meet the stated objectives.

### PROGRAM DESCRIPTION

The DeKalb County District Attorney's Office is charged with the prosecution of all state felonies committed within the County. Additionally, the DA's Office prosecutes any misdemeanor charges, which are indicted by the DeKalb County Grand Jury. The District Attorney serves as the legal advisor to each DeKalb County Grand Jury and must attend each session of that body. The District Attorney must also represent the State in the Appellate Courts of the State and Federal courts.

The Child Support Division of the DA's Office is responsible for the prosecution and administration of all interstate child support actions filed in the County pursuant to the Uniform Interstate Family Support Act (UIFSA), which provides for inter-state enforcement of child support obligations.

The Board of Equalization is the second step in the process of the appealing of property values between the property owner and the Tax Assessor. Board activities include conducting hearings of appealed properties that have been certified by the Board of Tax Assessors. The Board is required to hear the case between the appraisal staff member and the taxpayer or taxpayer representative. The Board is then required to make a decision of final value from the evidence presented. The Board is finally required to notify the taxpayer by certified mail of the decision reached and the procedures for continuing the appeal process.

The Juvenile Court Solicitor has the primary responsibility to prosecute juvenile offenders. The work consists of reviewing complaints for probable cause, preparing charge documents, processing summons, and subpoenas. The unit is also responsible for investigating charges, collecting evidence, attending detention and arraignment hearings making sentencing recommendations and prepares briefs, petitions and motions for appellate courts if necessary.

### ACTIVITY MEASURES

	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Number of Cases Opened	6,627	7,046	7,439	7,980
Number of Defendants Arrested	7,127	7,600	8,031	8,558
True Bills returned by the Grand Jury and accusations filed	4,096	4,004	4,801	4,400
Defendants tried by a jury	117	118	109	142
New cases appealed	53	50	54	61
Number of trials	122	108	105	131

### MAJOR ACCOMPLISHMENTS IN 2005

The District Attorney's Office opened an estimated 7,600 cases and prosecuted 4,200 accusations and indictments in 2005. Other areas of successful accomplishments within the divisions of the DA's Office include: upgrading our mobile communication ability, designing an operational evidence room, implementing a new organizational structure in Investigations, create a Domestic Violence Homicide Investigator, establishing a Gang Intelligence Officer and

## DISTRICT ATTORNEY

### MAJOR ACCOMPLISHMENTS IN 2005

Domestic Violence GCIC Intake aid. The Victim Witness Division began the creation of a case management system, Danger Assessment for victims of domestic violence, and designed a new victim-witness brochure. The Juvenile Court transferred the probation intake responsibilities to facilitate productive information flow. White Collar Crime Unit and the Appellate Divisions had resources re-allocated to provide more expertise. Child Support Division had the 2nd highest collections within the State. The Office has successfully seen a smooth administrative transition and has become fully staffed within the first 8 months of 2005.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

To ensure that DeKalb County citizens continue to be served through the best possible prosecution of criminal cases while upgrading efficiency in a) Grand Jury, b) the investigation of unsolved "cold cases" of murder, rape and other crimes, and c) investigative processes.

To improve services to adult sexual assault, domestic violence, and white-collar crime victims.

To ensure that DeKalb County citizens continue to be educated in order to make enlightened decisions about what needs to be done to reduce crime in our county.

### MAJOR BUDGETARY IMPACTS

#### Previous

In January 2001, the former Juvenile Court Solicitor's Office was made a division of the DA's office. In February 2001, an Assistant District Attorney specializing in Superior Court prosecution of violent juveniles was added. The 2003 budget included three new positions; one Legal Secretary, one Attorney and one Victim/Witness Coordinator. The 2004 budget included the addition of one Hispanic Investigator. There were no changes for 2005.

#### 2006

There are no significant changes for 2006.

#### Future

The increasing cost of empanelling grand juries for a lengthy period of time will have become a major budgeting factor. The rising costs associated with the payment of witness fees will have a significant impact on the budget.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Board Of Equalization	\$205,102	\$208,484	\$197,806	\$200,076
Child Support Recovery	1,042,698	1,036,756	1,209,504	1,215,524
District Attorney	5,446,458	6,018,553	6,444,061	6,493,895
Solicitor Juvenile Court	1,131,365	1,256,361	1,459,433	1,461,985
Victim / Witness Assistance	268,851	365,629	621,921	626,499
	<u>\$8,094,474</u>	<u>\$8,885,783</u>	<u>\$9,932,725</u>	<u>\$9,997,979</u>



## DISTRICT ATTORNEY

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$6,973,971	\$7,554,365	\$8,482,311	\$8,482,311
Purchased / Contracted Services	667,041	790,601	762,980	787,393
Supplies	199,809	280,289	201,775	231,032
Capital Outlays	73,491	62,824	34,858	46,245
Interfund / Interdepartmental	102,979	110,665	100,546	100,546
Other Costs	0	0	350,255	350,255
Other Financing Uses	77,184	86,842	0	0
Holding Accounts	0	197	0	197
	\$8,094,474	\$8,885,783	\$9,932,725	\$9,997,979

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$8,094,474	\$8,885,783	\$9,997,979
	\$8,094,474	\$8,885,783	\$9,997,979

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>District Attorney</b>					
Investigator DA	OZ		1	1	1
Sr Attorney DA	OY		2	2	2
Attorney DA	OX		11	10	10
Chief Asst District Attorney	AH		1	1	1
Attorney IV	33		1	2	2
Attorney III	31		8	5	5
Attorney II	30	1 PT	10	15	15
Chief Investigator DA	30		0	1	1
Attorney I	29		2	0	0
Chief Investigator	29		1	0	0
Administrative Operations Mgr	28		1	1	1
Asst Chief Investigator DA	28		0	1	1
Departmental Microsystems Spec.	28		1	1	1
Public Information Officer	28		0	1	1
Network Coordinator	26		1	1	1
Administrative Coordinator	25		1	1	1
Investigator Principal	25	1 PT	14	14	14
Paralegal Supervisor	25		1	1	1
Records Sup. Dist Attorney	25		1	1	1
Administrative Aide	23		12	12	12
Investigator Senior	23		3	3	3
Paralegal	23		3	2	2
Secretary Senior Legal	23		3	4	4
Victim Witness Asst Program Coord	23		2	2	2
Investigative Intake Tech	21		3	4	4

## DISTRICT ATTORNEY

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

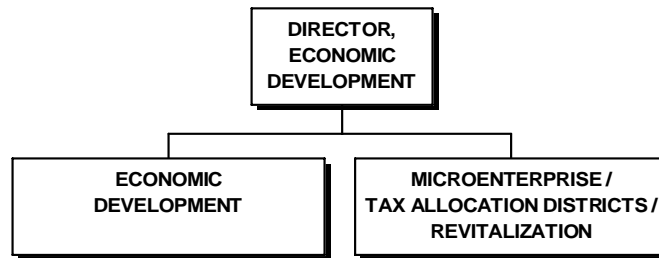
COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>District Attorney (cont)</b>					
URES A Coordinator	21		1	0	0
Investigative Aide Dist Atty.	19		1	1	1
Office Assistant Senior	19		3	2	2
Office Assistant	18		1	0	0
District Attorney	\$155,716		1	1	1
FULL TIME Subtotal			88	88	88
PART TIME Subtotal			2	2	2
<b>Child Support Recovery</b>					
Attorney IV	33		1	1	1
Attorney III	31		1	1	1
Administrative Coordinator	25		1	1	1
Administrative Aide	23		2	2	2
Paralegal	23		1	1	1
Secretary Senior Legal	23		1	1	1
Secretary Legal	21		0	1	1
URES A Coordinator	21		9	8	8
Office Assistant Senior	19		2	2	2
Accounting Technician	18		1	1	1
Office Assistant	18		1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			21	21	21
<b>Board Of Equalization</b>					
Board of Equalization Coord	23		1	1	1
Office Assistant Senior	19		1	0	0
Office Assistant	18	1 T	1	2	2
FULL TIME Subtotal			2	2	2
TEMP Subtotal			1	1	1
<b>Victim / Witness Assistance</b>					
Investigator Principal	25		3	3	3
Victim Witness Program Coord	25		3	3	3
FULL TIME Subtotal			6	6	6
<b>Solicitor Juvenile Court</b>					
Solicitor Juvenile Court	AH		1	1	1
Attorney IV	33		3	3	3
Attorney III	31		0	1	1
Chief Deputy Solicitor Juvenile Ct	31		1	0	0
Attorney II	30		0	2	2
Attorney I	29		2	0	0
Chief Investigator	29		1	0	0
Asst Chief Investigator DA	28		0	1	1
Legal Office Coordinator	28		1	1	1
Investigator Principal	25		3	4	4

**DISTRICT ATTORNEY****AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Solicitor Juvenile Court (cont)</b>					
Paralegal Supervisor	25		0	1	1
Investigator Senior	23		1	0	0
Paralegal	23		0	3	3
Secretary Senior Legal	23		3	3	3
FULL TIME Subtotal			16	20	20
<b>FULL TIME Total</b>			133	137	137
<b>PART TIME Total</b>			2	2	2
<b>TEMPORARY Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			136	140	140

## ECONOMIC DEVELOPMENT



### MISSION STATEMENT

The Office of Economic Development (OED) aggressively markets DeKalb County. OED partners to create quality jobs and investments and to expand the tax base by supporting balanced growth. Its mission: Quality jobs, balanced growth, service to our community, and One DeKalb with economic strategies for each potential growth area with a special focus on redevelopment County-wide.

### PROGRAM DESCRIPTION

The Office of Economic Development completes detailed industry assessments, targets industry types, recruits new business, retains existing business, and builds coalitions to strengthen the economy of DeKalb County. The Department compiles detailed research studies, conducts tours and presentations about the investment opportunities in the County. OED also designs and implements tools and incentives while recommending policies to benefit expansion and success in DeKalb County.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
# OF NEW JOBS IN DEKALB COUNTY	1,500	NA	3,062	3,440
NET CHANGE TO TOTAL JOBS IN THE COUNTY	0.40%	NA	1.19%	0.97%
ECONOMIC IMPACT OF BUSINESS RETAINED (OF THE BUSINESSES WORKED WITH)	\$ 300,000,000	NA	\$ 99,842,788	\$ 14,573,870
ECONOMIC IMPACT OF NEW BUSINESS LOCATING IN THE COUNTY (OF THE BUSINESSES WORKED WITH)	\$ 300,000,000	NA	\$ 303,310,265	\$ 326,266,200

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Number of jobs created	2,745	3,062	3,440	1,500
Number of jobs retained of the businesses				
Worked with	4,679	1,281	911	500
Amount of Investments	\$86.4 million	\$99.8 million	\$14.5 million	\$150 million

## ECONOMIC DEVELOPMENT

### MAJOR ACCOMPLISHMENTS IN 2005

The Office of Economic Development collaborated and partnered with the Development Authority of DeKalb County and our referral partners, regionally and nationally, to expand the business base by bringing jobs and investments and increasing the tax base by 2%.

Secured a \$100,000 grant for the Brookhaven-Peachtree Area Livable Centers Initiative; the Final Plan Presentation was given in December, 2005.

Secured a \$90,000 grant from the Private Hospital Authority of DeKalb County for the Bio-Science Program with two current projects worth \$6.6 million in capital improvements while creating approximately 105 new jobs. A consultant has also been retained to create a marketing plan strategy for the Bio-Science Initiative.

Implemented two Tax Allocation Districts at Kensington and Avondale.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Economic Development

Partner to create 1,500 new jobs, to retain 500 jobs, and to secure \$300 million in investments and increase commercial tax base by 2%.

Reorganize and strengthen the Redevelopment Reinvestment Program focused on neighborhood job growth and small business development.

Expand the DeKalb Microenterprise Institute to complete four classes for entrepreneurs and small businesses.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003 one Sr. Economic Coordinator position was added.

#### 2006

\$1,031,192 is approved for the operating budget with no new additions to personnel. The 2006 Budget administratively recognizes the 2003 transfer of an Economic Development, Senior position from Grants to the General Fund. The 2006 Budget includes an appropriation of \$30,000 for sponsorship of the 2006 CEO Roundtable Discussion and Awards Ceremony.

#### Future

Provide leadership and assistance on the newly designated Candler Road Livable Centers Initiative (LCI), involving community, business and political leaders. Continue to plan and develop strategies to revitalize Candler Road (Galleria at South DeKalb). In addition, market and promote both Tax Allocation Districts along Memorial Drive (Kensington and Avondale) to further stimulate economic development investment opportunities and activities along these corridors. Strengthen and increase investment opportunities along I-20 and points of interest between Gresham and Turner Hill Roads.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Economic Development	\$799,202	\$1,078,845	\$971,218	\$1,031,192
	\$799,202	\$1,078,845	\$971,218	\$1,031,192

## ECONOMIC DEVELOPMENT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$634,566	\$678,631	\$716,728	\$716,728
Purchased / Contracted Services	137,581	385,596	228,035	286,774
Supplies	24,971	14,619	16,500	17,735
Capital Outlays	2,083	0	6,200	6,200
Interfund / Interdepartmental	0	0	3,755	3,755
	\$799,202	\$1,078,845	\$971,218	\$1,031,192

### FUNDING SOURCES

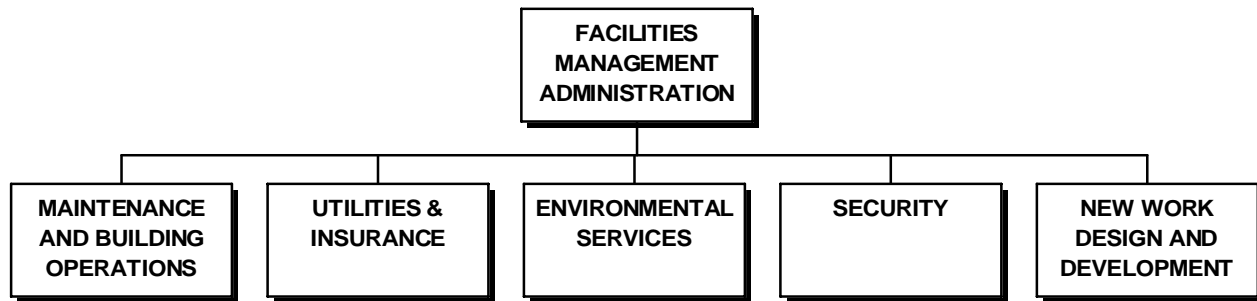
	Actual 2004	Actual 2005	Budget 2006
General Fund	\$799,202	\$1,078,845	\$1,031,192
	\$799,202	\$1,078,845	\$1,031,192

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Economic Development</b>				
Dir Economic Development	AI	1	1	1
Asst Dir Econ Dev-Bus Dev	31	1	1	1
Economic Develop Coord, Sr	29	3	3	4
Economic Development Coord	28	1	1	1
Administrative Assistant II	23	2	2	2
FULL TIME Subtotal		8	8	9
<b>FULL TIME Total</b>		8	8	9
<b>ALL POSITIONS Total</b>		8	8	9

## FACILITIES MANAGEMENT



### MISSION STATEMENT

Develop and maintain a customer-focused organization with attention to the safety, cleanliness, comfort, aesthetics, image, and functionality of county buildings through efficient and effective service delivery by skilled and responsive staff, vendors, contractors, and outstanding leadership.

### PROGRAM DESCRIPTION

Facilities Management provides total maintenance on structural, electrical, plumbing and HVAC systems to the: Hamilton Street Center North DeKalb Cultural Center Main Health Center Decatur Complex Masonic Temple Parks Facilities including Brook Run) Response, as needed, is provided by Facilities Management, via work requests to all other facilities, which includes fire stations, Water and Sewer sites, Recreation Centers, public works facilities and 200 other county facilities. Facilities Management also provides service to leased locations, which call for the tenant to provide maintenance.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Square Footage Maintained	3,868,039	4,338,239	4,783,562	5,216,675
Maintenance Cost Per Square Foot	\$0.91	\$1.02	\$0.90	\$0.85
Number of Facilities	232	250	263	268
Construct. Renovation (Square Feet)	30,000	1,476,374	922,600	1,174,979
Custodial Sq. Footage	1,173,035	1,072,432	1,291,560	1,264,716
Security Sq. Footage	692,522	592,522	1,003,880	1,153,880
Work Order Requests Generated	39,175	44,990	46,959	51,500

### MAJOR ACCOMPLISHMENTS IN 2005

Implementation of the Facilities Management Modernization Plan through the leadership of Facilities Management, with the collaborative efforts of representatives of the multiple departments serving on the Modernization Committee. Major projects implemented in 2005 were: Performance Contracting efforts, completion of Juvenile Court Parking Deck, design, development and renovation of West Exchange, occupy Ponce Building, design and development of New Fleet Maintenance Building, Fire Station 26, ongoing renovation to Memorial Drive Office Complex, design and the development of new courthouse building.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Continue implementation of organizational restructure, operational and technological initiatives to improve delivery of services.

Performance contracting initiatives will repair/replace many outdated systems, install BAS and security systems.

## FACILITIES MANAGEMENT

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Continuation of major renovation and construction projects through Building Authority and Public Safety and Judicial Building Authority Bonds.

#### MAJOR BUDGETARY IMPACTS

##### Previous

In 2002, the department was reorganized into specific job related functions and eight positions were abolished. They were a Security Guard, a Custodian, a Custodian Supervisor, three Facility Engineers, a Sr. Carpenter and a Sr. Painter.

In 2003, thirty-five positions were transferred from Parks and Recreation to the Building Maintenance Operations Division. These positions included, a Graphic Design Technician, a Supply Specialist, a Swimming Pool Maintenance Mechanic four Maintenance Coordinators, a Contractual Services Inspector, three Maintenance Supervisors, four Crew Workers, four Sr. Crew Workers, an Equipment Operator, two Sr. Electricians, a Painter, two Sr. Painters, three Sr. Plumbers a Maintenance Mechanic, a Sr. Mason, a Carpenter, two Sr. Carpenters, a Facility Maintenance Manager, and a Secretary,

The 2004 budget further streamlined the organization by eliminating twenty-six positions, adding five positions, and increasing funding for materials and supplies. The deletions were four Maintenance Coordinators, three Park Maint Supervisors, one Graphic Design Tech, one Crew Worker, one Painter, six Senior Painters, one Parks Manager, one Contract Ser. Insp., three Senior Carpenters, and one Senior Equip. Operator, one Senior Engineering Tech, one Construction/Renovation Supt. and, two Senior Custodians. The additions were two Project Managers, one Paint Supervisor, one Electrical Supervisor, and one Swimming Pool Maintenance Mech.

The 2005 budget further streamlined the organization by eliminating (10) positions, including one Production Control Coordinator, one Principal Secretary, one Contract Service Inspector, two Crew Workers, three Senior Crew Workers, and two Senior Custodians.

##### 2006

Effective with budget adoption, four positions will be transferred back to Parks and Recreation.

##### Future

No significant impact to the budget is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$1,026,812	\$885,305	\$853,280	\$879,864
Architectural & Engineering	380,563	407,986	477,704	477,704
Environmental Services	1,979,688	2,321,482	2,222,539	2,247,410
General Maintenance & Construction	4,976,344	6,091,342	4,468,381	5,431,195
Security	1,060,274	1,154,222	1,046,749	1,267,477
Utilities And Insurance	1,990,755	3,998,740	5,067,259	5,545,972
	<b>\$11,414,436</b>	<b>\$14,859,078</b>	<b>\$14,135,912</b>	<b>\$15,849,622</b>



## FACILITIES MANAGEMENT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$3,988,967	\$3,892,285	\$4,427,367	\$4,427,367
Purchased / Contracted Services	4,336,310	7,195,918	4,342,285	5,972,986
Supplies	2,358,633	3,056,906	3,793,230	3,876,063
Capital Outlays	6,014	12,635	4,900	5,076
Interfund / Interdepartmental	724,512	701,335	619,026	619,026
Debt Service	0	0	949,104	949,104
	\$11,414,436	\$14,859,078	\$14,135,912	\$15,849,622

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$11,414,436	\$14,859,078	\$15,849,622
	\$11,414,436	\$14,859,078	\$15,849,622

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Director, Facilities Management	AG	1	1	1
Admin Operations Mgr	28	1	1	1
Production Control Coordinator	24	1	0	0
Administrative Assistant II	23	3	3	3
Office Assistant	18	1	1	1
FULL TIME Subtotal		7	6	6
<b>General Maintenance &amp; Construction</b>				
DD PPM Bldg Operations & Maint	32	1	1	1
Facilities Maintenance Coord	26	2	2	2
General Foreman	25	3	3	3
HVAC Mechanic Senior	25	11	5	5
HVAC Mechanic	24	3	9	9
Supply Specialist Senior	24	1	0	0
Electrician Senior	23	10	11	11
Plumber Senior	23	6	8	8
Carpenter Senior	21	7	7	7
Contractual Service Inspector	21	1	0	0
Electrician	21	1	1	0
Facility Engineer	21	3	2	2
Mason Senior	21	2	2	2
Plumber	21	4	2	1
Secretary Principal	21	1	0	0
Swimming Pool Maintenance Mech	21	1	1	1
Welder Senior	21	1	1	1
Carpenter	19	1	1	1

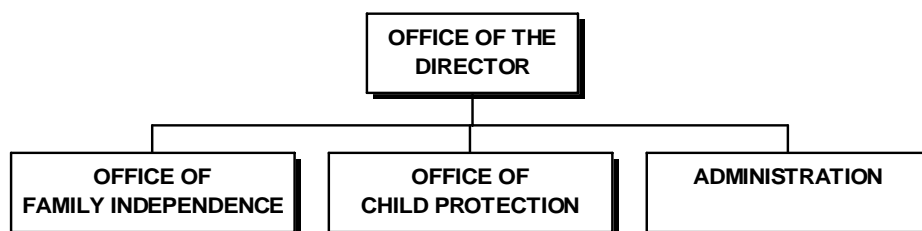
## FACILITIES MANAGEMENT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>General Maintenance &amp; Construction (cont)</b>				
Crew Worker Senior	18	4	0	0
Crew Worker	16	3	0	0
FULL TIME Subtotal		66	56	54
<b>Environmental Services</b>				
Custodial Services Manager	28	1	1	1
Facilities Maintenance Coord	26	0	1	1
Project Manager I	26	0	1	1
Maint Svs. & Material Foreman	25	1	1	1
Custodian Supervisor	21	1	1	1
Crew Worker Senior	18	5	7	6
Custodian Senior	18	8	6	4
Stock worker	18	1	1	1
Crew Worker	16	0	0	1
FULL TIME Subtotal		17	19	17
<b>Security</b>				
Security Services Manager	28	1	1	1
FULL TIME Subtotal		1	1	1
<b>Architectural &amp; Engineering</b>				
Deputy Dir Architectural/Eng	31	1	1	1
Project Manager II	27	0	2	2
Facilities Maintenance Coord	26	1	0	0
Project Manager I	26	5	3	3
FULL TIME Subtotal		7	6	6
<b>FULL TIME Total</b>		<b>98</b>	<b>88</b>	<b>84</b>
<b>ALL POSITIONS Total</b>		<b>98</b>	<b>88</b>	<b>84</b>

## FAMILY AND CHILDREN SERVICES



### MISSION STATEMENT

It is the mission of the DeKalb County Department of Family and Children Services to promote the social and economic wellbeing of the vulnerable adults and families of DeKalb County by providing exceptional services by highly trained and qualified staff. The agency is committed to providing service in a professional manner, and being accountable to the DeKalb County residents we serve. The target group for the Office of Child Protection (OCP) consists of deprived, neglected, and abused children and their families. OCP also has children in Foster Care, Independent Living Programs, and the Children's Center under our care. The target areas of the Office of Family Independence (OFI) include the underemployed, unemployed, economically disadvantaged, and mentally disabled residents of DeKalb County.

### PROGRAM DESCRIPTION

The Office of Child Protection (OCP) includes the following departments: A) Child Protective Services (CPS) – handles investigations of the abuse and / or neglect of children, and services to prevent the removal of children from the home; B) Foster Care and Children's Center; C) Adoptions; D) Services to unmarried parents; E) Institutional care; F) Custody Investigations; G) Supervision of children in aftercare; H) Services to unaccompanied refugee minors; I) Emancipation for children leaving Foster Care; J) Development of resources for children; K) Maintain independent living homes for children 16 and older.

The Office of Family Independence (OFI) represents a composite of functions, including the provision of financial assistance and social services programs to eligible DeKalb County citizens, as required by law, social workers and technical staff work within legal mandate to give assistance to eligible families, as well as recover fraudulent payments, and counsel families in problem areas falling within our legal mandate to accomplish this work. This program area includes the following departments: 1) Temporary Assistance for Needy Families (TANF) – Daycare for the working poor; 2) Medicaid for TANF and / or SSI recipients, foster children, medically needy and indigent pregnant women; 3) Food Stamps; 4) Nursing Home Payments; 5) Child Welfare Services; 6) Family Planning, Information, and Referral; 7) Emergency Shelter Care; 8) Employability Services; 9) Refugee Assistance; 10) Emergency Energy Assistance; 11) General Assistance.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
General Assistance Cases	2,698	2,404	2,890	3,500
Child Welfare Cases	5,149	6,523	4,948	5,100
Medicaid, TANF, Food Stamps	55,716	65,912	67,380	68,200

### MAJOR ACCOMPLISHMENTS IN 2005

#### Office of Child Protection:

Reduced and maintained investigations backlog to zero. Terminated parental rights on 99 children. Processed 62 new child adoptions. Established 37 new foster homes. Reduced caseload size in all program areas. Established visitation centers for families. Increased number of investigation units from 4 to 7. Established a diversion unit. Established an internal quality assurance unit.

#### Office of Family Independence:

Reorganized units to run more efficiently and added accountability. Significantly reduced child care waiting lists. Improved TANF participation rate to 63%, well above state average. Met the Standard of Promptness for regular Food Stamps and TANF every month.

## FAMILY AND CHILDREN SERVICES

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Implementation of a database to assist in measuring outcomes.

Implementation of Supervisory Leadership Training Series to increase effectiveness of supervisors and worker retention.

Implementation of hiring initiatives to bring on experienced and well trained staff and supervisors to reduce caseload sizes.

#### Human Services

Reduce the number of children entering care.

Increase number of foster homes by 100 families.

Reduction in TANF caseload and an increase in the amount of residents receiving Food Stamps.

Reduction in paper records by exploring alternatives in document management.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2002, the Children's Shelter continued to present major challenges and opportunities. With support of DeKalb County, DFACS continued to reinvest increased revenue coming from the state in the Shelter and improve services to children. Plans for replacing the existing facility with an Assessment Center, a central campus and two transitional independent living homes continued to progress. No additions to personnel or program modifications were requested or approved for this department. \$2,942,582 was approved for basic operating expenses.

In 2003 \$2,929,371 was approved for basic operating expenses. No program modifications or additions to personnel were approved. Effective March 1, 2003, the DeKalb Children's Center opened with treatment services provided by the DeKalb Community Service Board. This privatization ended the county's role in supporting the Emergency Shelter. Four positions were eliminated with the closing of the shelter.

In 2004 \$2,073,500 was approved for the basic operating budget. The 2004 budget reflected the removal of the Children's Emergency Shelter from the budget.

In 2005 \$2,032,000 was approved for the basic operating budget.

#### 2006

\$1,924,285 is approved for the basic operating budget.

#### Future

No major changes are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$1,148,184	\$1,111,779	\$1,042,000	\$1,061,285
Child Welfare	528,000	528,000	528,000	528,000
General Assistance	335,000	335,000	335,000	335,000
Children's Emergency Shelter	0	6	0	0
	<u>\$2,011,184</u>	<u>\$1,974,785</u>	<u>\$1,905,000</u>	<u>\$1,924,285</u>

**FAMILY AND CHILDREN SERVICES**

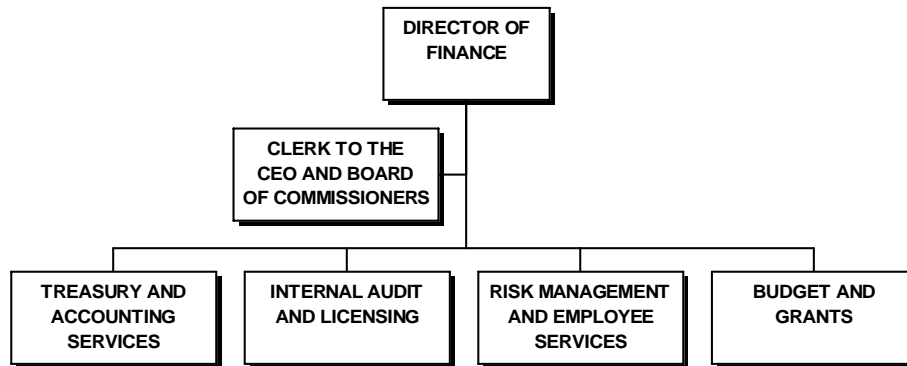
**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$64,380	\$69,779	\$0	\$19,285
Supplies	304	6	0	0
Interfund / Interdepartmental	1,083,500	1,042,000	0	0
Other Costs	863,000	863,000	1,905,000	1,905,000
	<u>\$2,011,184</u>	<u>\$1,974,785</u>	<u>\$1,905,000</u>	<u>\$1,924,285</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	<u>\$2,011,184</u>	<u>\$1,974,785</u>	<u>\$1,924,285</u>
	\$2,011,184	\$1,974,785	\$1,924,285

## FINANCE



### CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To direct the financial affairs of the County by providing advice to the CEO and Board of Commissioners on fiscal affairs.
- B. To provide financial and legislative information to elected officials, citizens, bondholders, customers, employees and other stakeholders.
- C. To provide timely and accurate invoicing for Water & Sewer, Sanitation, Business License and Alcoholic Beverage License, and other customers, while maximizing the collection of revenues.
- D. To pay all vendors on the due dates while maximizing offered discounts.
- E. To maximize the return on the County's investments while adhering to the County's investment policies.
- F. To prepare, analyze, and administer the various County Budgets within legal restrictions and internal policies and procedures, including submission of proposed budgets to the governing authority and facilitating public review.
- G. To provide an independent appraisal of County operations to ensure compliance with laws, policies, and procedures.
- H. To minimize the adverse affects of risk exposure to the County and its employees.
- I. To administer the County's surety, liability, employee insurance, and benefits programs.
- J. To provide active and retired employees the pay and benefits to which they are entitled, in an efficient manner.
- K. To record, codify, store, and respond to inquiries regarding all official actions of the CEO and Board of Commissioners.
- L. To maintain effective records management, retention, and microfilming programs.

### PROGRAM DESCRIPTION

The Finance Department, under the direction of the Finance Director, is responsible for the overall administration of the fiscal affairs of DeKalb County and directs the activities of the Budget and Grants Division, Treasury and Accounting Services Division, Division of Internal Audit and Licensing, the Division of Risk Management and Employee Services, and the Office of Clerk to the CEO and Board of Commissioners.

The Office of the Director is responsible to the Chief Executive Officer regarding the fiscal status of County controlled funds, and serves in an administrative and advisory capacity on related matters. The Director serves as Clerk to the CEO and the Board of Commissioners, and is responsible for the recording of all official actions by the CEO and Board as well as ensuring legal public access to such records.

The Division of Treasury and Accounting Services handles the central accounting, cash management, investments and disbursements, and accounts payable activity for the County. The Division is also responsible for fixed asset records, contract compliance audits, and financial reporting for the County. This Division controls associated revenue collections, as well as providing assessment billings and revenue collections for Water & Sewer usage, and other miscellaneous billings.

The Division of Internal Audit and Licensing provides an independent appraisal of County operations to ensure compliance with laws, policies, and procedures. It reviews and evaluates the effectiveness of internal controls to determine their ability to safeguard the County's assets, assesses the validity and reliability of fiscal operations, promotes operational efficiency, and encourages adherence to prescribed managerial policies. The Licensing section is responsible for the collection of all monies due the County relating to business license and alcoholic beverage license issuance.

The Division of Budget and Grants is responsible for the preparation, analysis, and administration of the County's budgets within legal restrictions and internal policies and procedures. This Division serves as the primary staff unit to the Director of Finance in responding to the needs of the CEO and Board of Commissioners.

## FINANCE

### PROGRAM DESCRIPTION (continued)

The Risk Management Department's function entails identification of pure risk exposure, consulting and training County departments in how to control those risks, processing insurance or self-funding to pay for losses, and administration of worker's compensation claims. Employee Services is responsible for payroll, pension system administration, and employee benefits.

PERFORMANCE INDICATORS				
	TARGET	2003	2004	2005
% OF MINUTES PREPARED WITHIN 2 WEEKS OF THE MEETING	98%	100%	100%	100%
FUND BALANCE, AS A PERCENTAGE OF TAX FUND EXPENDITURES	8.5%	4.7	4.91	6.98%
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	95.8	98.42	93.77%
COLLECTION RATE FOR SANITATION BILLINGS	97%	98.9	94.54	99.29%
BOND RATING: GENERAL OBLIGATION DEBT:				
STANDARD & POOR'S	AA+	AA+	AA+	AAA
MOODY'S	Aaa	Aaa	Aaa	Aaa
BOND RATING: WATER & SEWER DEBT	AA	AA	AA	AA/Aa <sup>2</sup>
PAST DUE BUSINESS REGISTRATION FEES COLLECTED	N/A	\$1,028,613	\$2,284,566	\$194,074
EMPLOYEE DAYS LOST PER 100				
WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100 WORKERS	88	71	85

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Office of the Director:</b>				
(Man-Years Allocated)				
General Administration	2	2	3	3
Financial Analysis	3	4	4	4
Clerk to Board of Commissioners	3	3	3	3
<b>Treasury &amp; Accounting Services:</b>				
Journals Processed	2,749	2,851	2,837	2,900
Investment Transactions	288	133	116	125

## FINANCE

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Treasury &amp; Accounting Services:(continued)</b>				
Voucher Checks	53,031	48,967	55,009	55,000
Amount of Voucher Checks Written	\$451,469,336	\$417,118,170	\$652,210,307	\$675,000,000
Invoices Entered	N/A	N/A	90,799	100,000
Number of Sanitation Accounts	11,835	13,023	12,936	13,500
Number of Sanitation Billings	48,348	156,276	73,993	80,000
Number of Water Accounts	286,556	289,827	293,407	296,000
Number of Water Billings	1,126,093	1,158,896	1,062,278	1,150,000
Number of Other Billings	27,427	21,080	21,693	22,500
<b>Budget &amp; Grants:</b>				
Budget Amendments	1,939	2,120	542	542
Personnel Requisitions	1,455	1,695	1,680	1,680
Budget Changes Reviewed	461	496	127	208
Amount of Budgets Monitored (Millions)	\$1,667	\$1,585	\$1,338	\$1,156
Grant Drawdown	304	217	128	140
<b>Internal Audit &amp; Licensing:</b>				
Financial & Compliance Audits	1,693	1,127	1,521	1,900
Fiscal Consultation 7 System Design	23	21	24	45
Data Processing Audits	103	10	0	100
Administrative Research & Study Projects	550	743	861	600
	215	58	86	150
Business Licenses	20,908	26,585	21,390	22,450
Alcohol Licenses	1,008	1,016	1,061	1,114
<b>Risk Management:</b>				
Management Safety Training Days	105	41	52	52
Employees Trained	875	664	1,079	1,200
Workers Compensation Claims	1,139	1,110	1,104	1,126
Pension Requested	215	257	213	230
Safety Audits	4	3	0	3
Vehicle Claims	795	868	822	893
Pension Refunds	498	506	530	550
Pension Checks	6,880	6,803	6,460	6,700
Payroll Checks	80,482	93,751	80,017	80,017
Direct Deposit-Payroll	103,780	115,867	122,056	122,056
Direct Deposit-Pension	18,374	20,423	23,148	25,500
<b>Records and Microfilming</b>				
Records Transferred (cubic feet)	3,234	3,663	1,480	4,500
File Requested/Refiles	46,140	46,661	47,699	49,500
Documents Microfilmed	382,062	311,555	42,412	88,250

### MAJOR ACCOMPLISHMENTS IN 2005

Comprehensive Annual Financial report was completed and distributed in a timely manner. In the first full year of Oracle Financial Management Information System, an efficient month end close process was developed. Worked with various County departments to develop a new Business License Information System (Hansen) that will streamline the major processes of the Business Office. Changed budget preparation and training business processes to conform to the new Oracle Public Sector Budgeting and the Projects & Grants Modules.

Timely and accurate billing was provided for Sanitation customers. Water & Sewer billing group was billed as scheduled and reduction of large accounts with more than 90 days past due.



## **FINANCE**

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### **MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

#### **Financial Strength**

Maintain highly satisfactory bond ratings.

Continue to provide timely information and reporting to the CEO, Board of Commissioners, and public.

Initiate actuarial reviews of the cost of post-retirement medical and life insurance benefits.

#### **Infrastructure**

Maximize use of the new Oracle Financial Management Information System.

Complete conversion and implementation of the new business license information processing system (Hansen).

Refine the implementation of the Oracle Public Sector Budgeting, Projects & Grants, and the Grants Proposal Modules

#### **Organizational Effectiveness**

Maximize vendor discounts.

Set up a secondary records storage area.

Improve compliance and collections relative to mixed drink excise taxes due from businesses with consumption-on-premise (COP) alcohol licenses.

Maximize collection rates for all billings. To bill every water & sewer service account on time.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2003, a Senior Consultant position was added to the Finance Director's Office to assist in the implementation with the department of the new FMIS system. The position was funded from project implementation funds. A Benefits Specialist position was created in Risk Management to improve services to employees and retirees. Four Field Service Representative positions were added with vehicles in Water & Sewer Revenue Collections to address service cut-off/turn-on workload. In addition, one Functional Systems Administrator was added in the Treasury & Accounting Section and one Grant Analyst position was added in the Budget & Grant Section. These positions were approved on November 14, 2003 to address the increased workload associated with the implementation of the Oracle financial package and FMIS system.

In 2004, \$129,887 was included in the basic budget for personal services for the Functional Systems Administrator and the Grant Analyst positions approved in 2003. Funding in the amount of \$29,750 was appropriated for the outsourcing preparation of the 2004 W-2 and 1099R reports. Funding in the amount of \$22,470 was included for the addition of one Auditor position in the Internal Audit Division. The 2004 budget transferred all 57 positions from the Revenue Collection cost center and 2 positions from the Accounting Services cost center to Water & Sewer.

In 2005, the budget included funding for 7 additional positions: one Accounting Manager and one Accountant in Accounting Services; one Senior Office Assistant in Business Licenses; one Benefits Specialist in Risk Management; and three Customer Service Representatives in Revenue Collections.

### **MAJOR BUDGETARY IMPACTS**

#### **2006**

The 2006 budget includes funding for 3 additional positions: one Accounting Technician in Accounting Services to address increased workload in Accounts Payable and two Business License Auditors to perform business license audits and internal audit. The budget also reflects the abolition of 1 Senior Consultant position in the Director's Office, and the transfer of 1 Accounting Tech Senior position to the Water & Sewer Revenue Collection cost center from Accounting Services.

#### **Future**

There will be ongoing refinement of the new Financial Management System.

## FINANCE

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Accounting Services	\$575,481	\$776,042	\$897,141	\$922,013
Budget & Grants	867,040	944,572	1,131,545	1,133,151
Business License	1,085,199	1,097,338	1,086,696	1,089,842
Internal Audit	387,761	421,492	586,247	587,709
Office Of The Director	853,906	913,841	889,972	918,505
Records And Microfilming	413,244	404,628	422,281	476,324
Revenue Collections - Gen. Fund	336,015	26,673	313,876	313,876
Revenue Collections - Sanitation	229,892	214,605	231,517	231,517
Revenue Collections - W & S	4,805,176	5,541,136	6,559,936	6,569,156
Risk Management	1,768,726	1,931,042	2,065,448	2,098,956
	<u>\$11,322,440</u>	<u>\$12,271,369</u>	<u>\$14,184,659</u>	<u>\$14,341,048</u>

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$9,157,843	\$9,782,426	\$11,525,989	\$11,525,989
Purchased / Contracted Services	1,098,376	1,331,668	1,659,963	1,777,846
Supplies	253,387	303,829	244,155	271,647
Capital Outlays	10,481	22,057	55,579	66,593
Interfund / Interdepartmental	802,353	831,390	698,973	698,973
	<u>\$11,322,440</u>	<u>\$12,271,369</u>	<u>\$14,184,659</u>	<u>\$14,341,048</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$5,202,173	\$5,418,290	\$6,450,533
Special Tax District - Unincorporated	1,085,199	1,097,338	1,089,842
Water & Sewer Operating	4,805,176	5,541,136	6,569,156
Public Works - Sanitation Operating	229,892	214,605	231,517
	<u>\$11,322,440</u>	<u>\$12,271,369</u>	<u>\$14,341,048</u>

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER / POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Office Of The Director</b>					
Assistant Director Finance	AF		1	1	1
Director Finance	AC		1	1	1
Consultant, Senior	AB		1	1	0

## FINANCE

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Office Of The Director (cont)</b>					
Dept Information Systems Mgr	31		1	1	1
Financial Management Analyst	30		1	1	1
Chief Dep Clerk Bd of Comm	28		1	1	1
Administrative Assistant II	23		0	1	1
Assistant Deputy Clerk	23		0	2	2
Secretary Executive	23		1	0	0
Secretary Senior Legal	23		1	0	0
Administrative Assistant I	21		1	1	1
FULL TIME Subtotal			9	10	9
<b>Accounting Services</b>					
Accounting Services Manager	31		1	2	2
Accountant Senior	26		0	1	1
Accountant	25		0	2	2
Accounts Payable Supervisor	25		1	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Accounting Tech Senior	19		9	8	7
Accounting Tech	18		1	2	3
FULL TIME Subtotal			13	17	17
<b>Records And Microfilming</b>					
Records Manager	30		1	1	1
Records Center Supervisor	23		1	1	1
Microfilm Supervisor	21		1	1	1
Records Technician	19		2	2	2
Microfilm Technician	18		1	1	1
FULL TIME Subtotal			6	6	6
<b>Business License</b>					
Alcohol & Business License Mgr	28		1	1	1
Auditor Senior	26		2	1	3
Auditor	25		0	1	1
License Inspector Supervisor	25		1	1	1
Accounting Tech Senior	19		1	1	1
License Inspector	19		4	4	4
Office Assistant Senior	19		2	3	3
FULL TIME Subtotal			11	12	14
<b>Revenue Collections - W &amp; S</b>					
Dep Dir Fin/Treasury Acct Svc	AI		1	1	1
Revenue Collections Manager	31		3	3	3
Admin Operations Mgr	28		2	2	2
Accountant Senior	26		1	0	0
Revenue Coll Supv Sr	25		6	6	6
Administrative Assistant II	23		0	1	1

## FINANCE

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Revenue Collections - W &amp; S (cont)</b>					
Revenue Collections Supervisor	23		1	2	2
Secretary Principal	21		1	0	0
Accounting Tech Senior	19		16	15	17
Customer Service Rep Sr	19		9	14	14
Dispatcher	19		1	1	1
Field Service Representative	19		26	25	25
Office Assistant Senior	19		0	1	1
Accounting Tech	18		1	2	2
Customer Service Rep	18	1 PT	25	27	26
Meter Reader	18		18	18	18
Parking Attendant Lead	18		1	1	1
Parking Attendant	16		1	1	1
Courier	14		1	1	1
FULL TIME Subtotal			113	120	121
PART TIME Subtotal			1	1	1
<b>Internal Audit</b>					
Dep Dir Fin Internal Audit Lic	AI		1	1	1
Internal Audit Manager	31		1	1	1
Auditor Principal	28		0	1	1
Auditor Senior	26		4	1	1
IS Auditor	26		1	0	0
Auditor	25		2	5	5
Accounting Tech Senior	19		1	1	1
FULL TIME Subtotal			10	10	10
<b>Budget &amp; Grants</b>					
Dep Dir Finance-Budget&Grants	AI		1	1	1
Budget Manager	31		2	2	2
Financial Management Analyst	30		1	1	1
Accountant Principal	28		0	1	1
Budget Management Analyst Prin	28		2	2	2
Accountant Senior	26		1	0	0
Budget & Management Analyst Sr	26		6	7	7
Budget Management Analyst	25		1	0	0
Budget Technician	21		1	1	1
Accounting Tech Senior	19		2	2	2
FULL TIME Subtotal			17	17	17
<b>Risk Management</b>					
Dep Dir Fin Risk Mgmt&Emp Svs	AI		1	1	1
Employee Services Manager	31		1	1	1
Risk Control Manager	31		1	1	1
Pension Administrator	29		1	1	1
Employee Benefits Manager	28		1	1	1
Insurance Manager	28		1	1	1
Payroll Services Manager	28		1	1	1

**FINANCE**

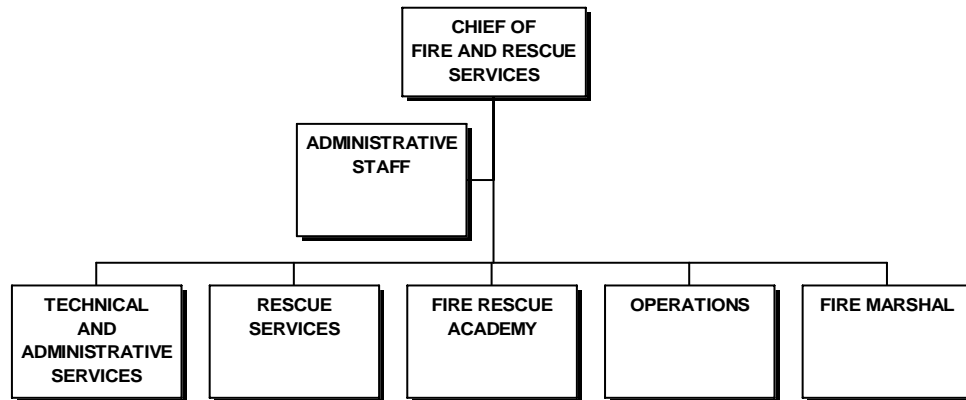
**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Risk Management (cont)</b>					
Workers Compensation Manager	28		1	1	1
Accountant Senior	26		1	1	1
Risk Control Officer Senior	26		4	3	3
Payroll Analyst	25		2	2	2
Risk Control Officer	25		0	1	1
Workers' Compensation Adjuster	24		2	2	2
Administrative Assistant II	23		1	1	1
Benefits Specialist Senior	23		1	1	1
Risk Control Analyst	23		1	1	1
Administrative Assistant I	21		0	1	1
Benefits Specialist	21		4	5	5
Payroll Assistant Senior	21		1	1	1
Secretary Principal	21		1	0	0
Office Assistant Senior	19		1	1	1
Payroll Assistant	19		2	2	2
FULL TIME Subtotal			29	30	30
<b>FULL TIME Total</b>			208	222	224
<b>PART TIME Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			209	223	225

## FIRE & RESCUE SERVICES

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### MISSION STATEMENT

- A. To protect life and property from fire and hazardous materials and to promulgate regulations related to fire and explosion hazards.
- B. To respond to all reported fires within DeKalb County in the designated fire service district.
- C. To enforce all fire codes, respond to all calls/complaints of fire hazards, and review all site plans for compliance with the fire code.
- D. To investigate the cause of reported fires and where criminal conduct is suspected, develop a case (arson).
- E. To conduct public education programs in fire prevention and safety.
- F. To serve as emergency response units and provide rescue and fire aid operations at the scene of fires, automobile accidents, and industrial incidents.
- G. To provide emergency medical treatment and if required transport the patient to a hospital.
- H. To operate and administer advanced life support systems and provide immediate life saving techniques.
- I. To maintain and update Standard Operating Procedures to enhance/improve patients' recovery.

### PROGRAM DESCRIPTION

Fire and Rescue Services provides services directed toward the protection of life and property from fire and emergency medical responses within DeKalb County. Fire suppression field units operate from twenty-six (26) fire stations located in population areas throughout the County. Fire Rescue personnel provide rescue and first aid support at automobile accident sites, industrial incidents, and other emergency medical situations. Other programs provided by Fire and Rescue Services include the administration and enforcement of statutes, ordinances and regulations related to fire and explosion hazards, and public education programs in fire prevention, fire safety and injury prevention.

Currently the Fire and Rescue Services budget is divided between two funds as follows:

#### General Fund

Rescue Services Division - The Rescue Services provides emergency medical treatment and, if required, transportation to hospital facilities. Personnel are certified Advanced Emergency Medical Technicians and are qualified to operate advanced life support systems and provide immediate life saving techniques. All rescue personnel must meet qualification standards as established by the State Department of Human Resources and the State Board of Medical Examiners.

#### Fire Fund

The Fire Fund provides the full range of fire services including the rapid deployment to all reported fires, the Fire Prevention Division for fire inspections and investigations, and the support activities of administration, training and station maintenance.

The Fire Rescue Academy is responsible for all basic training of fire recruits, advanced in-service training of fire

## FIRE & RESCUE SERVICES

### PROGRAM DESCRIPTION (continued)

personnel, and the continual development of course material. This section tests all new and existing equipment to insure proper functioning.

### Fire Fund

Technical Services supports Fire & Rescue Services through the management of information, budget, maintenance, and vehicle/equipment assets. The Public Education Unit conducts demonstrations in fire safety and provides training in fire safety, upon request.

The Fire Marshal section is responsible for the enforcement of all fire codes. This section responds to all complaints of fire hazards and reviews all site plans for compliance with the fire code. Where criminal conduct is suspected, the arson unit is responsible for investigation and case development.

The Fire Operations section responds to all reported fires within DeKalb County in the designated fire service district. The section operates from twenty-six (26) fire stations geographically dispersed throughout the County. As emergency response units, the suppression section provides rescue and first aid operations at the scene of fires, automobile accidents, and industrial incidents.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
<b>RESCUE MEDICAL SERVICES</b>				
% OF ADVANCED LIFE SUPPORT CALLS ANSWERED IN FIVE MINUTES OR LESS		18%	16%	27%
<b>FIRE SERVICES</b>				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS		93%	95%	94%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS		95%	88%	91%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS		98%	81%	70%
% OF EMERGENCY RESPONSES WITHIN 5 MINUTES		41.8%	41%	43%
% OF EMERGENCY RESPONSES WITHIN		83.5%	83%	84%

## FIRE & RESCUE SERVICES

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Fire &amp; Rescue Services:</b>				
Responses	N/A	71,750	146,435	150,000
Average response time per call	N/A	5.31 min	5.12 min	5.00 Min
<b>Fire Prevention:</b>				
Building Inspections	7,765	7,718	8,753	8,900
Educational Presentations	199	429	558	586
Arson Investigations	393	318	128	134
<b>Fire Suppression:</b>				
Fire Dispatch Calls	33,129	23,671	102,505	105,000
Rescue Medical Calls	20,279	48,079	43,930	45,000

### MAJOR ACCOMPLISHMENTS IN 2005

Increased number of Advanced Life Support units in service, thereby increasing the survivability rates in life threatening emergencies. Continued to reduce response times from 5.12 (estimated) in FY 2005 to 5.0 (projected) in 2006. Provided E-Campus training for all members of department for Fire and Medical Recertification and in-service. Provided Risk Watch curriculum to 7,256 2<sup>nd</sup> grade students in 83 elementary schools. Provided Dalmatian Education curriculum to 7,906 students in 338 classes. Provided critical support to the office of Economic Development in the review of high profile projects. Implemented and utilized the Hansen Inspection Module for the Fire Marshall Division inspections and special permits. Implemented Affiliated Computer Services, Inc. project for EMS units, which increased efficiency for report completion and accurate data. Aggressively recruited and hired Paramedic/Fire medics and EMT's to fill the vacant positions in the most efficient manner.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Continue to reduce response times to mitigate emergencies and save additional lives.

Formulate classes for improved Employee Health, Wellness and Safety through a comprehensive internal program.

Strengthen community involvement and participate through our Community Education Unit.

Increase proficiency of all fire inspections and plat reviews within the Fire Marshall Division.

Fill 95% of the allocated positions within the Fire & Rescue Department by December 31, 2006.

#### Infrastructure

Complete planning, secure bids, and begin the construction of Fire Station #3 in Avondale.

Implement the planning process for Engineering Services and Land Purchases for two additional stations in high growth areas.

Enhance the system status monitors by equipping all responding equipment with a global positioning system.

### MAJOR BUDGETARY IMPACTS

#### Previous

#### General Fund

In 2003, the basic personal services budget included \$100,000 for cross training incentives and \$175,000 for new hire promotion increases after the probation period. Funding was included for the addition of three Rescue Transport and two Non-Transport Vehicles. These vehicles were funded through the GE Master Lease Agreement for six months. Total FY2003 funding for these vehicles and related equipment was \$122,370. Funding was included for the



## **FIRE & RESCUE SERVICES**

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### **MAJOR BUDGETARY IMPACTS (continued)**

#### **Previous**

##### **General Fund**

addition of ten Rescue Transport Ambulance vehicles. These vehicles were funded through the GE Master Lease Agreement for six months.

In 2004, funding was included for the addition of ten Rescue Transport Ambulance vehicles. The vehicles were funded through the GE Master Lease Agreement for six months. Total FY04 funding for these vehicles and related equipment was \$258,700. Reduction in response times from 9 minutes to 5.4 minutes. Reduction in department overtime from \$220,000/month to \$8,000/month. Eliminated No Ambulance to Send (NATS) occurrences. Reduction in juvenile fire deaths from 4 (2003) to 0 (2004). Open Fire Rescue Stations 26 utilizing existing facilities and staff. In 2005, there were no significant changes to the 2005 budget.

##### **Fire Fund**

The 2003 Fire Fund basic personal services budget included \$275,000 for Firefighter II & III promotions, \$350,000 for cross training incentive pay, and \$250,000 for retirement payouts during 2003. Funding in the amount of \$33,805 was included for the addition of one Supply Supervisor position at nine months funding. Funding in the amount of \$60,000 was included for four temporary positions to help with the backlog in inspections and arson cases. The approved budget included funding in the amount of \$340,357 for 15 additional Firefighter positions and related equipment at six months funding.

The FY2003 budget included an appropriation of \$210,000 for Grant-In-Aid Fund Match. These funds represent the 30% County Match portion of the 2002 Fire Act Grant Application, which was pending approval and acceptance. In addition, the FY03 budget contained funding in the amount of \$555,272 for various replacement equipment projects.

The 2004 Fire Fund basic personal services budget included \$82,000 for vacant position adjustments, \$500,000 for retirement payouts during 2004. The \$60,000 funded in FY03 for four temporary positions in the arson unit was not approved in FY04 because it was not utilized in 2003. However, the four positions were not deleted.

The FY04 budget contained funding in the amount of \$701,200 for one remanufactured aerial truck. Funding in the amount of \$56,250 was included for five Thermal Imaging Units as year two of the five year phase in the plan. Funding in the amount of \$331,890 was included to replace outdated equipment with 15 new Zoll Defibrillators. In addition, the FY04 budget included funding in the amount of \$184,569 for various replacement equipment projects.

Effective January 1, 2005, the appropriations and expenditures associated with Fire Training, Fire Technical and Administrative Services, and Fire Marshall cost centers are reflected in the Fire Operations cost center. Also included were: Year 2 of a 10-Year Station Equipment Replacement Schedule. Cost Estimates for the remaining 9 years will average \$98,000 per year. Total 10-Year Project Cost \$965,518. Year 2 of a 3-Year Phase-In Program placing AED Defibrillator and Pulse Oxemetry Units on all Fire Apparatus. Adding 14 additional units this year at a cost of \$3,444 Per Unit for both items Total 3-Year Project Cost \$186,060.

#### **2006**

##### **General Fund**

There were no significant changes anticipated.

##### **Fire Fund**

Funding in the amount of \$194,401 was approved for 15 Fire Fighters positions and equipment to operate a new Fire Station 26, which will be open in late 2006.

##### **Future**

No major changes are anticipated.

## FIRE & RESCUE SERVICES

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$3,402,937	\$814,481	\$0	\$91,828
Fire Marshal	1,426,891	88,632	0	0
Interfund Support	1,757,506	3,251,299	3,491,214	3,491,214
Operations	38,011,162	43,082,985	48,086,138	48,668,334
Rescue Services	14,220,074	14,888,383	15,041,397	15,308,573
Training	268,900	118,152	0	735
	<u>\$59,087,471</u>	<u>\$62,243,933</u>	<u>\$66,618,749</u>	<u>\$67,560,685</u>

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$46,017,499	\$47,019,497	\$52,670,623	\$52,670,623
Purchased / Contracted Services	1,050,833	956,787	934,668	1,149,229
Supplies	2,441,618	3,160,718	2,638,296	3,238,876
Capital Outlays	595,669	546,883	243,495	370,290
Interfund / Interdepartmental	8,969,030	10,560,048	10,131,667	10,131,667
Other Financing Uses	12,822	0	0	0
	<u>\$59,087,471</u>	<u>\$62,243,933</u>	<u>\$66,618,749</u>	<u>\$67,560,685</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$14,220,074	\$14,886,286	\$15,308,573
Fire	44,867,396	47,357,647	52,252,112
	<u>\$59,087,471</u>	<u>\$62,243,933</u>	<u>\$67,560,685</u>

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Training</b>					
Fire&Rescue Bat Chf(28d/cyl)	F31		1	1	1
FULL TIME Subtotal			1	1	1
<b>Administration</b>					
Fire Captain (28 d/cyl)	F29		1	0	0
Firefighter III (28 d/cyl)	F25		1	0	0
Fire & Rescue Deputy Chief	AI		1	0	0
Fire Services Specialist	31		1	0	0
Administrative Assistant II	23		1	0	0

## FIRE & RESCUE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administration (cont)</b>					
Fire Equipment Repair Tech	23		2	1	1
Facility Engineer	21		1	0	0
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			9	1	1
<b>Fire Marshal</b>					
Fire Captain (28 d/cyl)	F29		3	0	0
Fire Medic III (28day)	F27		1	0	0
Fire Inspections Supervisor	29		1	0	0
Fire Protection Engineer-Lead	29		1	0	0
Fire Inspector III	28		5	0	0
Fire Investigator III	28		1	0	0
Fire Protection Engineer	28	4 T	7	4	4
Fire Inspector II	25		1	0	0
Administrative Assistant II	23		1	0	0
Public Education Specialist	23		2	0	0
Secretary Principal	21		2	0	0
FULL TIME Subtotal			21	0	0
TEMP Subtotal			4	4	4
<b>Operations</b>					
Fire & Rescue Bat Chf(28d/cyl)	F31		3	2	2
Fire&Rescue Bat Chf(28d/cyl)	F31		10	10	10
Fire Captain (28 d/cyl)	F29		98	105	105
Fire Medic III (28day)	F27		13	9	9
Fire Medic II (28day)	F26		3	4	4
Fire Medic I (28day)	F25		5	4	4
Fire Medic II Interim(28d/cyl)	F25		1	0	0
Firefighter III (28 d/cyl)	F25		191	207	207
Firefighter II (28 d/cyl)	F24		131	129	129
Paramedic/Firefighter(28d/cyl)	F24		3	5	5
EMT-Intermediate/FF(28d/cyl)	F23		10	7	7
Firefighter I (28 d/cyl)	F23		27	78	78
Fire&RescueAsstChief(28d/cyl)	AJF		2	3	3
Dir. Fire & Rescue Services	AJ		1	1	1
Fire&Rescue Assistant Chief	AJ		1	0	0
Fire & Rescue Deputy Chief	AI		0	1	1
Asst. Director Fire & Rescue	AG		1	1	1
Admin Services Mgr F&R	31		1	1	1
Assistant Fire Marshal	31		1	1	1
Fire & Rescue Battalion Chief	31		0	1	1
Fire Services Specialist	31		0	1	1
Fire Captain	29		7	3	3
Fire Inspections Supervisor	29		0	1	1
Fire Investigations Supervisor	29		1	1	1
Fire Protection Engineer-Lead	29		0	1	1
Fiscal Officer	29		1	1	1
Network Administrator	29		0	1	1

## FIRE & RESCUE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Operations (cont)</b>					
Departmental Microsystems Spec	28		1	1	1
Fire Inspector III	28		1	6	6
Fire Investigator III	28		1	2	2
Fire Protection Engineer	28		1	4	4
Fire Medic III	27		0	3	3
Fire Inspector II	25		0	1	1
Fire Investigator II	25		1	2	2
Firefighter III	25		11	10	10
Public Education Supervisor	25		1	1	1
Firefighter II	24		3	1	1
Paramedic/Firefighter	24		1	0	0
Payroll Personnel Supervisor	24		1	1	1
Supply Supervisor	24		1	1	1
Administrative Assistant II	23		2	6	6
EMT-I/Firefighter	23		9	0	0
Fire Equipment Repair Tech	23		0	1	1
Firefighter I	23		45	1	16
Public Education Specialist	23		1	4	4
Secretary Executive	23		1	0	0
Administrative Assistant I	21		1	5	5
Facility Engineer	21		0	1	1
Payroll Personnel Tech Sr	21		3	3	3
Secretary Principal	21		1	0	0
Office Assistant Senior	19		2	3	3
Central Supply Technician	18		0	1	1
<b>FULL TIME Subtotal</b>			<b>599</b>	<b>636</b>	<b>651</b>
<b>Rescue Services</b>					
Fire&Rescue Bat Chf(28d/cyl)	F31		3	3	3
Fire Captain (28 d/cyl)	F29		3	3	3
Fire Medic Captain (28day)	F29		3	3	3
Rescue Captain (28 d/cyl)	F29		14	14	14
Fire Medic III (28day)	F27		4	13	13
Fire Medic II (28day)	F26		9	19	19
Fire Medic III Interim(28dCyl)	F26		36	17	17
Paramedic Senior/FF(28d/cyl)	F26		12	11	11
Fire Medic I (28day)	F25		31	26	26
Fire Medic I Interim (28day)	F24		8	2	2
Firefighter II (28 d/cyl)	F24		2	3	3
Paramedic/Firefighter(28d/cyl)	F24		11	22	22
EMT-Intermediate/FF(28d/cyl)	F23		15	15	15
Firefighter I (28 d/cyl)	F23		9	2	2
Fire&Rescue Assistant Chief	AJ		1	1	1
Fire & Rescue Deputy Chief	AI		0	1	1
Fire & Rescue Battalion Chief	31		1	1	1
Rescue Division Chief	31		1	0	0
Network Administrator	29		1	0	0
Rescue Captain	29		7	8	8
Departmental Microsystems Spec	28		1	1	1

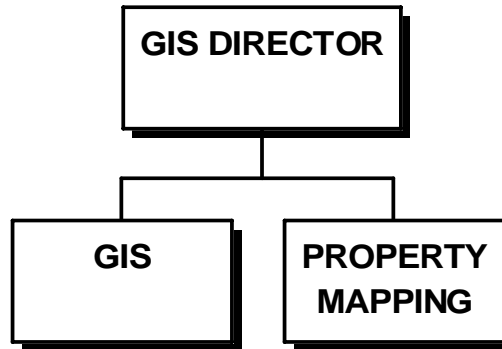
**FIRE & RESCUE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Rescue Services (cont)</b>					
Fire Investigator III	28		1	1	1
Paramedic Senior	26		19	17	17
Paramedic Senior/Firefighter	26		2	5	5
Project Manager I	26		1	0	0
Fire Medic I	25		1	0	0
Paramedic	24		3	6	6
Paramedic/Firefighter	24		6	10	10
EMT-I/Firefighter	23		2	1	1
Firefighter I	23		3	0	0
Public Education Specialist	23		1	0	0
Secretary Executive	23		1	0	0
Secretary Principal	21		1	0	0
Supply Coordinator	21		0	1	1
Central Supply Technician	18		1	0	0
Fire Rescue Recruit	18		1	1	1
FULL TIME Subtotal			215	207	207
<b>FULL TIME Total</b>			845	845	860
<b>TEMPORARY Total</b>			4	4	4
<b>ALL POSITIONS Total</b>			849	849	864

## GEOGRAPHIC INFORMATION SYSTEMS



### MISSION STATEMENT

The mission of the GIS Department is to support all county departments in the development of a fully integrated geographic data environment. The goal of the project is that all mapping functions and their associated database support full geographic analysis in support of DeKalb County and departmental business functions.

### PROGRAM DESCRIPTION

The Geographic Information Systems Department is responsible for the development of an integrated GIS, which will link computer maps to information about the sites and facilities that the maps depict. The Department is responsible for managing multi departmental GIS projects such as the base-mapping project. The Department is responsible for definition of mapping and database standards and ensuring compliance with standards and schedules. The Department provides technical guidance to departments developing spatial data in the definition of GIS project scopes, preparation of Requests for Proposals (RFP's), the review of proposals, the selection of contractors, and quality assurance on data. Assistance is provided to departments with writing job descriptions, hiring staff, purchasing hardware and software, training staff, customizing software, and production of special projects. The GIS Department maintains complete records of property transfers, County controlled/owned real property, and the official county tax maps through a computerized drafting system.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
SYSTEM TIME AVAILABILITY EXCLUDING PLANNED DOWNTIME	100%	100%	100%	100%
% OF USERS RECEIVING PRODUCTION ON TIME	100%	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE PROCESSED FOR DISPOSAL WITHIN 60 DAYS	100%	96%	96%	96%

## GEOGRAPHIC INFORMATION SYSTEMS

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Workstations with GIS/CAD software	240	157	160	157
Plotters connected to GIS	17	17	18	18
Mapping /Data Requests	158	156	163	150
Parcels Conveyed	33,179	43,571	40,125	38,000
Deeds Entered	29,799	40,225	37,231	32,000
Property Sales Revenue	\$118,000	\$352,448	\$172,197	\$50,000
Map Sales Revenue	\$23,476	\$20,809	\$15,339	\$10,000
GIS Database Features	240	240	305	305

#### MAJOR ACCOMPLISHMENTS IN 2005

Continued the Annual Basemap Update program for the northern most half of the county. Posted Phase II, July 2005. Completed Database design for the Parcel, Zoning, Land use Project.

#### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

##### Organizational Effectiveness

Award Contract for Parcel, Zoning & land use, GIS development.

Increase the number of county GIS users with on-line aerial photo and GIS mapping database access.

Increase the number of projects supported by GIS products.

#### MAJOR BUDGETARY IMPACTS

##### Previous

Two Capital Improvements were moved from the General Fund to the CIP (Parcel, Zoning, Land use, and the Base map update project, in 2004.

##### 2006

Funding for base mapping update has been moved to the CIP budget.

##### Future

Award Contract for Zoning, Land use and Property Layer GIS development. Increase the number of county GIS users with on line aerial photo and GIS mapping database access. Increase the number of projects supported by GIS products.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
G.I.S.	\$707,237	\$831,199	\$981,226	\$1,156,565
G.I.S. - Property Mapping	780,081	816,998	1,086,408	1,087,480
	\$1,487,318	\$1,648,197	\$2,067,634	\$2,244,045

## GEOGRAPHIC INFORMATION SYSTEMS

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,162,260	\$1,261,415	\$1,474,659	\$1,474,659
Purchased / Contracted Services	(2,641,421)	237,223	352,475	439,549
Supplies	45,721	64,516	54,500	64,419
Capital Outlays	122,716	85,042	186,000	265,418
Other Financing Uses	2,798,042	0	0	0
	<u>\$1,487,318</u>	<u>\$1,648,197</u>	<u>\$2,067,634</u>	<u>\$2,244,045</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$1,487,318</u>	<u>\$1,648,197</u>	<u>\$2,244,045</u>
	\$1,487,318	\$1,648,197	\$2,244,045

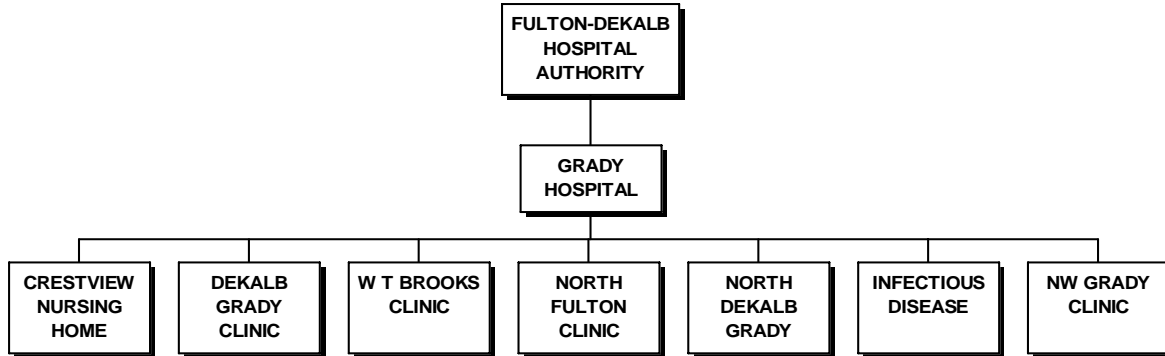
### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>G.I.S.</b>				
Assistant Director GIS	AJ	0	1	1
Director GIS	AH	1	1	1
Dept Information Systems Mgr	31	1	0	0
GIS Technical Coordinator	29	1	1	1
Network Administrator	29	1	1	1
Project Coordinator GIS	29	1	1	1
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	1	1	1
GIS Specialist	23	1	1	1
FULL TIME Subtotal		8	8	8
<b>G.I.S. - Property Mapping</b>				
Property Mapping Manager	31	1	1	1
Property Mapping Supervisor	28	2	2	2
GIS Specialist	23	4	4	4
Addressing Coordinator	22	1	1	1
Administrative Assistant I	21	0	1	1
Property Mapping Technician Sr	21	8	5	5
Secretary Principal	21	1	0	0
Property Mapping Technician	19	1	4	4
FULL TIME Subtotal		18	18	18
<b>FULL TIME Total</b>		<u>26</u>	<u>26</u>	<u>26</u>
<b>ALL POSITIONS Total</b>		26	26	26



## HOSPITAL FUND



### PROGRAM DESCRIPTION

The Hospital Fund accounts for the County's obligation to the Fulton-DeKalb Hospital Authority to provide care to its indigent citizens. Through the Authority, the County pays, in a contractual arrangement, its proportionate share of the operating deficit of Grady Memorial Hospital, based on the percentage of patient days of DeKalb County citizens. Under a separate agreement the County helps to underwrite the costs of operating the DeKalb Grady Clinic, a primary care facility with direct referral capability to Grady Hospital itself.

In addition, the Hospital Fund provides funding for emergency medical treatment of pregnant women who are residents of the County, as required by Georgia law. Also, the Hospital Fund pays a pro-rata share of debt service on any outstanding bonds.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Millage Rate	0.92	0.88	0.98	0.98
DeKalb % Deficit Share	21.89%	25.27%	25.58%	25.28%

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the Fulton-DeKalb Hospital Authority completed a major bond refunding. The Hospital Authority refunded bonds in late 2003. The portion of the 2004 budget allocated to debt service changed based on the final debt service agreement.

#### 2006

There are no significant changes for 2006.

#### Future

The Fulton-DeKalb Hospital Authority will continue to implement strategies to reverse its budget shortfall.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Hospital Fund	\$21,619,258	\$21,600,065	\$21,610,509	\$21,610,509
	\$21,619,258	\$21,600,065	\$21,610,509	\$21,610,509

**HOSPITAL FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

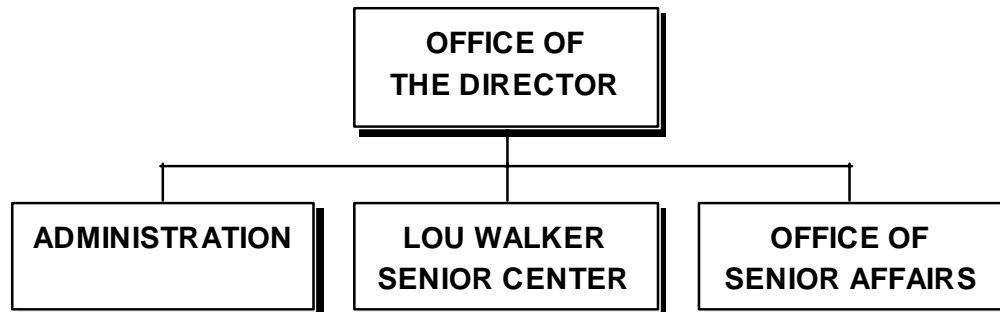
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund / Interdepartmental Charges	106,764	106,764	106,764	106,764
Other Costs	21,512,494	21,493,301	21,498,745	21,498,745
	<u>\$21,619,258</u>	<u>\$21,600,065</u>	<u>\$21,610,509</u>	<u>\$21,610,509</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Hospital	<u>\$21,619,258</u>	<u>\$21,600,065</u>	<u>\$21,610,509</u>
	\$21,619,258	\$21,600,065	\$21,610,509

## HUMAN SERVICES DEPARTMENT

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### MISSION STATEMENT

To strengthen families and individuals, including youth and senior adults, to achieve self-sufficiency and attain the highest quality of life to the maximum extent feasible and to develop viable urban communities principally benefiting low-to-moderate income persons. We will work collaboratively with nonprofit agencies, governmental entities at all levels, the business community, the faith community, residents and schools.

### PROGRAM DESCRIPTION

The Human Services Department manages the Office of Senior Affairs, and contributes to the County's policy decision-making process by performing research, analyzing and commenting on issues, collecting and disseminating information, and by preparing reports related to human services. The Department coordinates the County's Human / Community Services Grant process (General Funds), reviews various grant proposals from nonprofit and community organizations requiring County approval, coordinates or participates in various planning initiatives, provides general information to the public, provides technical assistance to nonprofit agencies, and represents the County at public and community meetings. The Department also manages the County's network of eight human services centers and the Lou Walker Multi-Purpose Center. This draws the Department into close working relationships with the communities surrounding the centers, which gives the County a strong community presence and opens up a two-way information channel. In 2005, the Human and Community Development Department was divided into two separate departments.

During 2005, the Teen Pregnancy Task Force was incorporated into the Administration Division. It provides a coordinated collaborative approach to 1) Advocate issues concerning youth; 2) Provide direction to relevant initiatives; 3) Identify needs and gaps in services; 4) Initiate projects and programs; and 5) Promote collaborative efforts.

The Office of Senior Affairs, established in January 1999, exists to enhance the quality of life for older adults and their families/caregivers by promoting a coordinated and comprehensive approach to the delivery of senior services. Effective July 1, 2003, the Office became the designated County-Based Agency for DeKalb County, responsible for planning and coordinating senior services. In this role, the Office will 1) Serve as the "Gateway" and primary agency responsible for dissemination of information and referrals to increase access to available services; 2) Coordinate Implementation of The Community Action Plan for Senior Services, 2003 - 2007; 3) Plan and coordinate with existing service providers; 4) Facilitate development of public-private partnerships to maximize resources and address unmet needs; 5) Monitor the contract performance goals and outcomes of subcontractors providing senior services in DeKalb County; and 6) Promote Community Education and Advocacy.

The Lou Walker Senior Center Division operates the multipurpose center which is a facility for active senior adults age 55 and older. Programs are offered in various "Corridors of Life" which incorporate the unique architectural design of the building with the following subjects: Food, Nutrition, Healthy Cooking, and Culinary Arts; Healthy Living; Exercise and Sports; Lifelong Learning; Technology; Safety and Self-Defense; Arts, Culture, and Entertainment; Community and Family; and Personal Empowerment. The multipurpose center opened in 2005.

## HUMAN SERVICES DEPARTMENT

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Lou Walker Senior Center				
Number of Registered Members	N/A	N/A	N/A	1,851
Number of Classes Offered	N/A	N/A	N/A	111
Citizen visits to Human Service Ctrs	517,434	520,882	481,503	505,578
Grant applications reviewed	55	52	62	55
Monitoring visits for nonprofit organizati	N/A	N/A	4	30
Contacts for DeKalb Senior Link Line	N/A	8,727	9,300	12,000
Unduplicated Senior Clients Served	N/A	1,770	2,106	2,192
Units Delivered to DeKalb Senior Population	N/A	201,200	218,930	207,411

### MAJOR ACCOMPLISHMENTS IN 2005

The department implemented the senior component of "Steps to a Healthier DeKalb" grant project and implemented a pilot program to provide in-home services to an estimated 35 limited English-speaking (Pan-Asian) seniors. The Transportation Eligibility Questionnaire process was developed and implemented through an Information & Referral program. I & R conducted the first program retreat that resulted in statements of core values of the program. The transition of the senior center model to senior wellness centers was initiated. I & R contacts for 2005 was 12,000. 67,000 one-way trips for DeKalb County seniors were provided. Services to 344 pregnant and parenting teens through TAPP, TAMS, and Building Young Families programs were provided. The Pre-Grand Opening of the Lou Walker Senior Center occurred in November.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

To open and register a minimum of 500 active older adults for participation at the Multipurpose facility, and provide facility programs and services through partnerships with expert agencies.

To enhance the quality of life for older adults by providing Information & Referral Services, and community education, recognition, and volunteer programs that empower seniors and caregivers to access and render services in the community.

Provide support for Teen Pregnancy Task Force.

To expand senior services as the County-Based Aging (CBA) for DeKalb County and to coordinate the effective use of existing resources (federal, state, and local) to support the delivery of services to seniors and their caregivers.

#### Organizational Effectiveness

To generate a minimum of \$150,000 in income through fund raising, collection of participant registration fees, after-hour facility rental fees, and private donations to offset the County's portion of the operational budget.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the Office of Senior Affairs became the designated County-based agency for DeKalb County.

In 2004, one (1) position, a Human Services Administrative Assistant, was added to Human Services Division.

In 2005, the Human and Community Development Department was divided into two departments based upon the source of funds: the Human Services Department (General Fund) and the Community Development Department (Grant Fund). The new Multi-Purpose Facility for Seniors opened as the Lou Walker Senior Center. This is the largest human services facility managed by the Human Services Department. \$519,040 was approved to operate the facility.

## HUMAN SERVICES DEPARTMENT

### MAJOR BUDGETARY IMPACTS

#### Previous

One position, a Human Services Facility Coordinator, was added to the Human Services Department to provide staff for the addition of the new Multi-Purpose Facility. In September as part of the restructuring, five new positions were added: Two for Administration (Director of Human Services and Senior Planner); two for the Lou Walker Senior Center (Marketing/Program Coordinator and Administrative Assistant II); and one for the Office of Senior Affairs (Project Monitor).

#### 2006

The 46% increase in the 2006 budget vis-à-vis the 2005 budget was the result of the restructuring of the Human and Community Development Department into two separate organizations. With the addition of the Lou Walker Senior Center, the Human Services Department's focus shifted towards providing additional services to the senior citizen community via a state-of-the-art facility. The 2006 budget includes full-year funding for the six positions created by the organizational restructuring and the opening of the Lou Walker Senior Center.

#### Future

There will be ongoing operating costs for the new Lou Walker Multi-Purpose Facility for Seniors.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$632,862	\$1,210,599	\$911,224	\$1,141,106
Lou Walker Senior Center	42,659	77,523	1,011,247	1,014,822
Office of Senior Affairs	128,029	142,107	153,299	153,309
	<u>\$803,550</u>	<u>\$1,430,229</u>	<u>\$2,075,770</u>	<u>\$2,309,237</u>

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$728,798	\$874,431	\$1,275,018	\$1,275,018
Purchased / Contracted Services	60,773	197,940	732,842	807,091
Supplies	9,708	35,597	62,610	76,088
Capital Outlays	4,272	12,101	5,300	9,938
Interfund / Interdepartmental	0	20	0	0
Other Costs	0	310,141	0	141,101
	<u>\$803,550</u>	<u>\$1,430,229</u>	<u>\$2,075,770</u>	<u>\$2,309,237</u>

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$803,550</u>	<u>\$1,430,229</u>	<u>\$2,309,237</u>
	\$803,550	\$1,430,229	\$2,309,237

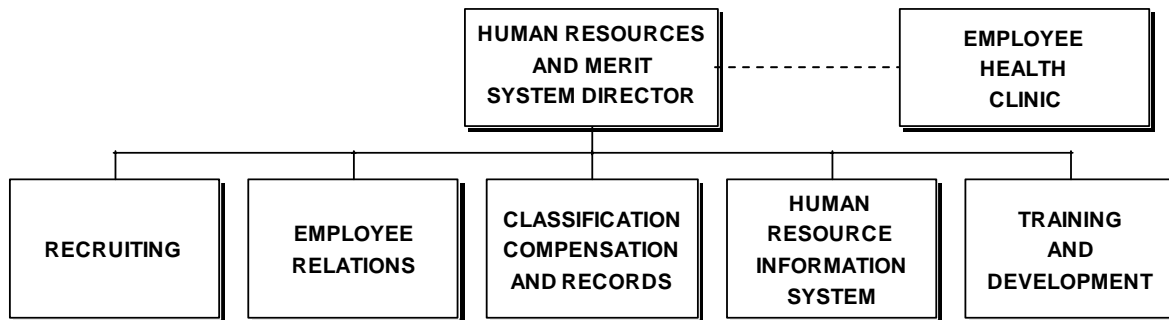
**HUMAN SERVICES DEPARTMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Asst Dir, Human & Comm Dev-HS	AJ	1	1	1
Director Human Services	AF	0	1	1
Senior Services Administrator	32	1	0	0
Deputy Director Sr Facility	31	0	1	1
Planning Manager	31	2	2	2
Human Services Facility Coord	28	2	3	3
Grants Coordinator	26	0	1	1
Project Monitor	26	2	2	2
Project Monitor	26	0	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		9	13	13
<b>Lou Walker Senior Center</b>				
Community Services Coord	25	1	1	1
Program Coord Sr Facility	25	0	1	1
Administrative Assistant II	23	0	1	1
FULL TIME Subtotal		1	3	3
<b>Office of Senior Affairs</b>				
Planning Manager	31	1	1	1
Information&Referral Spec Lead	24	1	1	1
FULL TIME Subtotal		2	2	2
<b>FULL TIME Total</b>		12	18	18
<b>ALL POSITIONS Total</b>		12	18	18

## HUMAN RESOURCES & MERIT SYSTEM



### MISSION STATEMENT

- A. To provide support services to all departments in recruiting qualified applicants and retaining qualified employees for county positions.
- B. To promote and provide the necessary assistance to achieve an effective relationship between management and employees.
- C. To provide support to countywide training programs.
- D. To administer the countywide comprehensive personnel management programs, e.g. Drug and Alcohol Testing, Donations of Leave, Acting Status Pay, and Family Medical Leave.

### PROGRAM DESCRIPTION

The Human Resources & Merit System Department is a staff organization responsible for developing and maintaining a comprehensive personnel program. For budgetary purposes, the department consists of two activities: Human Resources & Merit System and Training. The six sections within the Human Resources & Merit System activity perform distinct functions with specific responsibilities.

The Office of the Director is responsible for the overseeing the County's human resources functions including the design, administration and implementation of personnel policies and procedures. This office provides general management and administrative support for the entire department. Human Resources and the Board of Health coordinate the operation of the County's Employee Health Clinic. The Office of the Director manages the overall activities of the Employee Health Clinic. The Board of Health is responsible for day-to-day operations.

The Recruiting Division advertises vacancies and performs specialized recruitment activities; receives and screens applications; advises applicants concerning openings for which they may qualify; develops and administers tests and other evaluation measures.

The Employee Relations Division is responsible for the review and handling of employee disciplinary actions, appeals of disciplinary actions, preparing minutes and maintaining official records of Merit Council actions, coordinating the Employee Assistance Program, EEO complaints, the County's Drug & Alcohol Testing Program, and Open Records requests received by the Human Resources Department.

The Classification, Compensation and Records Division conducts desk audits and makes recommendations regarding the reclassification, reallocation, and title changing of existing positions; recommends classifications for new positions; conducts salary surveys; maintains the official personnel records of county employees.

The Human Resource Information Systems Division is responsible for planning, managing, designing, delivery, and coordination of Human Resource reports; training, security, testing, and updates of the PeopleSoft Human Resource Management System application; coordinates and oversees electronic records management; serves as the liaison between user departments on all matters related to the PeopleSoft Human Resource Management System application.

The Training and Development Division provides internal and outsourced training for 7,000 employees. The primary objective is to improve service delivery through instructor-led classes, workshops, computer-based training, and self-study programs.

## HUMAN RESOURCES & MERIT SYSTEM

PERFORMANCE INDICATORS				
	TARGET	2003	2004	2005
% OF NEW POSITIONS CLASSIFIED WITHIN 10 DAYS FROM RECEIPT OF COMPREHENSIVE POSITION QUESTIONNAIRE FROM DEPARTMENT	85.00%	100.00%	100.00%	100.00%
% OF VACANCIES ADVERTISED WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	80.00%	100.00%	100.00%	100.00%
% OF REFERRALS FROM EXISTING REGISTER (FORWARDED TO WITHIN 5 WORK DAYS OF RECEIPT OF REQUISITION AND JOB SPECIFICATION	90.00%	100.00%	100.00%	96.00%
% OF DRUG AND ALCOHOL VIOLATIONS PER 100 FULL TIME EQUIVALENT EMPLOYEES, AMONG EMPLOYEES SUBJECT TO ADMINISTRATIVE CONTROL OF THE CEO	< 3%	0.13%	0.05%	0.11%
% OF PROMOTIONS AND NEW HIRES SUCCESSFULLY COMPLETING THE PROBATIONARY PERIOD	85.00%	94.00%	90.00%	89.50%
% OF TERMINATIONS, SUSPENSIONS, AND OTHER DISCIPLINARY ACTIONS UPHELD UPON APPEAL	100.00%	97.00%	93.00%	93.00%



## HUMAN RESOURCES & MERIT SYSTEM

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Applications Received	21,184	22,525	19,174	20,000
Applications Referred for Job Vacancies	17,339	12,791	9,301	10,000
Vacancies Filled	800	1,005	977	1,000
Employment Registers	510	504	486	500
Upon receipt of request, average number of days to provide the requesting department with a certification list (when a list exists)	2	5	5	5
Individuals Counseled	528	379	410	540
Employee Assistance Program Cases	1,250	1,225	1,394	1,300
Termination Appeals Processed	44	72	61	65
Termination Appeals Conducted	28	23	24	35
Number of Classifications Maintained	992	906	954	950
Number of Class Specification Reviews	320	307	503	600
Number of Classifications Established	217	43	25	25
Number of Classifications Abolished	35	48	50	50
Number of Reclassifications	41	57	33	30
Number of Title Changes	117	96	397	120
Number of Training Classes Held	182	240	238	190
Number of Employees Attended	3,505	5,035	5,645	3,500
Number of Employment Verifications Processed	4,100	3,103	3,765	4,142
Number of Personnel Actions Processed	17,564	15,244	14,622	13,160

### MAJOR ACCOMPLISHMENTS IN 2005

Conducted a comprehensive market salary survey for 80% of all County jobs. Implemented changes to the pay structure resulting in an increase in the minimum and maximum pay rates for all job classifications. Introduced 5 new training courses including accountability, ethic, quality problem solving, teamwork, and strategic planning. Revised and reissued the Administrative Procedures to the DeKalb County Code.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

To upgrade PeopleSoft to version 8.9 and modify PeopleSoft Security Structure to align with the Chart of Accounts.

To complete series of promotional examinations for Fire & Rescue and Police Services.

To develop 5 new courses to meet employee needs and promote participation by employees at all levels and continue to reduce outsourcing specific technical and soft skills courses.

## HUMAN RESOURCES & MERIT SYSTEM

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2002, funding in the amount of \$500,000 was allocated for the revision and administration of Fire and Rescue Services promotional exams. In 2003, one HR Assistant Sr. position was added to reduce the response time for help desk calls and e-mail related to PeopleSoft, reduce the processing time for leave adjustments and retroactive changes, and provide administrative support to the Human Resource Information System Division. One EEO Officer was transferred from Contract Compliance to Human Resources & Merit System. One Contract Compliance Assistant was transferred from Purchasing to Human Resources & Merit System. One Training Consultant, a time-limited position, was added to assist with countywide software training for the Automated Purchasing System, the Financial Management Information System, the Hansen System, and other technical systems. The 2004 Budget included \$92,263 for salary and benefits for the time-limited position that will develop and present software training for the Automated Purchasing System, the Financial Management System, and other technical systems. The 2005 Budget included \$100,000 to implement PeopleSoft Version 8.3, Monitor Health and Safety Module.

#### 2006

Funding in the amount of \$216,321 was approved to expand the Employee Occupational Health Clinic and a new cost center has been created to track and monitor expenditures related to the Clinic. Three positions, 1 Nurse Practitioner, 1 Laboratory Technician Sr., and 1 Administrative Assistant were added to administer the program, and funds for Occupational Health tracking software and contractual Medical Review Officer were also approved. Also, the 2006 Budget includes \$500,000 to fund the development, validation, and administration of promotional examinations for the Police Services and Fire & Rescue Services.

#### Future

No future budgetary considerations of significance are anticipated.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Employee Health Clinic	\$0	\$0	\$216,321	\$216,321
Human Resources & Merit System	2,471,313	2,576,417	3,686,334	4,012,176
Training & Development	165,379	217,968	487,343	511,591
	<u>\$2,636,692</u>	<u>\$2,794,385</u>	<u>\$4,389,998</u>	<u>\$4,740,088</u>

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,929,241	\$1,868,479	\$2,864,398	\$2,864,398
Purchased / Contracted Services	623,597	822,450	1,391,900	1,730,475
Supplies	64,201	72,502	75,000	86,515
Capital Outlays	15,987	30,230	57,500	57,500
Interfund / Interdepartmental	3,665	724	1,200	1,200
	<u>\$2,636,692</u>	<u>\$2,794,385</u>	<u>\$4,389,998</u>	<u>\$4,740,088</u>

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$2,636,692</u>	<u>\$2,794,385</u>	<u>\$4,740,088</u>
	\$2,636,692	\$2,794,385	\$4,740,088

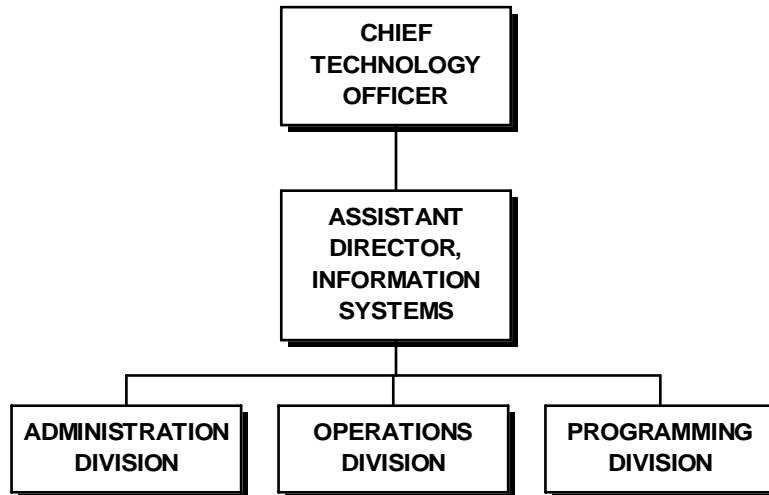
## HUMAN RESOURCES & MERIT SYSTEM

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Human Resources &amp; Merit System</b>				
Asst Dir HR & Merit System	AG	1	1	1
Dir HR & Merit System	AD	1	1	1
HRIS Manager	31	1	1	1
Human Resources Manager	31	3	3	3
Human Resources Supv. Fld.Off.	29	1	1	1
HR Information Technologist	28	1	1	1
Human Resources Generalist Pr	27	3	3	3
Human Resources Generalist Sr	26	5	6	6
Human Resources Records Supv.	26	1	1	1
Administrative Coordinator	25	1	1	1
HRIS Specialist	25	1	1	1
Human Resources Generalist	25	1	0	0
Human Resources Specialist Sr.	24	1	0	0
Human Resources Specialist	23	3	4	4
Human Resources Assistant Sr.	21	2	1	1
Human Resources Records Tech	21	0	1	1
Human Resources Assistant	19	2	3	3
Office Assistant Senior	19	1	2	2
Office Assistant	18	2	0	0
FULL TIME Subtotal		31	31	31
<b>Employee Health Clinic</b>				
Nurse Practitioner	31	0	0	1
Laboratory Technician Sr.	23	0	0	1
Administrative Assistant I	21	0	0	1
FULL TIME Subtotal		0	0	3
<b>Training &amp; Development</b>				
Oracle Tech Training Consult	AB	1	1	1
County Training Manager	31	1	1	1
County Training Officer, Sr	26	0	1	1
County Training Officer	25	1	0	0
Human Resources Assistant	19	1	1	1
FULL TIME Subtotal		4	4	4
<b>FULL TIME Total</b>		35	35	38
<b>ALL POSITIONS Total</b>		35	35	38

## INFORMATION SYSTEMS



### MISSION STATEMENT

The mission of DeKalb County's Information Systems Department is to provide high quality, responsive and secured information services with emphasis on reliability, innovation, cost effectiveness, and accessibility.

### PROGRAM DESCRIPTION

The Information Systems Department provides technology support 24 hours a day, 7 days a week, and 365 days a year to approximately 60 departments and agencies. This support includes mainframe and server based applications, operating systems, databases, and both Local and Wide Area Networks.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	88%	83%	85%
ENTERPRISE SERVER AVAILABILITY	95%	78%	85%	NA

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Systems & Program Requests Received	1,512	1,971	4,562	5,258
Help Desk Calls	9,504	15,047	17,588	22,864

### MAJOR ACCOMPLISHMENTS IN 2005

Assisted with the completion of Phase I for the 311 Citizens Help Center project.

Completed implementation of the Oasis data conversion and interface to Hansen.

## INFORMATION SYSTEMS

### MAJOR ACCOMPLISHMENTS IN 2005 (cont)

Completed implementation of the SAMS data conversion and interface to Hansen.

Converted 14 sites to the INET in 2005. 90% of all sites are completed.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

Assist with the completion of Phase II of the 311 Citizens Help Center.

#### Organizational Effectiveness

Continue to assist Facilities Management with departmental relocations and new installations throughout the County.

Continue to update organizational structure to adapt to changing business and technological requirements.

#### Infrastructure / Financial Strength

Convert all Mainframe based applications to a new platform.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003 the department was reorganized and two new cost centers were added for Operations and Project Development/Implementation, and Communications was transferred to the Police Department. Four Programmer Analysts (III), one Network Engineer, one Sr. Project Manager and one Sr. Telecommunications Technician were added.

In 2005 program modifications totaling \$86,880 were approved for 2 positions, one Database Management Administrator and one IS Microsystems Specialist.

#### 2006

\$12,304,785 is approved for the basic operating budget. Additionally, program modifications totaling \$1,255,000 were approved including the addition of one Chief Technology Officer position and funding for information systems projects totaling \$1,144,000 for the Tax Commissioner - \$800,000, Banner System upgrade - \$244,000, and Probate Court upgrade - \$100,000.

#### Future

As the information infrastructure continues to expand, the demands on this department for service and support will increase.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$5,430,561	\$9,446,042	\$12,054,529	\$13,140,384
Operations	3,546,315	877,781	0	419,402
Project Development/Implementation	110,307	42,195	0	0
	<u>\$9,087,182</u>	<u>\$10,366,018</u>	<u>\$12,054,529</u>	<u>\$13,559,785</u>

## INFORMATION SYSTEMS

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$4,659,455	\$4,732,860	\$5,537,737	\$5,537,737
Purchased / Contracted Services	4,147,185	5,320,415	6,130,940	7,558,644
Supplies	109,674	114,408	341,809	355,580
Capital Outlays	159,312	188,501	32,420	96,202
Interfund / Interdepartmental	11,557	9,835	11,623	11,623
	<u>\$9,087,182</u>	<u>\$10,366,018</u>	<u>\$12,054,529</u>	<u>\$13,559,785</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$9,087,182</u>	<u>\$10,366,018</u>	<u>\$13,559,785</u>
	\$9,087,182	\$10,366,018	\$13,559,785

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Dep.Dir.Project Dev.&Implemen.	AJ	1	1	1
Deputy Director IS Operations	AJ	1	1	1
Asst Dir Information Systems	AI	1	1	1
Chief Technology Officer	AD	0	0	1
Director Information Systems	AD	1	1	1
CPU Manager	31	1	1	1
IS Network Manager	31	1	1	1
IS Technical Project Engineer	31	1	1	1
IS Technical Support Manager	31	1	1	1
IS Database Mgt Administrator	30	2	3	3
IS Function Project Leader	30	5	5	5
IS Security Administrator	30	2	2	2
IS Technical Support Analyst	30	4	4	4
IS Microsystems Specialist Sr	29	1	2	2
Program Analyst III	29	15	15	15
CPU Operator Supervisor	28	3	3	3
Customer Support Administrator	28	1	0	0
IS Help Desk Supervisor	28	0	1	1
IS Microsystems Specialist	28	7	7	7
IS Program Manager Senior	28	1	1	1
Network Engineer	28	3	3	3
Program Analyst II	28	15	16	16
Contract Officer	26	1	0	0
IS Help Desk Analyst	26	4	4	4
Administrative Coordinator	25	0	1	1
IS Production Control Supv	25	1	1	1
Program Analyst I	25	2	1	1
Administrative Assistant II	23	0	1	1

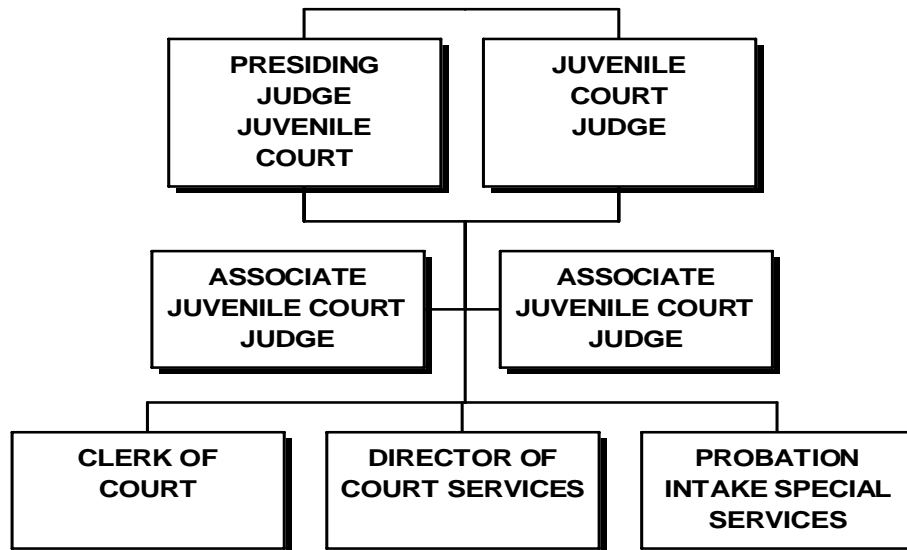
**INFORMATION SYSTEMS**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration (cont)</b>				
CPU Operator	23	7	7	7
Data Control Technician Sr	23	1	1	1
Secretary Executive	23	1	0	0
Administrative Assistant I	21	0	1	1
Data Control Technician	21	1	1	1
Secretary Principal	21	1	0	0
Accounting Tech Senior	19	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		88	90	91
<b>FULL TIME Total</b>		88	90	91
<b>ALL POSITIONS Total</b>		88	90	91

## JUVENILE COURT



### MISSION STATEMENT

To restore and redirect, as law-abiding citizens, children who have admitted to or been found in violation of the law, while protecting the best interests of each child and the community, leaving the children in their homes when possible.

### PROGRAM DESCRIPTION

Two Judges and two Associate Judges conduct the hearings. The Probation Division screens all children referred to the Court regarding further detention 24 hours a day. This division investigates charges and prepares histories for children who are handled by the Court. Supervision of children in the community is provided by Probation Counselors.

The Clerk's Division is responsible for maintaining all original records for the Court, including legal, financial, and electronic images.

The Administrative Division provides support for the Court, including grants management and computer services.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Delinquent Charges	8,150	7,737	8,359	8,443
Unruly Charges	1,790	1,996	1,676	1,710
Deprived Charges	1,951	2,308	2,135	2,242
Traffic Charges	890	842	938	994
Number of Hearings Held	15,536	17,043	16,058	16,860
Special Proceedings	328	442	646	711
Warrants Issued	1,306	1,416	1,417	1,449



## JUVENILE COURT

### MAJOR ACCOMPLISHMENTS IN 2005

A Juvenile Drug Court Pilot project was started with contributing input and efforts from multiple agencies. A major youth job development was initiated in collaboration with the DeKalb Workforce Development Department. The Court collected the highest-ever annual amount of probation supervision fees; fees which are recycled back into treatment programs for the youth. Strength-based practices for probation supervision were implemented. The Court Senior Staff actively participated in planning and design of new DeKalb Juvenile Court Facility, scheduled for occupancy in 2006.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Implement U.S. DOJ Sex Offender Management Program.

Adoption of Radio Frequency ID Tag (RFID) system and implementation in the Records Division of the Juvenile Court.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Successfully obtain outside grant-funding opportunities to address the therapeutic needs of Juvenile Court clientele.

Create a non-profit (501c-3) organization to support the grant activities of the DeKalb County Juvenile Court.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the Child Advocacy Division was transferred from Juvenile Court to a newly created Office. Three positions, one Chief Attorney Juvenile Court, one Attorney III and one Legal Secretary were transferred from Juvenile Court to the Child Advocate's Office. Three positions were added in Juvenile Court, one Grants Manager, Administrative Assistant and one Sr. Tribunal Technician. One Probation Program Supervisor was added in the fourth quarter of 2004. This position was funded through a grant, which expired in September 2004. During 2005, the intake function was transferred to the Juvenile Division of the District Attorney's office, this included the transfer of three positions from the Juvenile Court.

#### 2006

There are no significant changes for 2006.

#### Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual	Actual	CEO'S	Approved
	2004	2005	Recommended	Budget
			Budget	2006
Administration	\$3,030,496	\$2,725,888	\$3,135,033	\$3,189,400
Probation Services	2,848,300	2,742,704	2,842,097	2,874,668
	\$5,878,796	\$5,468,592	\$5,977,130	\$6,064,068

## JUVENILE COURT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$4,672,052	\$4,552,627	\$4,851,470	\$4,851,470
Purchased / Contracted Services	1,018,187	815,007	921,045	972,687
Supplies	80,220	89,979	95,860	129,580
Capital Outlays	22,038	9,912	10,550	12,126
Interfund / Interdepartmental	1,942	1,067	8,715	8,715
Other Costs	0	0	89,490	89,490
Other Financing Uses	84,357	0	0	0
	<u>\$5,878,796</u>	<u>\$5,468,592</u>	<u>\$5,977,130</u>	<u>\$6,064,068</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$5,878,796</u>	<u>\$5,468,592</u>	<u>\$6,064,068</u>
	\$5,878,796	\$5,468,592	\$6,064,068

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Judge Associate Juv Court	33	2	2	2
Dir Court Services Juvenile Ct	31	1	1	1
Network Administrator	29	1	1	1
Grants & Administrative Mgr	28	1	1	1
Cit Panel Rev Prg Adm Juv Ct	26	1	1	1
Clerk Juvenile Court	26	1	1	1
Juvenile Probation Supervisor	26	1	0	0
Juvenile Program Administrator	26	0	3	3
Juv Probation Officer Prin	25	2	0	0
Chief Deputy Clerk Juv Court	24	1	1	1
Court Records Supervisor	24	1	1	1
Probation Admn Supv Juv Court	24	1	1	1
Administrative Assistant II	23	1	3	3
Secretary Executive	23	2	0	0
Secretary Senior Legal	23	3	3	3
Calendar Clerk	21	4	4	4
Accounting Tech Senior	19	1	1	1
Office Assistant Senior	19	5	0	0
Records Tech Sr Juvenile Ct	19	0	6	6
Tribunal Technician Senior	19	4	3	3
Office Assistant	18	1	0	0
Tribunal Technician	18	0	1	1
Juvenile Court Judge	\$140,145	2	2	2
FULL TIME Subtotal		36	36	36

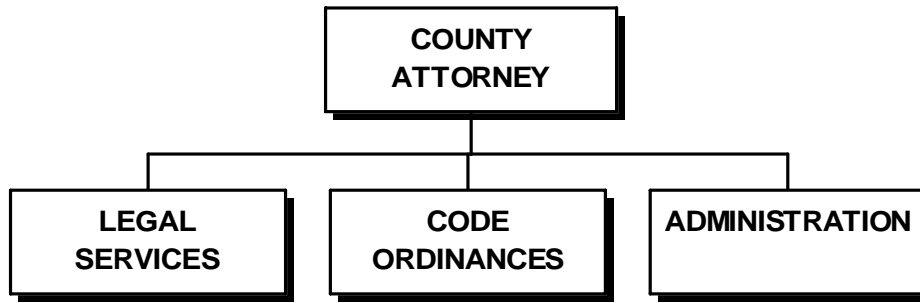
## JUVENILE COURT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Probation Services</b>				
Chief Juv Probation Officer	29	1	1	1
Juvenile Probation Supervisor	26	4	4	4
Juv Probation Officer Prin	25	5	7	7
Juvenile Probation Officer Sr	24	33	22	22
Administrative Assistant II	23	1	1	1
Juvenile Probation Officer	23	8	14	14
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		54	51	51
<b>FULL TIME Total</b>		90	87	87
<b>ALL POSITIONS Total</b>		90	87	87

**LAW DEPARTMENT**



**MISSION STATEMENT**

To deliver high quality, cost beneficial legal services to the Chief Executive Officer, Board of Commissioners, DeKalb County departments, elected officials and staff, and related organizations as needed. The Law Department's representation in litigated matters reduces the need for retained counsel. Our goal is to take a proactive professional approach with the governing authority and county staff in order to create an environment, which anticipates issues and establishes an enabling approach, which allows the organization to implement a "best practices" method in problem solving.

**PROGRAM DESCRIPTION**

The Law Department is responsible for the legal affairs of the County Government under the direction of the County Attorney. As the primary legal advisor to the Chief Executive Officer, Board of Commissioners, county elected officials, Board of Health, and the county departments, the County Attorney is responsible for administering all legal services, managing and coordinating all litigation matters, providing legal advice/opinions on matters of county business and the creation and interpretation of ordinances, representing the County's legal position with other jurisdictions and entities, reviewing all contracts to which the county is party, reviewing all legislation pertinent to the affairs of county government, representing the county in all court cases including responsibility for associated trial research and preparation, and prosecuting development code violations.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
% Of closed litigation files won or settled	90%	100%	98%	100%
% Of legal opinions responded to within 30 days	90%	99%	98%	99%
% Of standard form contracts reviewed and returned within 20 days	80%	100%	100%	99%

## LAW DEPARTMENT

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Total files Pending	1,899	1,856	2,037	2,000
Total files Opened	1,020	942	1,542	1,750
Total files Closed	1,241	812	1,462	1,675
Legal Opinions Requested	512	406	201	400
Litigation files opened	198	254	286	365
Litigation files closed	181	208	279	320
Tax appeal files opened	135	64	91	125
Tax appeal files closed	168	91	97	160
Demands (claims recvd.)	74	99	81	120
Contracts & agenda items reviewed	892	858	766	900

### MAJOR ACCOMPLISHMENTS IN 2005

Surpassed all performance measurement goals. Continued reduction in jury trials and substantial monetary judgments due to proactive and aggressive litigation tactics. In-house attorneys successfully sought dismissal of ninety percent (90%) of the claims, including all of the claims against many individual officials in a discrimination case arising out of the Parks and Recreation Department.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Win or settle majority of litigation files.

Prompt response to written requests for legal opinions and requests to draft ordinances.

Prompt review and return of standard form contracts and negotiate terms for non-standard contracts.

### MAJOR BUDGETARY IMPACTS

One Assistant County Attorney position was added in 2003. In 2004 two Assistant County Attorney positions, formerly funded in other departments, were transferred to the Law Department. In 2005 one Assistant County Attorney position was transferred to Records Court for the position of Deputy Court Administrator.

#### 2006

The 2006 budget includes an increase in the Other Professional Services account for the services of external legal counsel.

#### Future

Additional appropriation for outside counsel will be needed for the future to handle lawsuits.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Law Department	\$2,582,497	\$3,851,305	\$4,099,890	\$4,147,441
	\$2,582,497	\$3,851,305	\$4,099,890	\$4,147,441

**LAW DEPARTMENT**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$1,857,918	\$1,663,811	\$2,086,535	\$2,086,535
Purchased / Contracted Services	664,990	2,126,983	1,948,105	1,992,958
Supplies	59,588	59,616	58,000	60,698
Capital Outlays	0	895	7,250	7,250
	<u>\$2,582,497</u>	<u>\$3,851,305</u>	<u>\$4,099,890</u>	<u>\$4,147,441</u>

**FUNDING SOURCES**

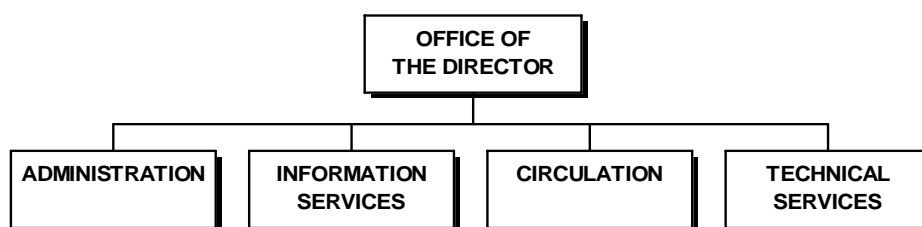
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	<u>\$2,582,497</u>	<u>\$3,851,305</u>	<u>\$4,147,441</u>
	\$2,582,497	\$3,851,305	\$4,147,441

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Law Department</b>				
County Attorney	CA	1	1	1
Assistant County Attorney	AJ	9	9	9
Asst County Attorney Senior	AJ	6	6	6
Chief Asst County Attorney	AF	2	2	2
Administrative Operations Mgr	28	0	1	1
Legal Coord Law	28	1	0	0
Secretary Senior Legal	23	3	2	2
Secretary Legal	21	4	5	5
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		<u>27</u>	<u>27</u>	<u>27</u>
<b>FULL TIME Total</b>		<u>27</u>	<u>27</u>	<u>27</u>
<b>ALL POSITIONS Total</b>		<u>27</u>	<u>27</u>	<u>27</u>

## LIBRARY



### MISSION STATEMENT

The DeKalb County Public Library is a place to grow. The Library enlightens and enriches the people of DeKalb County by providing responsive, dynamic services that meet the changing informational needs of a diverse population. Through a trained service-oriented staff, partnerships and ready access to both print and electronic resources, the library is committed to superior service that promotes a strong, literate DeKalb community and enhances the quality of life.

### PROGRAM DESCRIPTION

The Library Administration interprets, develops and monitors library policies and procedures. Administration is responsible for developing and implementing the visions and goals of the library system. It is responsible for selecting, training and retaining staff who are dedicated to providing the highest quality public library services to DeKalb County citizens. The Administration ensures that all resources are allocated and used in an effective and cost efficient manner.

The Information Services division is the link between the information-seeking public and library resources, providing access to the library's collections. Responsibilities include selecting materials, planning and implementing programs, supervising special services and overseeing facilities designed to meet the informational and recreational needs of DeKalb citizens. The staff locates materials, answers requests in person and via telephone, searches electronic resources for unique sources of information, and implements programs to meet the specialized needs of users.

Circulation staff functions include: (1) checking out and checking in library materials so that patrons can access them quickly and easily; (2) screening and computer registration of applicants for library cards; (3) helping patrons locate and obtain materials online; (4) shelving books and keeping them in order for easy retrieval; (5) advising patrons of borrowed books that are overdue and collecting for overdue fines; and (6) keeping an accurate patron file.

The Technical Services division continues to respond to increased demands made by 23 branches by streamlining workflow and operating at peak efficiency with existing staff. This division is responsible for ordering and processing new library materials and for maintaining the existing library collections.

The Automation division plans, develops, implements and supports the library system's electronic information resources. Currently the division supports 708 PC workstations and 31 file servers in 23 library facilities. The division also supports the library web site.

The Maintenance and Operations division provides support for library facilities and materials delivery functions, ensuring that library buildings are well maintained and facilities-related needs are met. This division provides for the movement of equipment and library materials between libraries as required by the service program.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
Material Circulation Per Capita	4.65	4.59	4.73	4.81
Library Visits Per Capita	4.4	4.37	4.43	4.5
Reference Transactions Per Capita	1.35	2.23	1.31	1.34
Percent of Population Registered	31%	31%	30%	30%

## LIBRARY

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Patron Visits	2,866,374	2,968,638	3,153,749	3,200,000
Collection				
Books Collection	785,396	776,329	775,472	780,000
Books Purchased	73,877	66,854	79,375	70,000
Audiovisuals Collection	61,326	71,089	83,602	85,000
Audiovisuals Purchased	11,313	14,319	20,038	18,000
Periodical				
Subscriptions	1,977	1,620	1,699	1,699
On-line/CD ROM Databases	15	15	20	20
Materials Checked Out	3,017,303	3,162,716	3,372,021	3,400,000
Books	2,261,556	2,281,259	2,332,153	2,350,000
Audiovisuals	755,672	881,457	1,039,868	1,050,000
*Registered Users	212,188	205,994	208,968	210,000
New Users Registered	44,004	43,943	42,773	43,000
Materials Transactions				
(internal)	4,988,682	5,427,538	5,887,371	6,000,000
Library Programs	1,900	2,302	2,852	2,300
Attendance	49,199	45,174	59,764	58,000
Community Meetings in Library	2,074	2,117	1,938	2,000
Attendance	44,459	51,640	48,300	48,000
Remote Hits to Library Homepage	335,178	446,096	585,849	650,000

\*Registered users for 2003 contain an inflated number of active cardholders. Subsequent investigation has revealed that a format error in a specific field caused some cards to be counted that had not been active in the past two years. Registered users for 2003 should have been closer to 200,000 and the estimated 2004 count was computed using the corrected figure.

### MAJOR ACCOMPLISHMENTS IN 2005

In comparison with 2004, the materials circulation increased 6.6% while library walk-in use increased 6.2%. PC-management software for public PC workstations was implemented. The Library's 2006 - 2025 Facilities Plan was approved by the DeKalb County Public Library (DCPL) Board of Trustees. Internet filtering on all DCPL PC workstations was implemented in compliance with the Children's Internet Protection Act (CIPA). The marketing of library services to the immigrant population was expanded. 222 obsolescent PC workstations were replaced from state and county resources. New after-hours security systems were installed in the seven remaining branches without such systems.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Increase availability of library materials to the public through collection growth.

Upgrade the functionality of the Library's automated catalog.

Provide for future library facilities.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, \$11,037,383 was approved for basic operating expenses and \$200,000 was approved for increasing the library materials collection. In 2004, \$11,468,430 was approved for operating expenses. \$379,015 was added to the basic book budget.



## LIBRARY

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2005, the County allocation for library materials was increased by \$150,000. \$11,757,172 was approved for operating expenses. In addition, a bond referendum was approved by the voters. The library portion of the referendum has 13 proposed projects - three new libraries to address populations currently unserved, four expansions of existing libraries, the replacement of five library facilities, and the upgrade of one library to improve visibility and vehicular access. Following is the complete list of projects in the order they are proposed to be constructed:

Facility	Status	Current	Future	Start / End	Cost
Library Processing Center	Replacement	9,920 sq. ft.	22,000 sq. ft.	2006/2008	\$4,000,000
Stonecrest Area Branch	New	N/A	25,000 sq. ft.	2006/2008	\$9,765,000
Ellenwood/River Road Area Branch	New	N/A	12,000 sq. ft.	2006/2008	\$4,500,000
Tucker-Reid Cofer Branch	Replacement	12,140 sq. ft.	25,000 sq. ft.	2006/2008	\$7,000,000
Toco Hill-Avis Williams Branch	Replacement	9,335 sq. ft.	18,000 sq. ft.	2006/2008	\$5,000,000
Hairston Crossing Branch	Expansion	4,000 sq. ft.	18,000 sq. ft.	2006/2008	\$4,100,000
Brookhaven Branch	Replacement	6,800 sq. ft.	15,000 sq. ft.	2007/2009	\$3,750,000
Salem-Panola Branch	Expansion	4,000 sq. ft.	18,000 sq. ft.	2007/2009	\$4,100,000
Northeast Plaza Area Branch	New	N/A	18,000 sq. ft.	2007/2009	\$3,750,000
Northlake-Barbara Loar Branch	Expansion	10,000 sq. ft.	15,000 sq. ft.	2007/2009	\$2,750,000
Embry Hills Branch	Expansion	4,000 sq. ft.	8,000 sq. ft.	2007/2009	\$1,850,000
Scott Candler Branch	Replacement	8,700 sq. ft.	12,000 sq. ft.	2007/2009	\$3,600,000
Redan-Trotti Branch	Access upgrade	N/A	N/A	2008/2009	\$375,000
				<b>Total</b>	<b>\$54,540,000</b>

#### 2006

The County allocation for library materials was increased by \$225,000. Three state-funded positions were approved: 2 Librarians, Administrative (Marketing Coordinator function and Library Construction Coordinator function), and a Webmaster. The Library Construction Coordinator will be serving as the department's construction representative.

#### Future

Due to the referendum's 13 proposed projects, there will be a need for an increase in staff requirements and associated operating expenses. Also, there still is a need to increase the library's collection and for staff training. In 2002 the collection declined both in real terms and in relation to population growth. The DeKalb County Public Library still has one of the smallest books per capita levels in the State of Georgia. The five-year goal is to move DeKalb County library system to \$5.0 per capita for library materials.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$2,361,305	\$2,370,257	\$2,548,594	\$2,548,594
Automation	302,336	305,917	325,309	325,309
Circulation	2,668,544	2,708,011	2,846,143	2,846,143
Information Services	3,381,256	3,540,654	3,922,850	3,922,850
Maintenance & Operations	560,214	607,137	632,915	632,915
Technical Services	1,669,619	1,897,786	2,154,404	2,154,404
	<b>\$10,943,274</b>	<b>\$11,429,763</b>	<b>\$12,430,215</b>	<b>\$12,430,215</b>

## LIBRARY

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$8,710,382	\$9,102,364	\$9,808,997	\$9,808,997
Purchased / Contracted Services	56,593	1,872	90,000	90,000
Supplies	1,150,546	1,300,040	1,525,400	1,525,400
Interfund / Interdepartmental	6,906	8,303	10,052	10,052
Other Costs	1,018,847	1,017,184	995,766	995,766
	<u>\$10,943,274</u>	<u>\$11,429,763</u>	<u>\$12,430,215</u>	<u>\$12,430,215</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$10,943,274</u>	<u>\$11,429,763</u>	<u>\$12,430,215</u>
	\$10,943,274	\$11,429,763	\$12,430,215

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administration</b>					
Assistant Director, Library	AL		1	1	1
Director, Library	AE		1	1	1
Librarian Administrative	32		5	5	7
Admin Services Mgr Library	31		1	1	1
Librarian, Principal	30		1	1	1
Marketing/Programming Coord	30		1	1	1
Librarian Senior	28		1	1	1
Webmaster	28		0	0	1
Accountant	25		1	1	1
Facilities Admin Coord Library	25		1	1	1
Program Promotion Spec Sr	25		1	1	1
Administrative Assistant II	23		0	1	1
Graphic Design Technician	23		1	1	1
Secretary Executive	23		1	0	0
Administrative Assistant I	21		0	1	1
Payroll Personnel Tech Sr	21		1	1	1
Secretary Principal	21		1	0	0
Library Accounts Payable Asst	20		1	1	1
Library Technician, Senior	19		1	1	1
Office Assistant Senior	19		3	3	3
FULL TIME Subtotal			23	23	26
<b>Information Services</b>					
Librarian Administrative	32		1	1	1
Librarian, Principal	30		6	6	6
Librarian Senior	28	1 PT	18	18	18
Librarian	26		15	15	15

# LIBRARY

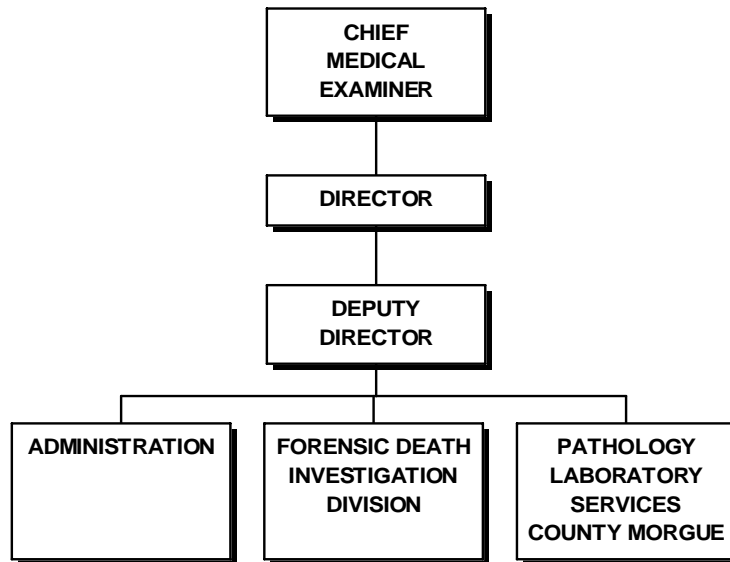
## AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Information Services (cont)</b>					
Library Branch Supervisor	25		5	5	5
Library Specialist Senior	23	4 PT	24	24	24
FULL TIME Subtotal			64	64	64
PART TIME Subtotal			5	5	5
<b>Circulation</b>					
Library Specialist	21		20	20	20
Library Technician, Senior	19	28 PT	50	57	57
Library Technician	17	6 PT	23	16	16
FULL TIME Subtotal			59	59	59
PART TIME Subtotal			34	34	34
<b>Technical Services</b>					
Librarian Administrative	32		1	1	1
Librarian, Principal	30		2	2	2
Librarian	26		1	1	1
Library Specialist Senior	23		2	2	2
Library Specialist	21		1	1	1
Library Technician, Senior	19		4	4	4
FULL TIME Subtotal			11	11	11
<b>Automation</b>					
Library System Analyst	29		1	1	1
Network Administrator	29		1	1	1
Departmental Microsystems Spec	28		2	2	2
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			5	5	5
<b>Maintenance &amp; Operations</b>					
Custodian Senior	18	6 PT	12	11	11
Security Guard	18		5	5	5
Custodian	16	4 PT	5	6	6
Courier	14		3	3	3
FULL TIME Subtotal			15	15	15
PART TIME Subtotal			10	10	10
<b>FULL TIME Total</b>			177	177	180
<b>PART TIME Total</b>			49	49	49
<b>ALL POSITIONS Total</b>			226	226	229

## MEDICAL EXAMINER

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### MISSION STATEMENT

To provide comprehensive and exhaustive forensic death investigation and post-mortem examination into all manners of death for all people within our jurisdiction, as we are advocates for the dead. It is not justice that we seek, but the truth in death so that justice may be served.

### PROGRAM DESCRIPTION

The Medical Examiner performs investigations into deaths that are required by law to be reported to the DeKalb County Medical Examiner and which fall under the jurisdiction of the Georgia Death Investigation Act. The reporting of death cases as required by law is done seven days a week, 24 hours a day, weekends and all holidays. A Medical Examiner's inquiry is required in all deaths that come within the purview of the law, and this investigation must start immediately.

The following circumstances require that the Medical Examiner be notified:

1. Death as a result of violence
2. By suicide or casualty
3. Suddenly, when in apparent good health
4. When unattended by a physician
5. Any suspicious or unusual manner
6. In any suspicious or unusual manner, with particular attention to those persons 16 years of age and under
7. After birth, but before 7 years of age if the death is unexpected or unexplained
8. As a result of an execution carried out pursuant to imposition of the death penalty under Article 2 of Chapter 10 of Title 17 of the O.C.G.A.
9. When an inmate of a State hospital or a State or County penal institute.
10. After having been admitted to a hospital in an unconscious state and without regaining consciousness within 24 hours of admission

Forensic investigation and patterned injury interpretations are also made on non-death child/sexual abuse cases for the Department of Family and Children's Services (DFCS), police agencies, District Attorneys' offices and various other agencies within the County.

## MEDICAL EXAMINER

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Deaths Investigated	1,690	1,647	1,569	1,650

#### MAJOR ACCOMPLISHMENTS IN 2005

The Medical Examiners office conducted thorough and comprehensive investigation of all reported deaths, resulting in the proper determination of cause and manner of death and the dissemination of accurate information to the appropriate parties. This office also performed numerous post mortem examinations and autopsy procedures, with collection/submission of evidence and specimens, in a quality controlled laboratory, with no identifiable, significant errors. The technical body recovery team (TBRT), was deployed to over 30 death scenes this past year, resulting in the safe and successful recovery of the dead body from difficult and precarious environments without injury to team members or loss/damage of equipment. The Medical Examiner's office generated \$114,550 in revenue for the County through the use of the sterile autopsy/operating room.

#### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

##### Human Services

Continue to serve those who have lost a loved one with a professional staff of knowledgeable, caring and compassionate individuals.

Continue to participate in the Georgia Anatomical Gift Act to not only generate revenue for DeKalb County, but also, more importantly, because the unfortunate and untimely death of one individual may mean a better quality of life, or even life itself, for another.

##### Organizational Effectiveness

Continue to train and educate employees in the area of forensic medicine so that the needs of the bereaved loved ones, outside agencies and the general public can be served by employees who possess adequate job knowledge and decision making skills.

#### MAJOR BUDGETARY IMPACTS

##### Previous

In 2003 \$1,738,388 was approved for basic operating expenses. \$16,268 was approved for three examining tables. One Forensic Investigator position was added.

In 2004, \$1,938,507 was approved for the basic operating budget. Two Forensic Investigators were added.

##### 2005

One Forensic Investigator was added in 2005.

##### 2006

The 2006 budget includes \$600,000 for the annual medical examiner contract. The major components include salaries and medical malpractice insurance for doctors, body transport service, photo film and photo processing. \$10,187 is recommended for lease purchase of a F-450 super duty crew cab vehicle, which will enable the Medical Examiner to handle many of the technical body recoveries, and thereby taking much of the burden off the Fire and Rescue Department.

##### Future

There will be an increased need for thorough, comprehensive and professional death investigation as the population grows in DeKalb County.

## MEDICAL EXAMINER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Medical Examiner	\$1,940,322	\$2,140,562	\$2,338,481	\$2,350,640
	\$1,940,322	\$2,140,562	\$2,338,481	\$2,350,640

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,187,936	\$1,351,932	\$1,456,335	\$1,456,335
Purchased / Contracted Services	559,872	564,554	671,973	678,119
Supplies	121,363	137,868	139,640	145,653
Capital Outlays	4,980	1,081	11,100	11,100
Interfund / Interdepartmental	66,171	85,128	59,433	59,433
	\$1,940,322	\$2,140,562	\$2,338,481	\$2,350,640

FUNDING SOURCES			
	Actual 2004	Actual 2005	Budget 2006
General Fund	\$1,940,322	\$2,140,562	\$2,350,640
	\$1,940,322	\$2,140,562	\$2,350,640

### AUTHORIZED POSITION LIST BY COST CENTER (See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Medical Examiner</b>				
Director Medical Examiner	AJ	1	1	1
Deputy Dir Medical Examiner	AI	1	1	1
Chief Investigator ME	30	1	1	1
Dep Chief Investigator, M.E.	29	1	1	1
Admin Operations Mgr	28	1	1	1
Forensic Investigator	28	7	8	8
Forensic Laboratory Manager	28	1	1	1
Forensic Technician Senior	23	2	2	2
Office Assistant Senior	19	4	4	4
Custodian Senior	18	0	1	1
Custodian	16	1	0	0
FULL TIME Subtotal		20	21	21
<b>FULL TIME Total</b>		20	21	21
<b>ALL POSITIONS Total</b>		20	21	21

## NON-DEPARTMENTAL

### MISSION STATEMENT

To account for appropriations and expenditures which are not applicable to any specific department, but are applicable to either the General Fund, the Fire Fund, the Special Tax District - Designated Services Fund, or the Special Tax District - Unincorporated Fund.

### PROGRAM DESCRIPTION

Cost categories contained in the Nondepartmental budget include the following: employee attendance incentive program, unemployment compensation, various insurance programs, interest on loans (if applicable), contingency, budgetary reserve account, DeKalb's share of joint participation in the Atlanta Regional Commission, funding for various human/community service agencies, auditing fees, construction management, special reserve accounts in which funds are held for specific purposes to be allocated at a later date, and special accounts for studies that are applicable to the County as a whole.

<b>EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES</b>				
	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>
<b>Crisis Intervention Services</b>				
Caminar Latino, Inc.	\$0	\$0	\$36,965	\$36,965
Center for Pan Asian Services	0	0	0	15,000
DeKalb Rape Crisis Center*	43,650	38,800	43,650	43,650
International Women's House	48,000	43,200	48,000	55,000
Men Stopping Violence	62,100	69,000	70,000	100,000
Metro Atlanta Task Force/Homeless	27,000	24,000	21,600	21,600
Partnership for Community Action	18,230	25,000	22,500	60,000
Phoenix Alliance	0	20,000	0	0
Safe Haven Transitional	20,000	0	20,000	20,000
Women Moving On, Inc.*	103,500	92,000	103,500	150,000
<b>Child Welfare and Family Serv.</b>				
Africa's Children's Fund, Inc.	0	0	10,000	10,000
Big Brothers/Big Sisters, Inc.	0	27,000	15,000	10,000
Boys & Girls Club of Metro Atlanta	0	0	15,000	10,000
Childkind, Inc.	28,800	25,600	21,000	0
Cool Girls, Inc.	0	0	18,000	0
Decatur Cooperative Ministry		5,000	30,000	25,000
DeKalb Initiative for Children & Fam	0	30,000	0	25,000
Elaine Clark Center	25,000	12,500	0	20,000
Fledglings, Inc	0	25,000	25,000	12,500
Georgia Center for Children, Inc.*	60,000	54,000	85,871	85,871
Georgia Radio Services	0	0	0	15,000
Girls Incorporated of Greater Atlanta	0	0	0	5,000
Green Forest Comm. Dev.	0	10,000	0	0
Meridian Educational Resource Gp	0	0	0	20,000
Metro Fair Housing Services, Inc.	0	0	20,000	0
Our House, Inc	0	15,000	0	0
Positive Growth	45,500	0	0	0
Quality Care for Children, Inc.	27,000	24,000	21,000	21,000
The Frazer Center, Inc.	0	0	20,000	20,000
Total Family & Children Services (formerly NBA Columbia Community Connection)	15,000	0	0	0
Traveler's Aid of Metropolitan Atl	0	0	0	20,000
YMCA/Ashford-Dunwoody	39,078	0	0	0
YMCA/Eastlake	38,992	19,496	0	0
YMCA of Metro Atl.	0	38,426	0	10,000
YWCA of Greater Atl	0	19,496	9,748	10,000
<b>Elderly Services</b>				
Atlanta Legal Aid Society, Inc.	31,500	31,500	0	31,500

## NON-DEPARTMENTAL

<b>EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES</b>				
	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>
Austin Drive Community Developmt	0	0	8,000	0
Ga. State University/RSVP	22,500	0	20,000	0
I CARE, Inc.	0		35,747	35,747
Senior Connections	403,469	0	0	0
<b>Health/Human Services</b>				
African Comm. Resource Center	0	0	0	0
Clarkston Comm Center	0	25,000	45,000	50,000
Friends of Disabled Adults	0	25,000	22,500	22,500
Oakhurst Medical Center	0	25,000	0	0
Project Open Hand/Atlanta	31,500	28,000	25,200	30,000
Set Aside Human Svc Voucher Prog	\$0	\$20,000	\$0	\$20,208
Side By Side Clubhouse, Inc.	0	0	20,000	20,000
St. Joseph's Mercy Care	17,500	8,750	0	0
<b>Judicial System Support Services</b>				
DeKalb Juvenile Foundation	40,000	20,000	0	0
Justice Center of Atlanta	28,500	0	0	0
<b>Advocacy, Plng, &amp; Educ. Serv.</b>				
George West Mental Health Fndn (formerly Compeer Atlanta)	7,500	7,500	7,500	0
DeKalb Citizen Advocacy, Inc.	15,000	7,500	7,500	0
Developmental Disabilities Council	17,700	17,700	20,000	20,000
Literacy Volunteers of America	5,000	5,000	5,000	10,000
Prevent Child Abuse Georgia (formerly Ga. Council on Child Abuse)	14,580	12,960	12,960	12,960
<b>Cultural Arts/Historic Preservation</b>				
DeKalb Council for the Arts, Inc.	0	0	0	0
<b>Total Contract Amounts</b>				
	1,205,099	748,428	793,541	972,001
Res from Decatur Coop Ministries	0	0	38,208	0
Set Aside for Senior Services	400,589	853,260	853,260	853,260
Less Victim Assistance Funds	(160,500)	(228,000)	(301,021)	(406,486)
<b>Tax Fund Contribution</b>	<b>\$1,445,188</b>	<b>\$1,373,688</b>	<b>\$1,383,988</b>	<b>\$1,418,775</b>

\* a portion of these contracts is funded by the Victim Assistance Fund.

### MAJOR ACCOMPLISHMENTS IN 2005

The Budgetary Reserve Account was \$16,869,915.

Funding was provided in the amount of \$1,000,000 for economic development incentives.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Financial Strength

Continue progress toward providing funding for a one-month budgetary reserve.

Maintain a source of funding for potential process improvements.

### MAJOR BUDGETARY IMPACTS

#### Previous

The 2003 budget included the following: a budgetary reserve of \$16,887,766 toward establishing a one-month reserve, (\$4,900,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,005,800 for the lease purchase of various information systems, a \$500,000 reserve for process improvements, \$1,000,000 as a reserve for reimbursement fund, and \$880,000 for building authority debt service.



## NON-DEPARTMENTAL

### MAJOR BUDGETARY IMPACTS

#### Previous

The 2004 Budget included the following: a budgetary reserve of \$16,919,915 towards establishing a one-month reserve, (\$6,200,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,000,000 for contingency, \$500,000 reserve for process improvements, and \$1,100,000 for building authority debt service.

The 2005 Budget includes the following: a budgetary reserve of \$16,919,915 towards establishing a one-month reserve, (\$7,200,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,000,000 for contingency, \$600,000 reserve for process improvements, and \$1,134,000 for building authority debt service. One Construction Manager position was transferred to Public Works - Director.

#### 2006

The 2006 Budget includes the following: a budgetary reserve of \$16,900,000 towards establishing a one-month reserve, (\$7,500,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,000,000 for contingency, \$600,000 reserve for process improvements, \$3,001,631 for building authority debt service, and \$3,096,626 for Judicial Bond debt service.

#### Future

No significant changes are anticipated in the near future.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Designated Services	\$2,929,089	\$3,580,154	\$3,822,633	\$3,822,633
Fire	1,647,609	3,007,222	3,056,304	3,056,304
General	10,982,089	14,093,108	30,581,325	30,647,265
Parks Bonds Administration	39,058	23,115	0	0
Unincorporated	18,855	177,848	184,515	184,515
Balance Sheet Cost Center	0	0	0	1,252
	\$15,616,701	\$20,881,448	\$37,644,777	\$37,711,969

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,467,741	\$1,439,233	(\$5,984,332)	(\$5,984,332)
Purchased / Contracted Services	(573,742)	3,158,388	4,602,628	4,608,138
Supplies	521,164	53,612	55,000	55,000
Capital Outlays	0	97,600	0	0
Interfund / Interdepartmental	331,403	1,192,416	983,994	983,994
Other Costs	9,980,520	12,491,915	33,032,697	33,093,127
Debt Service	1,480,922	1,479,071	4,954,790	4,954,790
Other Financing Uses	2,410,736	969,212	0	0
Retirement Services	(2,042)	0	0	0
Holding Accounts	0	0	0	1,252
	\$15,616,701	\$20,881,448	\$37,644,777	\$37,711,969

**NON-DEPARTMENTAL**

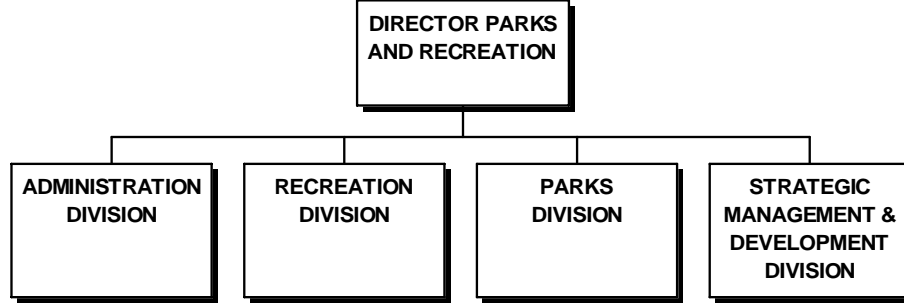
<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$11,021,148	\$14,116,223	\$30,648,517
Fire	1,647,609	3,007,222	3,056,304
Special Tax District - Designated Services	2,929,089	3,580,154	3,822,633
Special Tax District - Unincorporated	18,855	177,848	184,515
	\$15,616,701	\$20,881,448	\$37,711,969

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Construction Mgmt</b>				
Construction Mgr	CMA 1	1	0	0
FULL TIME Subtotal		1	0	0
<b>FULL TIME Total</b>		1	0	0
<b>ALL POSITIONS Total</b>		1	0	0

## PARKS & RECREATION

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### MISSION STATEMENT

- A. To create and connect communities through people, parks, and programs.
- B. To provide a variety of leisure time services/activities and promote a strong sense of community, foster pride and affirm individual self-renewal.
- C. To provide recreation opportunities for all ages, from pre-school through senior adult, and for the disabled at parks and recreation centers.
- D. To manage and maintain the parks system and infrastructure, the golf courses, other departmental facilities, and all public grounds excluding right-of-way.
- E. To expand teen camp programs to train "endangered" youth to be leaders and counselors for children with disabilities.

### PROGRAM DESCRIPTION

The Parks and Recreation Department provides a variety of leisure time services/activities by planning, developing, managing, operating and maintaining, parks, open spaces and recreational facilities, and other designated County properties through its three operating divisions.

The Administration Division provides general management and administrative support, promotions and marketing, volunteer coordination, private and public funding assistance, management information and special projects for the entire department. This division is responsible for the operation, through contractual arrangement, of the County's golf and tennis centers and for the administration of the youth sports program.

The Recreation Division provides recreation opportunities at parks and recreation centers located throughout the County. Programs are available for all ages from pre-school through senior adults and for the disabled. Activities include instructional classes, athletics, swimming, day camps, playgrounds, and other special events and programs.

The Parks Division is responsible for the maintenance of the parks system, other department facilities, and all public grounds excluding rights-of-way.

The Park Planning and Development Division is responsible for administration of all bond funded and capital improvement projects, marketing and promotion, and private and public funding assistance.

## PARKS & RECREATION

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Recreation Centers - (Number)	11	11	11	11
Average Operating Cost/Center	\$101,787	\$105,000	\$195,025	\$200,000
Total Number Participants Served	94,276	100,000	100,000	110,000
Swimming Pools - Number Operated	10	10	11	11
Average Operating Cost/Pool	\$47,548	\$48,000	\$67,661	\$68,000
Average Revenue Collected/Pool	\$10,093	\$10,000	\$13,700	\$14,000
Average Attendance/Pool	4,755	4,800	4,017	4,500
Total Number Participants Served	49,172	48,018	40,178	41,000
Day Camps - Number Operated	11	11	11	12
Average Daily Attendance	160	160	208	225
Average Operating Cost Per Site	\$46,701	\$47,000	\$42,500	\$45,000
Sum. Food Service Program-(Num)	52	51	56	60
Summer Food Service Program	5,040	4,675	3,464	4,000
Total Number Meals Served	196,541	187,000	194,000	200,000
Special Populations Day Camp-ADA	N/A	N/A	N/A	N/A
Inclusion Campers	60	60	60	70
Special Populations - Disabled Pat.	350	350	1,200	1,500
Special Populations - Senior Pat.	4,000	4,000	4,000	4,100
Sports and Athletics				
Total Number Youth Served	16,199	17,000	19,200	20,000
Total Number Adults Served	4,740	4,500	13,817	14,000
Volunteer Coaches Certified	150	150	146	200
Park Facilities				
Total Acreage	5,036	5,400	5,400	5,500
Acres Maintained	4,532	4,532	4,523	4,523
Maint. Costs Per Acre Annually	\$1,352	\$1,455	\$1,219	\$1,342
Non-Park Sites Maintained	83	83	83	83
Non-Park Acreage Maintained	212	212	212	250
Average Maintenance Cost/Acre	\$3,834	\$4,122	\$4,715	\$4,800
Golf Courses	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg. County Cost/Golf Course	\$1,114,737	\$1,217,978	\$1,106,556	\$1,146,424
Total Average County Revenue/ Golf Course	\$778,989	\$835,098	\$772,302	\$795,463
Total Num. of Rounds/Golf Course	22,009	30,929	36,221	39,450
Shelter Reservation Revenue	\$36,261	\$28,476	\$64,936	\$45,000
Shelter Reservations	197	116	161	158

### MAJOR ACCOMPLISHMENTS IN 2005

Implemented the merger of Parks Facility Management with the Facilities Management Department. Implemented the new Kronos time keeping system. Hired a Park Watch Coordinator to begin the Park Watch Program. Conducted Arbor Day Program with tree planting at each Recreation Center involving over 450 children. Assisted with the completion and removal of Wade Walker Park from the DNR Hazardous Site Inventory. Closed out the GEMA 1998 tornado damage project. Completed the Parks reorganization plan. Conducted Arcadia Mountain environmental programs with approximately 700 participants. Murphy Candler Lake Overlook completed. Expanded our Park system by 1,741 acres through the Parks Bond Program.

## **PARKS & RECREATION**

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### **MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

#### **Organizational Effectiveness**

Ensure the highest level of maintenance, safety, and security throughout the park system. Maximize resources by fostering collaborations and strategic partnerships. Improve the department image via all available communication channels. Installation and implementation of Kronos time clocks department wide to automate payroll. Continuation of implementation of Parks Services' reorganization including development of Park Management Plan for 25 Parks.

#### **Human Services**

Increase Recreation Services program offerings by 20%. Increase the number of Summer Food Service sites by 10. Find a partner with other service providers to enhance and improve all Recreation Service Programs.

#### **Infrastructure**

Implement a management program to protect physical and natural assets. Manage the 2001 General Obligation Park Bond Program.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2001, DeKalb County voters approved a \$125 million bond referendum for preserving greenspace and improving county improving county parks. In April 2002, the maintenance function at the two Golf Courses was taken over by CGL of Savannah (The Club Group, Ltd.) As a result, eighteen full time positions: two Golf Course Superintendents, two Crew Supervisors, two Golf Course Mechanics, one Sr. Grounds Technician, and nine Grounds Technicians, were abolished. Also, two part time Crew Worker positions were abolished. In 2003, the Building Maintenance Division was transferred to Facilities Management. This is a reduction of \$2.0 million and thirty-five positions. The positions include, one Graphic Design Technician, a Supply Specialist, a Swimming Pool Maintenance Mechanic, four Maintenance Coordinators, a Contractual Services Inspector, three Maintenance Supervisors, four Crew Workers, four Sr. Crew Workers, an Equipment Operator, two Sr. Electricians, a Painter, two Sr. Painters, three Plumbers, a Maintenance Mechanic, a Sr. Mason, two Sr. Carpenters, a Carpenter, a Facility Maintenance Manager, and a Secretary. The Arts, Culture, and Entertainment cost center is no longer part of the Parks Department. Effective Jan.1, 2004, the Arts, Culture, and Entertainment cost center became a separate department. Four positions were transferred to A.C.E. There were six new positions in the 2005 budget. The positions include one Recreation Director, one Recreation Center Leader, one Recreation Center Assist, two Park Patrols and one Nature Preserve Mgr.

#### **2006**

The 2006 budget includes the addition of eight positions. Four are being transferred from Facilities Management; 1 Plumber, 1 Electrician, 1 Senior Crew Worker and 1 Crew Worker. Also, four positions are being added to manage the Horse Farm; 1 Stable Manager and 3 Stable Workers.

#### **Future**

No significant budget impacts are anticipated.

## PARKS & RECREATION

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$2,012,034	\$1,634,693	\$1,488,225	\$1,517,050
Aquatics	558,717	750,495	762,054	768,275
Brook Run	133,430	151,339	116,500	116,500
Departmental Planning	6,348	40	0	0
District I Service Center	2,345,005	2,495,134	2,863,361	2,892,995
District II Service Center	2,464,346	2,485,483	2,557,266	2,568,113
District III Service Center	1,214,326	1,869,657	2,231,604	2,258,599
Division Administration	715,610	564,466	573,148	578,690
Horticulture & Forestry	648,527	400,933	969,525	987,250
Little Creek Horse Farm	62,493	180,694	302,860	310,857
Marketing And Promotions	52,487	57,351	70,986	72,029
Mystery Valley Golf Course	1,371,073	1,159,322	1,156,502	1,156,502
Natural Resource Management	191,117	148,191	270,337	282,548
Planning & Development	636,060	1,148,544	1,366,351	1,405,874
Recreation Centers	1,844,959	2,213,785	2,398,118	2,466,631
Recreation Division Administration	174,557	130,296	138,999	144,559
Special Populations	140,289	196,439	80,482	80,947
Sugar Creek Golf Course	1,064,882	1,053,791	886,699	886,699
Sugar Creek Maintenance	0	976	0	0
Sugar Creek Tennis	85,117	65,757	65,900	68,180
Summer Programs	417,886	469,302	579,916	581,092
Support Service	334,926	254,677	461,969	463,295
Youth Athletics	215,709	245,408	269,248	271,748
	\$16,689,896	\$17,676,772	\$19,610,050	\$19,878,433

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$9,854,137	\$10,063,671	\$12,483,024	\$12,483,024
Purchased / Contracted Services	2,393,404	2,568,062	2,874,674	2,961,906
Supplies	1,349,182	2,190,793	1,768,447	1,895,813
Capital Outlays	23,758	66,084	34,900	88,685
Interfund / Interdepartmental	2,667,856	2,338,366	2,109,005	2,109,005
Other Costs	386,059	449,794	340,000	340,000
Other Financing Uses	15,500	0	0	0
	\$16,689,896	\$17,676,772	\$19,610,050	\$19,878,433

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Special Tax District - Designated Services	\$16,689,896	\$17,676,772	\$19,878,433
	\$16,689,896	\$17,676,772	\$19,878,433

**PARKS & RECREATION**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administration</b>					
Dep Dir, P & R-Revenue Spt Svc	AJ		1	0	0
Assistant Director, Park & Rec	AH		1	1	1
Director, Parks & Recreation	AE		1	1	1
Director Communications	31		1	1	1
Admin Operations Mgr	28		1	1	1
Departmental Safety Coord	26		1	1	1
Network Coordinator	26		0	1	1
Payroll Personnel Supervisor	24		1	1	1
Administrative Assistant II	23		1	2	2
Secretary Executive	23		1	0	0
Requisition Coordinator	22		1	1	1
Accounting Tech Senior	19		0	1	1
Office Assistant Senior	19		3	1	1
Payroll Personnel Technician	19		2	2	2
Office Assistant	18		1	2	2
Courier	14		1	1	1
FULL TIME Subtotal			17	17	17
<b>Special Populations</b>					
Recreation Assistant	T	9 T	9	9	9
Recreation Intern	T	1 T	1	1	1
Recreation Center Director	23		1	1	1
Recreation Program Coord	19		2	2	2
FULL TIME Subtotal			3	3	3
TEMP Subtotal			10	10	10
<b>Summer Programs</b>					
Bus Driver	T	17 T	17	17	17
Day Camp Assistant Director	T	20 T	20	20	20
Day Camp Director	T	10 T	10	10	10
Recreation Assistant	T	119 T	119	119	119
Recreation Intern	T	25 T	5	25	25
TEMP Subtotal			171	191	191
<b>Recreation Division Administration</b>					
Dep Dir P&R Recreation	AJ		1	0	0
Dep Dir, P & R-Revenue Spt Svc	AJ		0	1	1
FULL TIME Subtotal			1	1	1
<b>Recreation Centers</b>					
Recreation Assistant	T	28 T	27	28	28
Recreation Center Aide	T	1 T	1	1	1
Recreation Intern	T	23 T	23	23	23
Recreation Program Manager	28		3	3	3
Recreation Center Director	23		11	12	12
General Maintenance Worker Spv	19		1	1	1

## PARKS & RECREATION

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Recreation Centers (cont)</b>					
Office Assistant Senior	19		2	2	2
Recreation Center Leader	19		13	14	14
Custodian Senior	18		1	1	1
General Maintenance Worker, Sr	18		7	5	5
General Maintenance Worker	16		0	2	2
FULL TIME Subtotal			38	40	40
TEMP Subtotal			51	52	52
<b>Planning &amp; Development</b>					
Dep Dir P&R Recreation	AJ		0	1	1
P&R Resource Manager	29		1	1	1
Grants Coordinator	26		1	1	1
Sports Program Coord Manager	25		0	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
FULL TIME Subtotal			3	5	5
<b>Aquatics</b>					
Aquatic District Manager	T	5 T	5	5	5
Lifeguard	T	36 T	36	36	36
Pool Manager	T	12 T	12	12	12
Recreation Assistant	T	12 T	12	12	12
Senior Lifeguard	T	18 T	18	18	18
Recreation Program Manager	28		1	1	1
Office Assistant Senior	19		1	1	1
Recreation Program Coord	19		1	1	1
FULL TIME Subtotal			3	3	3
TEMP Subtotal			83	83	83
<b>Division Administration</b>					
Dep Dir Parks&Recreation-Parks	AJ		1	1	1
REVENUE CENTER OPERATIONS MGR	30		1	1	1
Comprehensive Planning Manager	29		1	1	1
Network Coordinator	26		1	0	0
Parks Security Coordinator	25		1	1	1
Administrative Assistant II	23		1	1	1
Work Order Technician	21		0	1	1
Office Assistant Senior	19		2	1	1
FULL TIME Subtotal			8	7	7
<b>District I Service Center</b>					
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	2	2
Parks Maint Construction Supv	24		6	6	6
Equipment Operator Principal	21		1	1	1
Supply Specialist	21		1	1	1



**PARKS & RECREATION**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>District I Service Center (cont)</b>					
Equipment Operator Senior	19		3	3	3
Office Assistant Senior	19		1	1	1
San Driver Crew Leader	19		1	1	1
Crew Worker Senior	18		5	5	5
Equipment Operator	18		3	3	3
Grounds Service Technician	18	6 T	14	23	23
Crew Worker	16		12	4	4
Clerk	14	1 T	1	1	1
FULL TIME Subtotal			44	45	45
TEMP Subtotal			7	7	7
<b>District II Service Center</b>					
Crew Worker - Temp	T		1	0	0
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	2	2
Parks Maint Construction Supv	24		6	6	6
Crew Supervisor	23		1	1	1
Equipment Operator Principal	21		1	1	1
Supply Specialist	21		1	1	1
Work Order Technician	21		1	0	0
Equipment Operator Senior	19		3	3	3
Office Assistant Senior	19		1	1	1
San Driver Crew Leader	19		1	1	1
Crew Worker Senior	18		5	3	3
Equipment Operator	18		4	4	4
Grounds Service Technician	18	6 T	14	20	20
Maintenance Mechanic	18		1	1	1
Crew Worker	16		10	5	5
Clerk	14	1 T	1	1	1
FULL TIME Subtotal			47	44	44
TEMP Subtotal			7	7	7
<b>District III Service Center</b>					
Parks Maintenance Supt	28		0	1	1
Maintenance Coordinator	26		1	1	1
Playground Equip Safety Supv	26		1	0	0
Construction Supervisor	24		1	1	1
Grounds Maintenance Chem Coord	24		1	1	1
Parks Maint Construction Supv	24		4	4	4
Electrician Senior	23		0	1	1
Equipment Operator Principal	21		1	1	1
Equipment Operator Senior	19		2	2	2
Office Assistant Senior	19		1	1	1
San Driver Crew Leader	19		1	1	1
Crew Worker Senior	18		4	4	4
Equipment Operator	18		2	2	2
Grounds Service Technician	18	6 T	11	19	19
Maintenance Mechanic	18		0	1	1

## PARKS & RECREATION

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>District III Service Center (cont)</b>					
Small Engine Mechanic	18		1	1	1
Crew Worker	16	2 PT 12 T	22	16	16
Clerk	14	1 T	1	1	1
FULL TIME Subtotal			34	37	37
PART TIME Subtotal			0	2	2
TEMP Subtotal			20	19	19
<b>Support Service</b>					
Parks Maintenance Supt	28		2	1	1
Playground Equip Safety Supv	26		0	1	1
Electrician Senior	23		1	0	0
Plumber Senior	23		1	1	1
Electrician	21		0	0	1
Plumber	21		0	0	1
Crew Worker Senior	18		0	0	1
Maintenance Mechanic	18		1	0	0
Crew Worker	16		0	0	1
FULL TIME Subtotal			5	3	7
<b>Horticulture &amp; Forestry</b>					
Landscape Management Supv	28		1	1	1
Maintenance Coordinator	26		1	1	1
Grounds Nursery Supervisor	23		1	1	1
Grounds Service Technician	18		2	2	2
Crew Worker	16		1	1	1
Grounds Nursery Technician	14	1 PT	1	2	2
FULL TIME Subtotal			7	7	7
PART TIME Subtotal			0	1	1
<b>Planning &amp; Development</b>					
Financial Project Administrat	31		1	1	1
Greenspace Environment Manager	31		1	1	1
Parks Operations General Mgr	31		1	1	1
Comprehensive Planning Manager	29		1	1	1
Natural Resource Manager	29		1	1	1
Landscape Designer	28		4	4	4
Planner Principal	27		1	0	0
Planner Senior	27		0	1	1
Accountant Senior	26		1	1	1
GIS Specialist	23		0	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Mapping/Inventory Tech P&R	19		1	0	0
FULL TIME Subtotal			13	13	13

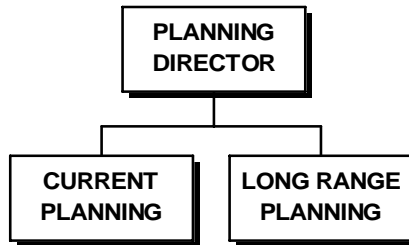
**PARKS & RECREATION**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Natural Resource Management</b>					
Park Ranger Interpretive Naturalist	25		1	2	2
Nature Center Ranger	19		1	1	1
Office Assistant Senior	19		0	1	1
FULL TIME Subtotal			2	4	4
<b>Marketing And Promotions</b>					
Program Promotion Spec	23		1	1	1
FULL TIME Subtotal			1	1	1
<b>Youth Athletics</b>					
Sports Program Coord Manager	25		1	0	0
Sports Program Coordinator	21		4	4	4
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			6	5	5
<b>Little Creek Horse Farm</b>					
Stable Manager	25		0	0	1
Stable Worker Senior	19		0	0	1
Stable Worker	18		0	0	2
FULL TIME Subtotal			0	0	4
<b>FULL TIME Total</b>			232	235	243
<b>PART TIME Total</b>			0	3	3
<b>TEMPORARY Total</b>			349	369	369
<b>ALL POSITIONS Total</b>			581	607	615

## PLANNING



### MISSION STATEMENT

- A. To develop and revise the County's plans for long-term land use, transportation systems and public facilities development.
- B. To assist in economic (industrial and commercial) development projects.
- C. To provide County departments, citizens and other stakeholders with demographic information, tax maps and the Zoning Ordinance.
- D. To administer the County's Zoning Ordinance and related matters (rezoning applications, hearings, land use plan, zoning amendments) and maintain the official zoning maps.

### PROGRAM DESCRIPTION

The Administration Division assists the Director in supporting overall department programs and services, and advising the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Long Range Planning Division is responsible for policy recommendations and programs to guide the county's growth, including preparation of DeKalb County's Comprehensive Plan, and the county's transportation system planning. Other responsibilities include coordination with various state, federal, regional and local agencies to articulate the transportation needs of DeKalb County. Current Planning Division has 4 areas of responsibilities: Zoning, Subdivision and Land Development, Historic Preservation, and Urban Design and Overlay Districts. These responsibilities require processing and making recommendations for special land use permits, rezoning, text amendments, variances, plat reviews, historic preservation designations through public hearings to the Board of Commissioners, Planning Commission, Zoning Board of Appeals and Historic Preservation Commission.

PERFORMANCE INDICATORS				
	TARGET	2003	2004	2005
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS WITHIN 60 DAYS	100%	100%	100%	100%
% HISTORIC PRESERVATION APPLICATIONS PREPARED WITHIN 45 DAYS	100%	100%	100%	100%
% OF ZONING LETTERS ISSUED WITHIN 7 DAYS	100%	100%	100%	100%

## PLANNING

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Customers Served	0	0	30,415	33,000
Rezoning & Land Use				
Applications Processed	90	100	343	350
Land Use Plan Amendments	58	68	0	0
Historic Preservation				
Applications Processed	0	0	237	250
Zoning Letters Issued	0	0	294	325
Lot Divisions and Plats				
Reviewed	0	0	259	313

### MAJOR ACCOMPLISHMENTS IN 2005

The configuration and implementation of 10 application processes and 75 planning reports (rezoning, special land use permits, Board of Appeal variances, etc), was completed for the Hansen countywide permit system. Completed 2004 land use plan revisions. Completed 12 public meetings and a second round of the Comprehensive Plan hearings along with the first draft of the Workforce Housing Ordinance. Coordinated projects with ARC for federal funding in the 2030 Mobility Plan. Completed the final phase of the Comprehensive Transportation Plan. Provided staff support for 48 Board of Commissioners hearings, 26 Planning Commission hearings 12 Zoning Board of Appeal hearings and 16 Historic Preservation Commission Meetings.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Produce the DeKalb County Comprehensive Plan and DeKalb County Comprehensive Transportation Plan.

Identify opportunities for more efficient zoning and land regulation through review of County's Zoning Ordinance, land development ordinance, and administrative process, develop and recommend solutions to the Board of Commissioners.

#### Economic Development

Enhance efficiency of strategic planning and research by implementing a pilot program with Office of Economic Development to centralize and harmonize the county's demographic, census, and forecasting information within the Planning Department.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2002, the Development Support Cost Center was created and transferred to Planning. One Administrative Operations Manager was added to Administration to provide support for the Director, in 2004.

#### 2005

The department was reorganized during 2005.

#### 2006

The 2006 budget includes the transfer of 5 positions form one Fund to another to implement the 2005 reorganization. These positions, 1 Deputy Director, 1 Admin. Asst. and 2 Senior Planners were transferred from the General Fund to the Special Tax District Unincorporated Fund.

One Administrative Assistant position was transferred from the Special Tax District Unincorporated fund to the Development Fund.

During 2006 the Planning Department will be consolidated with the Development Department to create a Planning and Development Department.

#### Future

The consolidation of the Planning and Development departments may require funding for additional staff and operating expenses.

**PLANNING**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Administration	\$466,950	\$518,548	\$569,516	\$575,350
Comprehensive Planning	515,634	607,453	591,559	591,604
Development Support	193,863	209,440	378,430	378,983
Zoning Analysis	650,121	647,853	835,257	845,614
	<u>\$1,826,568</u>	<u>\$1,983,294</u>	<u>\$2,374,762</u>	<u>\$2,391,550</u>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$1,585,867	\$1,665,882	\$2,089,520	\$2,089,520
Purchased / Contracted Services	115,400	174,474	162,941	171,494
Supplies	43,516	56,415	56,300	62,801
Capital Outlays	79,329	82,410	51,825	53,559
Interfund / Interdepartmental	2,455	4,113	14,176	14,176
	<u>\$1,826,568</u>	<u>\$1,983,294</u>	<u>\$2,374,762</u>	<u>\$2,391,550</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$982,584	\$1,126,001	\$1,166,954
Development	193,863	209,440	378,983
Special Tax District - Unincorporated	650,121	647,853	845,614
	<u>\$1,826,568</u>	<u>\$1,983,294</u>	<u>\$2,391,550</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Administration</b>				
Director Planning	AF	1	1	1
Departmental Microsystems Spec	28	1	1	1
Planner Senior	27	1	1	1
Administrative Coordinator	25	1	1	1
Administrative Assistant II	23	1	2	2
Office Assistant Senior	19	2	1	1
FULL TIME Subtotal		<u>7</u>	<u>7</u>	<u>7</u>
<b>Comprehensive Planning</b>				
Deputy Dir Long Range Planning	AI	1	1	1
Planning Manager	31	2	2	2
Planner Senior	27	6	6	6

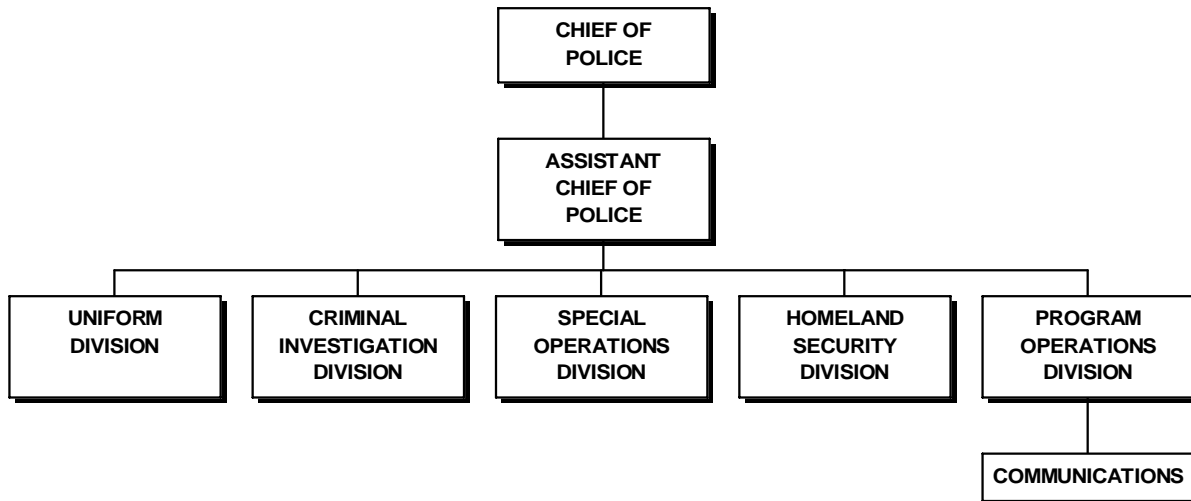
**PLANNING**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Comprehensive Planning (cont)</b>				
Administrative Assistant II	23	1	1	1
Planning Technician Senior	21	1	1	1
FULL TIME Subtotal		11	11	11
<b>Zoning Analysis</b>				
Deputy Dir Current Planning	AI	1	1	1
Deputy Dir Planning Admin/Supt	AI	1	1	1
Planning Manager	31	1	1	1
Planner Senior	27	4	3	3
Planner	26	0	1	1
Planning Commission Asst	21	3	3	3
Planning Technician Senior	21	1	2	2
FULL TIME Subtotal		11	12	12
<b>Development Support</b>				
Planning Review Supervisor	30	0	1	1
Engineering Review Supervisor	29	1	0	0
Engineering Review Officer III	28	2	2	2
Planner	26	1	1	1
Engineering Technician Senior	24	1	0	0
FULL TIME Subtotal		5	4	4
<b>FULL TIME Total</b>		34	34	34
<b>ALL POSITIONS Total</b>		34	34	34

## POLICE SERVICES



### MISSION STATEMENT

The mission of the DeKalb County Police Department is to provide a safe and secure environment for the citizens of DeKalb County by focusing on crime prevention and partnership with the public, while maintaining the traditions of fairness, professionalism, and integrity.

### PROGRAM DESCRIPTION

The DeKalb County Police Department consists of two major components: Office of the Chief and Office of the Assistant Chief of Police.

The Office of the Chief includes the following ancillary functions: the Office of Professional Standards, the Office of Community Affairs, the Executive Protection Unit, and Training.

The Office of the Assistant Chief of Police includes: the Uniform Division, the Criminal Investigation Division, the Homeland Security Division, the Special Operations Division, and the Program Operations Division.

All of the divisions work together toward the maintenance of safety and security for DeKalb County residents, businesses, and visitors. The primary activities include: the prevention of crime, the detection and suppression of crime, the identification and apprehension of criminal offenders, the enforcement of state and local statutes, the enforcement of traffic laws and applicable ordinances, and provision of special support services.

Currently, the Department's budget is divided among three funds as follows:

#### General Fund

The General Fund provides for the administrative support function of the Police Chief's Office and Management Services; it also provides the communications support function for all services within the County; and provides direct line services for Fire/Rescue Services, Animal Control, Civil Defense, and School Crossing Guards. Pursuant to Executive Order 1-3 DeKalb County Fire and Rescue was formally established on November 20, 2001. The department is comprised of resources previously allocated to the DeKalb County Department of Public Safety.

**Administrative Services** - The Administrative Services section has primary responsibility for the development and administration of the department's financial plan in conjunction with the implementation of fiscal controls. As an adjunct to fiscal management, this section is responsible for ordering supplies and materials, and for maintaining an accounting record of purchases and payments.

**Emergency Management** - The Emergency Management unit is responsible for planning and organizing the County's emergency management operations. The unit is also responsible for the maintenance of the emergency management shelter facilities.

**Communications (Emergency Operations Center)** - The Communications section represents the central contact point for any person requesting or requiring, police, fire, or rescue medical services within DeKalb County. The section is responsible for receiving and processing requests for emergency services and coordinating these requests through the selective assignment of primary and secondary field response units.



## **POLICE SERVICES**

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### **PROGRAM DESCRIPTION**

#### **General Fund (cont)**

Animal Control - The Animal Control section is responsible for the enforcement of Animal Control Ordinances in DeKalb County and for the administration and operation of the Animal Control Shelter facility. The shelter unit is responsible for the administration and maintenance of the rabies vaccination records and tag system. As an adjunct to these primary responsibilities, the shelter conducts an animal adoption program and a public education program. The field units respond to citizen complaints on stray, unwanted, or injured animals.

#### **Special Tax District – Designated Services Fund**

The Special Tax District – Designated Services Fund provides for the Uniform Patrol function of Police Services; the criminal and special investigative functions, and support functions of evidence collection, records, and crime prevention / citizen education.

The primary activities of Police Services include programs for the prevention, detection, and suppression of crime, identification and apprehension of offenders, and the enforcement of state criminal laws, traffic laws, and applicable County ordinances.

The Special Services Division - This section conducts specialized investigations into Organized Criminal Activity such as hate groups, organized crime figures, criminal gangs, vice related activity, internal County investigations, background checks, and all special operations. The Division exercises primary management responsibility over the Central Records, Police Training, and Special Operations Sections.

Records Department - The Records section processes and maintains all official records applicable to the police, fire, and emergency medical incident reporting systems. The Book-In Unit of this section processes prisoners for fingerprinting, photographing, and DUI / drug testing, as appropriate. The Criminal History Unit processes inked and latent fingerprints, including classification, search, comparison, and identification, and monitors dissemination of criminal and driver histories to authorized agencies.

Internal Affairs - The section conducts impartial investigations of incidents involving Department of Police Services personnel and other County agencies where violations of laws and / or rules and regulations are alleged. This section also conducts pre-employment investigations and performs polygraph examinations for the Department and other County agencies.

Criminal Investigation - The Criminal Investigation section performs the investigative function of the department, and is divided into two major areas: Crime Against Persons and Crime Against Property. The section is responsible for the documentation and compilation of facts on reported incidents of crime with the objective of identification and apprehension of the criminal offender.

Uniform Patrol - The Uniform Patrol section accounts for the greatest allocation of police resources and is the primary delivery system of police services for the citizens and businesses in DeKalb County. Through strategic patrol car allocation, the Patrol section deploys field units in the various areas of the County and during the hours of the day that enable a rapid response to citizens' requests for police services as well as provide for optimum patrol coverage for the prevention and suppression of crime and disorder. In addition specialized support units within the section include the helicopter unit, motorcycle unit, and the selective traffic enforcement unit.

Intelligence / Permits – This unit is responsible for issuance of permits and licenses for certain business activities and the enforcement of liquor laws. It investigates organized crime activity, the activities of subversive groups and gang related organizations. The narcotics unit is assigned to this section.

The Crime Scene section is responsible for the development and gathering of evidence at all crime scenes and incident sites, and is responsible for maintaining the chain of evidence through proper processing and safe storage throughout the investigative and judicial processes.

In November, 2001 an office of Homeland Security was established to interface with its Federal counterpart. Homeland Security provides support and assistance within DeKalb County relative to emergency response operations, incident management, responder safety and the public health consequences of terrorist incidents.

The Technology Unit provides systems and analysis support to all the Police bureaus and divisions. The unit has primary responsibility for maintaining and developing technology within the department.

#### **Special Tax District – Unincorporated Fund**

Code Enforcement is responsible for the law enforcement function related to the enforcement of property maintenance codes, building codes, zoning ordinances, sign ordinances, and other related ordinances.

## POLICE SERVICES

PERFORMANCE INDICATORS				
	TARGET	2003	2004	2005
<b>COMMUNICATIONS</b>				
% OF CALLS DELAYED	10%	27%	18%	20%
AVERAGE DELAY PER CALL (SEC)	8	26	15	16
AVERAGE TIME PER CALL (SECONDS)	80	93	102	100
<b>ANIMAL CONTROL</b>				
AVG. RESPONSE TIME/CALL (MIN): PRIORITY ONE CALLS	45	43	43	49
AVG. RESPONSE TIME/CALL (MIN): GENERAL CALLS	60 MIN OR LESS	59	57	61
% OF CALLS RESOLVED ON THE FIRST RESPONSE	70%	46%	48%	47%
<b>POLICE SERVICES</b>				
FBI PART 1 CRIME INDEX % OF CASES CLEARED COMPARED TO NATIONAL AVERAGE	ABOVE 31%	40% vs 31%	36% vs 31%	26% vs 31%
SVC CALLS PER PATROL OFFICER	NOT > 315	382	420	435
CASES INVESTIGATED / DETECTIVE	NOT > 105	187	166	164
TOTAL CITATIONS ISSUED	NA	190,224	225,269	207,225
VACANCY RATE OF SWORN POLICE PERSONNEL	NOT > 5%	7.43%	NA	5.50%

ACTIVITY MEASURES				
	2003 Actual	2004 Actual	2005 Actual	2006 Estimated
<b>Communications:</b>				
911 Call Received	919,340	1,117,149	1,144,709	1,156,156
<b>Emergency Calls Dispatched:</b>				
Police	N/A	883,914	945,714	955,171
Fire Alarms	N/A	89,499	98,995	99,984
Rescue Medical Alarms	N/A	N/A	N/A	N/A
% False	N/A	62%	90%	90%
<b>Animal Control:</b>				
Calls Answered	27,774	31,929	29,897	30,000
Animals Handled	11,514	11,695	10,751	11,000
Bite Cases Investigated	611	640	603	620

## POLICE SERVICES

<b>ACTIVITY MEASURES</b>				
	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Estimated</b>
<b>Animal Control (cont):</b>				
Animals Reclaimed	973	1,013	1,081	1,100
Animals Adopted	718	989	909	1,000
Animals Euphemized	9,006	8,940	8,179	7,500
Citations Issued	2,096	2,439	1,917	2,000
Animal Cruelty Complaints Investigated	365	677	1,540	1,700
<b>Records:</b>				
Case Reports Processed	127,390	134,535	147,955	149,821
GCIC - Data Entry	35,958	41,071	41,097	42,000
GCIC - Messages/Inquiries	45,877	43,333	68,786	70,322
Fingerprint Classification	1,233	1,263	1,702	1,752
Fingerprint Identification	191	411	293	325
Revenue, Sale of Records	\$296,293	\$267,303	\$334,562	\$368,012
<b>Criminal Investigations:</b>				
<b>Crimes Against Persons</b>				
Number of Incidents	15,590	10,310	16,337	19,600
Number of Cases Cleared	11,490	8,043	13,130	15,750
Number of Persons Arrested	1,011	710	1,406	1,690
<b>Drug Investigations</b>				
Number of Cases Cleared	2,690	1,916	1,316	1,800
Number of Cases Cleared	2,690	1,916	1,445	2,000
Drug Arrests	2,766	1,983	1,445	2,000
<b>Burglaries</b>				
Number of Incidents	7,498	7,637	7,711	8,000
Number of Cases Cleared	1,214	1,604	1,629	1,700
Number of Persons Arrested	614	686	652	700
<b>General Investigations</b>				
Number of Incidents	53,200	49,498	48,884	50,000
Number of Cases Cleared	19,677	21,841	19,545	22,500
Number of Persons Arrested	3,846	4,076	3,985	4,025
Citations Issued	NA	NA	966	1,200
<b>Uniform:</b>				
General Calls	376,306	403,633	411,189	420,000
Citations Issued	215,896	229,282	205,233	230,000
Number of Persons Arrested	40,677	44,400	47,198	50,000
Traffic Calls	105,970	93,060	48,865	51,000
Traffic Stops	NA	NA	109,906	115,000
Hit and Run Accidents	2,568	2,621	2,683	2,737
Traffic Deaths Investigated	69	65	77	84
Aerial Support Hours	1,070	1,315	1,405	1,500
<b>Special Investigations:</b>				
Liquor Permits Issued	4,588	7,501	7,368	7,525
Pistol Permits Issued	1,002	1,050	1,232	1,325
Solicitor Permits Issued	27	14	14	20
Taxi Permits Issued	973	1,592	1,619	1,660
Wrecker Permits Issued	62	14	48	48
<b>Evidence Collection:</b>				
Field Responses	3,517	4,382	5,455	5,971

## POLICE SERVICES

	ACTIVITY MEASURES			
	2003 Actual	2004 Actual	2005 Actual	2006 Estimated
<b>Background Recruiting:</b>				
Voice Stress Analysis Exams	NA	NA	290	170
<b>Evidence Collection:</b>				
Voice Stress Analysis Exams	NA	NA	59	65
<b>Code Enforcement Unit:</b>				
New Requests Received	6,363	8,082	8,574	10,000
Warning Notice Issued	4,763	4,750	5,573	7,000
Court Summons	2,204	3,566	3,381	4,500
Fines Collected	182,773	271,438	260,232	350,000
Fines Suspended	523,779	81,951	129,558	55,000
Properties Brought Into Compliance	7,179	8,012	9,068	10,100
Total Weight of Signs Removed from Right Of Ways	NA	118,960 Lbs.	105,820 Lbs.	130,000 Lbs.

### MAJOR ACCOMPLISHMENTS IN 2005

Program Operations implemented a comprehensive disaster recovery plan which will ensure a 100% fail safe plan for information systems. Overtime expenditures were further reduced through the restructuring and reorganization of various components of the Department. The Department worked with community, education, and business alliances in all precincts on crime reduction and quality of life issues.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Infrastructure

Provide the infrastructure (the basic facilities equipment, and installations needed for the functioning of a system) to ensure the highest level of police services for DeKalb County (e.g. Microwave Loop Upgrade, the construction of the 911 Center).

#### Organizational Effectiveness

Promote the idea of teamwork - unifying the efforts of all members - to foster a sense of trust, integrity, and a positive sense of worth within the department.

#### Crime Prevention / Economic Development

Continue to work closely together with our community partners in ways to resolve the problems of crime, the fear of crime, physical and social disorders, and neighborhood decay.

### MAJOR BUDGETARY IMPACTS

#### Previous

#### 2003

##### General Fund

The 2003 budget included funding in the amount of \$37,954 for two Animal Control Officer positions and one lease purchase vehicle and related equipment. The budget included funding in the amount of \$169,613 for salary and benefits for ten 911-Communication Operator positions. \$84,450 was appropriated for the replacement of 50 Mobile Radios and \$366,000 for the replacement of 150 Motorola Command and Line Portables. Funding in the amount of \$575,098 was included for the CAD System upgrade and RTM mapping to accommodate Phase II Wireless Reporting. \$55,233 was appropriated for the replacement of Dictaphone Recording System with CD Technology. This funding was for year one of a five year lease program. In addition, \$80,000 was funded for UPS Power Backup Units at two transmitter sites.

##### Special Tax District - Designated Services

The 2003 budget included funding in the amount of \$207,292 for the addition of fifty (50) Police Officer positions. This funding was the ten percent (10%) County Match for personal services for year one of the 2002 COPS Universal Hire Grant. The operating supplies, uniforms, eighteen vehicles and related equipment totaling \$553,583 was funded in the 2004 budget.

## **POLICE SERVICES**

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### **MAJOR BUDGETARY IMPACTS (cont)**

#### **2003**

##### **Special Tax District - Designated Services (cont)**

The budget included funding in the amount of \$746,054 for fifty (50) Police Officer positions. This funding was for the thirty-five percent (35%) County Match for personal services for year three of the 1999 COPS Universal Hire Grant. The budget also included funding in the amount of \$520,711 for fifty (50) Police Officer positions. This funding was the thirty percent (30%) County Match for personal services for year two of the 2000 COPS Universal Hire Grant. Funding in the amount of \$250,000 was included for rental real estate for the Mini-Precincts and a new Center Precinct. The budget included funding in the amount of \$535,364 for eighteen (18) vehicles and related equipment for 50 Police Officer positions. These items are for the Grant positions funded in the FY02 budget as part of the 2000 COPS Grant. The vehicles are to be acquired through the GE Master Lease Agreement at six months funding. Ten Investigation Aide positions were added to the FY03 budget at six months funding for a total of \$150,000. As part of the Police Services reorganization, one Assistant Director of Program Operations position was transferred from Code Enforcement to Police Services.

##### **Special Tax District - Unincorporated**

The 2003 budget included funding in the amount of \$46,541 for two Code Enforcement Officer positions and two lease purchase vehicles and related equipment. A vacant Assistant Director of Program Operations position was transferred from Code Enforcement.

#### **2004**

##### **General Fund**

In the 2004 budget, ten (10) positions were transferred from Police-General and two (2) positions transferred in from Fire and two (2) positions transferred out to Police-STD. There was a net increase of ten (10) positions in Police-General in 2004. Funding in the amount of \$462,000 was included for the replacement of 110 CF27 laptop computers for patrol vehicles. \$947,030 was appropriated for Personal Services and Related Equipment for thirty (30) additional 911 Communication Operator positions.

##### **Special Tax District - Designated Services**

Funding in the amount of \$35,941 was included for salary and benefits of two (2) Office Assistant positions. Funding in the amount of \$500,000 was included in the basic budget for rental real estate relative to rental space for the Wesley Chapel Precinct and the new Toco Hills Center Precinct. The 2004 funding included \$1,479,070 for salary and benefits of 50 Police Officers for the retention of positions from the 1999 COPS Grant. Retention of the positions for at least one budget cycle is a condition of the Grant Agreement.

Funding in the amount of \$159,080 was appropriated for additions to the fleet relative to the replacement of twenty-two (22) pool vehicles. The vehicles were acquired through the Master Lease Agreement at eight (8) months funding. The 2004 budget included funding in the amount of \$701,792 for 18 vehicles and related equipment for 50 Police Officer positions. These items were for the Grant positions funded in the 2003 budget as part of the 2000 COPS Universal Hire Grant. The vehicles were acquired through the Master Lease Agreement at eight (8) months funding. An additional \$200,000 was included for funding of the Helicopter Replacement Charge, bringing the total 2004 Aircraft Replacement Charge to \$600,000.

The 2004 budget contained funding for the 50 Police Officer Positions relative to the 2002 COPS Universal Hire Grant Application approved by the BOC on November 12, 2002. Funding in the amount of \$679,350 was for YR-2 thirty percent (30%) Match required for Personal Services. Funding in the amount of \$701,792 was also included for the related operating supplies, uniforms, eighteen vehicles and related equipment for the positions. These items were excluded from the 2003 budget. The 2004 budget contained funding for the 50 Police Officer positions relative to the 2002 COPS Universal Hire Grant. Funding in the amount of \$723,133 was included for the YR-3 thirty-five percent (35%) Match required for Personal Services. Funding in the amount of \$651,511 was included to cover the Personal Services for 50 Police Officer positions for the last several months of 2004. The positions were first funded in 2002 as part of the 2000 COPS Universal Hire Grant. These 50 Police Officer positions were requested as additional positions in the 2005 budget submittal.

#### **2005**

##### **General Fund**

The 2005 budget included funding for the following items:

Funding in the amount of \$900,000 was appropriated in the basic budget for the Lease Purchase of the Loop Microwave System. Funding in the amount of \$498,750 was appropriated for the replacement of 200 Command and Line portable radios for Police and Fire Rescue. Funding was included within the Police Department budget for eleven (11) positions to begin implementation of the 311 telephone system.

## POLICE SERVICES

### MAJOR BUDGETARY IMPACTS (cont)

#### 2005

##### Special Tax District - Designated Services

The 2005 budget included funding in the amount of \$1,027,230 for 50 Police Officer positions per the Police Services Five-Year Plan. This funding was the ten percent (10%) County Match for Personal Services for Yr-1 of the 1999 COPS Universal Hire Grant.

The 2005 budget also included funding in the amount of \$374,285 for the additional two months funding for the 2002 Universal Hire Grant COPS Matching Funds.

The approved budget included \$1,536,685 for Grant-In-Aid Match:

COPS Universal Hire Grant (2002)	\$374,284*
COPS Universal Hire Grant (2000)	\$1,118,000**
Miscellaneous Grants	\$40,000***
Bullet Proof Vest Program (2005)	\$4,399

\*The 50 Police Officer positions funded in the 2002 Budget for the 2002 COPS Universal Hire Grant. Funding in the amount of \$374,284 is recommended to cover the Personal Services for the last two months of FY05 for the 50 positions associated with this Grant. These positions will be requested in the 2006 budget.

\*\*The 2005 Budget contains funding for the 50 Police Officer positions relative to the 2002 COPS Universal Hire Grant Application approved by the BOC on November 12, 2002. Funding in the 2005 Budget is for YR-3 of this Grant. Funding in the amount of \$1,118,000 is for YR-3 thirty percent (30%) Match Funding for Personal Services.

\*\*\*Miscellaneous Grants: Local Law Enforcement Block Grant – 2004 \$40,000 County Match.

Funding in the amount of \$1,027,230 was included for salary and benefits of 50 Police Officers for the retention of positions from the 1999 COPS Grant. Retention of the positions for at least one budget cycle is a condition of the Grant agreement. Twenty-three (23) positions were funded from vacant positions. In July, the Board of Commissioners approved the reallocation / abolishment of 4 Central Records Clerks, creating 2 Watch Commanders.

#### 2006

##### General Fund:

\$9,346,410 is approved for the basic operating budget. This includes \$1,480,000 for the replacement of 400 radios in the ongoing program of replacing analog communications technology with digital. A program modification is approved in the amount of \$99,446 adding two positions: 1 Legal Advisor (equivalent to the position of Assistant County Attorney) and 1 Administrative Assistant. The 2006 Budget also recognizes: the transfer of six Call Center Operator positions to the new Citizens Help Center Department in the General Fund, the transfer of 1 Deputy Police Chief position to the Special Tax District – Designated Services Fund, and the transfer of 1 Custodian Senior from the Special Tax District – Designated Services Fund.

##### Special Tax District – Designated Services Fund:

\$93,335,982 is approved for the basic operating budget. The 2006 Budget also recognizes: the transfer of 1 Deputy Police Chief position from the General Fund and the transfer of 1 Custodian Senior to the General Fund.

A total of \$5,330,733 in Grant Match funds are approved for the following:

\$2,533,422 is approved to fund 50 officer positions to meet the requirements of Universal Hiring Grant #95CCWX0087 (4648). Funding will be required through 2007 to meet the grant requirements. \$2,554,181 is approved to fund 50 officer positions to meet the requirements of Universal Hiring Grant #2002ULWX0029 (4751). Funding will be required through 2007 to meet the grant requirements. \$176,000 is approved for matching grant funds for the COPS MORE Grant. \$27,130 is approved for matching grant funds for the DeKalb Forensic Augmentation Grant. \$40,000 is approved for matching funds for miscellaneous grants.

##### Special Tax District – Unincorporated Fund:

\$1,402,790 is approved for the basic operating budget. A program modification is approved in the amount of \$200,000 adding 4 Code Enforcement Officers and 4 vehicles. A program modification is approved in the amount of \$100,000 to fund community litter control efforts.

## POLICE SERVICES

### MAJOR BUDGETARY IMPACTS (cont)

#### Futhure

Design activities for renovation of the West Exchange Building in Tucker, which will become the new Fire and Police Headquarters, are scheduled for 1<sup>st</sup> Quarter, 2006, with construction / renovation scheduled for the remainder of 2006. The cost of purchase and renovation of this facility is being financed through the Public Safety and Judicial Facilities Authority.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administrative Services	\$2,079,572	\$2,615,833	\$2,535,752	\$2,832,434
Animal Control	2,083,905	2,061,987	2,291,347	2,316,101
Assistant Director	485,791	465,891	696,900	696,900
Code Enforcement	1,210,875	1,093,934	1,695,320	1,702,790
Communications	9,387,428	12,725,044	12,449,613	13,330,068
Crime Scene	963,165	1,034,570	1,047,505	1,052,689
Criminal Investigation Division	7,671,759	8,450,307	9,755,782	9,760,646
Crossing Guards	710,373	662,805	1,255,629	1,255,660
Directors Office	0	6	0	0
Firing Range	22,793	21,651	20,375	24,800
Homeland Security	1,102,786	1,128,951	1,691,893	1,693,909
Intelligence / Permits	451,906	397,323	643,818	643,818
Interfund Support - General	(10,011,294)	(14,048,003)	(14,353,718)	(14,353,718)
Interfund Support - Special	10,357,785	14,507,576	16,176,147	16,176,147
Internal Affairs	725,421	942,560	1,055,445	1,055,464
Precincts	225,265	178,208	196,700	200,500
Public Safety - Fire Operations	0	(22)	0	0
Records	1,896,027	1,922,610	2,273,469	2,281,541
Recruiting & Background	504,926	611,656	758,154	758,929
Service Support	2,132,462	1,371,290	1,284,963	1,384,342
Special Investigations Unit	6,400,718	6,510,370	6,786,828	6,845,237
Telecommunications	1,480,838	2,049,010	3,506,621	4,037,892
Training	1,521,332	2,020,485	2,278,465	2,312,842
Training & Personnel Development	568	2,312	2,619	2,619
Uniform Division	43,401,922	44,430,152	48,027,415	48,473,019
	\$84,806,322	\$91,156,505	\$102,077,042	\$104,484,628

## POLICE SERVICES

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$66,547,002	\$70,325,422	\$78,161,354	\$78,161,354
Purchased / Contracted Services	6,261,547	9,138,423	9,553,520	10,943,735
Supplies	2,342,637	2,911,856	4,025,660	4,480,430
Capital Outlays	1,013,622	1,267,207	151,234	713,835
Interfund / Interdepartmental	6,537,517	3,802,726	4,854,541	4,854,541
Other Costs	0	0	5,330,733	5,330,733
Other Financing Uses	2,103,997	3,710,872	0	0
	\$84,806,322	\$91,156,505	\$102,077,042	\$104,484,628

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$5,754,183	\$6,090,643	\$9,445,856
Fire	0	(22)	0
Special Tax District - Designated Services	77,841,263	83,971,950	93,335,982
Special Tax District - Unincorporated	1,210,875	1,093,934	1,702,790
	\$84,806,322	\$91,156,505	\$104,484,628

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administrative Services</b>					
Assistant County Attorney	AJ		0	0	1
Dep Police Chief Program Oper	AI		1	1	1
Police Major	33		1	0	0
Admin. Ser. Div. Mgr. Police	32		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Management Officer	30		1	1	1
Grants Project Manager	30		1	1	1
Departmental Microsystems Spec	28		4	4	4
Grants Coordinator	26		1	1	1
Payroll Personnel Supervisor	24		1	1	1
Supply Supervisor	24		1	1	1
Administrative Assistant II	23		2	2	2
Administrative Assistant I	21		0	2	3
Custodian Supervisor	21		1	1	1
Payroll Personnel Tech Sr	21		2	4	4
Payroll Personnel Tech, Lead	21		1	0	0
Requisition Technician	21		3	3	3
Secretary Principal	21		2	0	0
Supply Coordinator	21		2	2	2
Payroll Personnel Technician	19		3	2	2
Central Supply Technician	18		1	1	1
Custodian Senior	18		2	2	3
FULL TIME Subtotal			32	31	34



## POLICE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Telecommunications</b>					
Call Center Manager	28		0	1	1
Telecommunications Admr	28		0	0	1
Telecommunications Specialist	26		2	2	2
Telephone Systems Tech	25		1	2	2
Call Center Team Leader	23		0	1	1
Telecommunications Operator	19		2	2	2
Call Center Operator	18		0	8	2
FULL TIME Subtotal			5	16	11
<b>Communications</b>					
Deputy Police Chief	AI		0	1	0
Deputy Director Communications	33		1	0	0
Operations Mgr Telecom/EMA	32		0	1	1
Telecommunications Admr	28		1	1	0
ComputerAided Dispatch Analyst	26		1	1	1
Emer 911 Telecom Analyst	26		1	1	1
Emergency 911 Watch Commander	26		3	3	3
Computer Aided Dispatch Tech.	25		1	1	1
Emergency 911 Shift Supervisor	25		9	12	12
Telephone Systems Tech	25		1	0	0
Training Specialist	25		1	2	2
Emergency 911 Operator Senior	24	1 PT	34	37	37
Administrative Assistant II	23		1	1	1
Emergency 911 Operator	23	3 PT	99	91	91
Administrative Assistant I	21		0	2	2
Cellular Communications Spec.	21		1	1	1
Office Assistant Senior	19		3	3	3
FULL TIME Subtotal			153	154	152
PART TIME Subtotal			4	4	4
<b>Records</b>					
Central Records Manager	31		1	1	1
Central Records Assistant Mgr	26		0	2	2
Central Records Supervisor	25		5	5	5
Training Specialist	25		1	1	1
Administrative Assistant II	23		2	2	2
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Central Records Clerk, Sr.	20		11	12	12
Central Records Clerk	19		32	27	27
FULL TIME Subtotal			53	51	51
<b>Crossing Guards</b>					
School Safety Officer	PT	146 PT	146	146	146
PART TIME Subtotal			146	146	146

## POLICE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Assistant Director</b>					
Director Police Services	AC		1	1	1
Police Lieutenant	30		1	0	0
Police Officer, Master	27		1	2	2
Police Officer, Senior	26		1	0	0
Administrative Coordinator	25		1	1	1
Asst Public Information Off	25		0	0	1
Audiovisual Production Spec	24		1	1	1
Administrative Assistant II	23		0	0	2
FULL TIME Subtotal			6	5	8
<b>Internal Affairs</b>					
Police Captain	31		0	1	1
Police Lieutenant	30		1	1	1
Police Sergeant	28		1	2	2
Police Officer, Master	27		4	7	7
Police Officer, Senior	26		2	0	0
Police Officer	25		0	1	1
Investigative Aide, Senior	21		2	2	2
FULL TIME Subtotal			10	14	14
<b>Criminal Investigation Division</b>					
Deputy Police Chief	AI		0	0	1
Police Major	33		1	1	1
Police Captain	31		3	2	2
Police Lieutenant	30		7	8	8
Police Sergeant	28		18	14	14
Police Officer, Master	27		89	88	88
Police Officer, Senior	26		3	1	1
Pawn Detail Coordinator	25		1	1	1
Police Officer	25		2	4	4
Administrative Assistant II	23		2	1	0
Administrative Assistant II	23		1	1	1
Investigative Aide, Senior	21		7	6	7
Investigative Aide	19		0	1	1
Office Assistant Senior	19		8	8	8
FULL TIME Subtotal			142	136	137
<b>Special Investigations Unit</b>					
Deputy Police Chief	AI		0	0	1
Police Major	33		1	1	0
Police Captain	31		4	0	0
Police Lieutenant	30		3	3	3
Police Sergeant	28		9	10	9
Police Officer, Master	27		66	58	56
Police Officer, Senior	26		0	4	4
Police Officer	25		1	2	2
Administrative Assistant I	21		0	1	1

## POLICE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Special Investigations Unit (cont)</b>					
Property & Evidence Tech., Sr.	21		2	2	2
Secretary Principal	21		1	0	0
FULL TIME Subtotal			87	81	78
<b>Training</b>					
Police Major	33		1	1	1
Police Captain	31		1	1	1
Police Lieutenant	30		1	1	1
Police Sergeant	28		5	5	4
Police Officer, Master	27		10	10	8
Police Officer, Senior	26		1	0	0
Police Officer	25		0	2	2
Administrative Assistant I	21		0	2	2
Secretary Principal	21		2	0	0
FULL TIME Subtotal			21	22	19
<b>Animal Control</b>					
Dp Dir Animal Control	AJ		1	1	1
Animal Control Supervisor	26		3	3	3
Administrative Coordinator	25		1	1	1
Administrative Assistant II	23		1	1	1
Administrative Assistant I	21		1	1	1
Animal Control Officer Master	21		10	10	10
Animal Control Officer Senior	20		1	1	1
Animal Control Officer	19		13	13	13
Office Assistant Senior	19		6	6	6
Office Assistant	18		1	1	1
FULL TIME Subtotal			38	38	38
<b>Uniform Division</b>					
Deputy Police Chief	AI		2	2	1
Asst. Director Police Service	AH		1	1	1
Police Major	33		5	5	6
Police Captain	31		8	12	12
Police Lieutenant	30		45	43	43
Crime Scene Investigator Supv	28		1	0	0
Police Sergeant	28		107	112	111
Police Officer, Master	27		280	284	285
Police Officer, Senior	26		132	110	110
Asst Public Information Off	25		0	1	0
Police Officer	25		78	91	91
Administrative Assistant II	23		3	4	3
Public Education Specialist	23		5	5	5
Administrative Assistant I	21		0	5	5
Investigative Aide, Senior	21		15	15	14
Secretary Principal	21		5	0	0
Custodian Senior	18		0	1	0

## POLICE SERVICES

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Uniform Division (cont)</b>					
Custodian	16		1	0	0
FULL TIME Subtotal			688	691	687
<b>Intelligence / Permits</b>					
Police Major	33		0	1	1
Police Lieutenant	30		1	1	1
Police Sergeant	28		2	1	3
Police Officer, Master	27		1	2	2
Asst Public Information Off	25		1	0	0
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			6	6	8
<b>Recruiting &amp; Background</b>					
Police Lieutenant	30		0	1	1
Police Sergeant	28		1	1	1
Police Officer, Master	27		5	7	7
Police Officer, Senior	26		0	1	1
Investigative Aide, Senior	21		3	3	3
FULL TIME Subtotal			9	13	13
<b>Homeland Security</b>					
Dep Police Chief Homeland Sec	34		1	1	1
Operations Manager-Emrgcy Mgt	31		1	0	0
Police Lieutenant	30		1	2	2
Police Sergeant	28		3	1	3
Police Officer, Master	27		9	11	14
Police Officer, Senior	26		1	0	0
Police Officer	25		0	1	1
Administrative Assistant II	23		2	2	2
Investigative Aide, Senior	21		1	1	1
FULL TIME Subtotal			19	19	24
<b>Crime Scene</b>					
Crime Scene Investigator Supv	28		0	1	1
Police Sergeant	28		1	1	0
Crime Scene Invest Shift Supv	26		3	3	3
Crime Scene Investigator Mastr	25		3	1	1
Crime Scene Investigator, Sr	24		3	3	3
Latent Fingerprint Examiner Sr	24		3	3	3
Crime Scene Investigator	23		3	6	6
Forensic Photographer	23		1	0	0
FULL TIME Subtotal			17	18	17

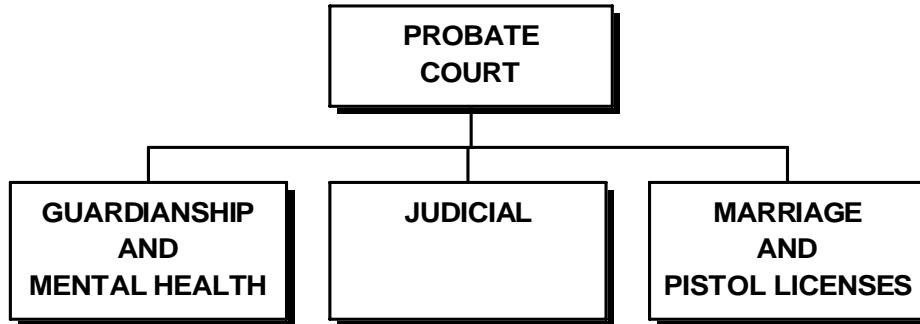
**POLICE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Code Enforcement</b>					
Code Enforcement Manager	31		1	1	1
Code Enforcement Asst Mgr	29		1	0	0
Code Enforcement Supervisor	28		1	2	2
Code Enforcement Officer Sr	25		4	3	3
Code Enforcement Officer II	24		1	0	0
Administrative Assistant II	23		1	1	1
Code Enforcement Officer	23		11	13	17
Office Assistant Senior	19		6	5	5
Office Assistant	18		0	1	1
FULL TIME Subtotal			26	26	30
<b>FULL TIME Total</b>			1,312	1,321	1,321
<b>PART TIME Total</b>			150	150	150
<b>ALL POSITIONS Total</b>			1,462	1,471	1,471

## PROBATE COURT



### MISSION STATEMENT

The Probate Court will strive to serve the citizens of DeKalb County while enforcing the law.

### PROGRAM DESCRIPTION

The Judge of the Probate Court is elected by popular vote for a term of 4 years. The Probate Court has jurisdiction of estates in DeKalb County. This includes the probate of wills, the appointment of administrators, the granting of years supports, the appointment of guardians of both minors and incapacitated adults, and the hearing of disputes in any of these areas. The Probate Court's jurisdiction includes the supervision of mental illness patients, hospitalizations, and holding hearings to determine if the patient should remain involuntarily hospitalized for more than 35 other counties. All marriage licenses and pistol licenses are issued and recorded by this office.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Wills probated, petitions filed, administrations & guardianships	15,834	16,563	18,403	19,225
Emergency hospitalization orders	203	200	221	225
Retardation hearings	0	6	3	5
Marriage licenses	4,324	4,776	4,744	5,000
Marriage license certified copies	9,475	11,300	10,661	11,000
Annual returns audited	1,311	1,314	1,330	1,380
First time pistol licenses	1,141	1,187	1,370	1,450
Renewal pistol licenses	1,155	873	2,302	2,450
Commitment Hearings	284	295	300	315
Continued habitation	1	1	0	0
Writs of Habeas Corpus	0	1	0	2

### MAJOR ACCOMPLISHMENTS IN 2005

Received, processed and adjudicated civil filings during 2005. The court has implemented the new conservator/guardianship laws, which went into effect July 1, 2005. The law requires that conservator/guardian records are to be sealed and confidential. The court also worked with the Information Systems Department to set up a new way of recording and imaging these records to be in compliance with the new code.

## PROBATE COURT

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Continue to make needed changes to the accounting system.

Continue the imaging project for estate and marriage licenses.

#### Human Services

Continue the adult guardianship management program.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2004 and in 2005 there were no significant budgetary impacts.

#### 2006

Funding of \$31,364 was added for an Office Assistant position to support the Associate Judge and serve as backup to the Administrative Operations Manager.

#### Future

No significant budgetary impact is anticipated.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Probate Court	\$1,433,215	\$1,517,624	\$1,641,117	\$1,653,261
	\$1,433,215	\$1,517,624	\$1,641,117	\$1,653,261

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,229,513	\$1,384,708	\$1,471,242	\$1,471,242
Purchased / Contracted Services	138,305	69,738	105,650	107,842
Supplies	57,413	55,714	40,000	46,395
Capital Outlays	0	0	19,225	19,225
Other Costs	7,984	7,464	5,000	8,557
	\$1,433,215	\$1,517,624	\$1,641,117	\$1,653,261

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$1,433,215	\$1,517,624	\$1,653,261
	\$1,433,215	\$1,517,624	\$1,653,261

**PROBATE COURT**

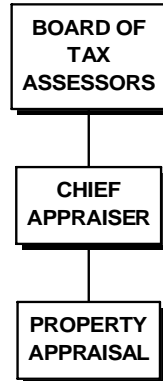
**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Probate Court</b>				
Associate Judge	AI	1	1	1
Attorney III	31	1	1	1
Administrative Operations Mgr	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Coordinator	25	4	4	4
Probate Technician Principal	21	13	13	13
Probate Technician Senior	19	2	1	1
Office Assistant	18	0	0	1
Probate Technician	18	0	1	1
Probate Judge	\$132,359	1	1	1
FULL TIME Subtotal		24	24	25
<b>FULL TIME Total</b>		24	24	25
<b>ALL POSITIONS Total</b>		24	24	25



## PROPERTY APPRAISAL & ASSESSMENT



### MISSION STATEMENT

The Department of Property Appraisal and Assessment will produce valuations for the Tax Digest that meet with the approval of the State of Georgia Revenue Commissioner. All property in DeKalb County will be listed in accordance with the rules and regulations established by the State Department of Revenue.

### PROGRAM DESCRIPTION

Property Appraisal and Assessment discovers, identifies, and classifies all property in DeKalb County into categories of residential, commercial, personal, exempt and by State law places an assessment on these properties for purposes of ad valorem taxation. The department is responsible for the proper maintenance of all property record cards, ownership records, business assets statements, and all other information on which ad valorem taxation assessment is determined. Annually, the department processes real estate and personal property tax returns. Changes of assessment notices are sent as appropriate, and any resulting appeals are processed. Property Appraisal and Assessment appraises all new construction in the County. As a result of sales analysis, equalization and/or reappraisal programs are carried out as necessary.

### ACTIVITY MEASURES

	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Taxable Real Estate Parcels	209,425	213,020	215,819	218,000
Exempt Real Estate Parcels	4,712	4,777	4,919	4,900
Public Utility Parcels	314	275	286	286
Taxable Personal Property	13,015	13,048	12,519	12,519
Accts.	580	560	551	560
Exempt Personal Property Accounts	6,844	7,128	6,594	6,500
Real Estate Tax Returns Processed	2,046	1,637	997	900
Building Permits Processed	5,000	4,500	4,500	4,500
New Real Estate Parcels	5,152	3,735	2,926	350
Assessment Changes Mailed	93,757	116,881	125,071	110,000
Appeals Received	4,043	4,588	5,046	4,800
Appeals to Board of Equalization	1,991	2,068	2,066	1,800
Board of Equalization Hearings	300	300	300	300
Appeals to Superior Court	96	83	70	70
Total Real & Personal Property Digest (IN 000's)	\$19,598,666	\$20,231,313	\$21,701,713	\$22,786,000
Total Public Utility Digest (IN 000's)	\$423,496	\$477,793	\$477,793	\$477,800

## PROPERTY APPRAISAL & ASSESSMENT

### MAJOR ACCOMPLISHMENTS IN 2005

This department reviewed all County properties and made appropriate changes to produce an acceptable tax digest enabling tax digest valuations to be released to the Tax Commissioner before the Georgia Code mandated date of June 1st. The 2005 Digest was the first digest in the State to be accepted for billing purposes. 57% of all parcels received an assessment change notice. 124,247 Tax assessment change notices were mailed on April 20. 4,925 appeals were processed in 2004.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Financial Strength

To gain approval of the prior year tax digests from the Georgia Department of Revenue.

To complete the yearly reassessment by the middle of April.

To complete the review of property tax returns by June 1st.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2004, \$2,900 was added for uniforms.

#### 2006

There are no significant budgetary changes for 2006.

#### Future

Approve 2006 Digest from the Georgia Department of Revenue.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Property Appraisal & Assessment	\$4,376,840	\$4,339,466	\$4,890,449	\$5,021,974
	\$4,376,840	\$4,339,466	\$4,890,449	\$5,021,974

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$3,963,665	\$3,822,247	\$4,511,157	\$4,511,157
Purchased / Contracted Services	311,963	341,491	302,000	378,580
Supplies	68,070	130,660	54,250	105,770
Capital Outlays	33,141	43,943	23,042	26,467
Interfund / Interdepartmental	0	1,124	0	0
	\$4,376,840	\$4,339,466	\$4,890,449	\$5,021,974

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$4,376,840	\$4,339,466	\$5,021,974
	\$4,376,840	\$4,339,466	\$5,021,974

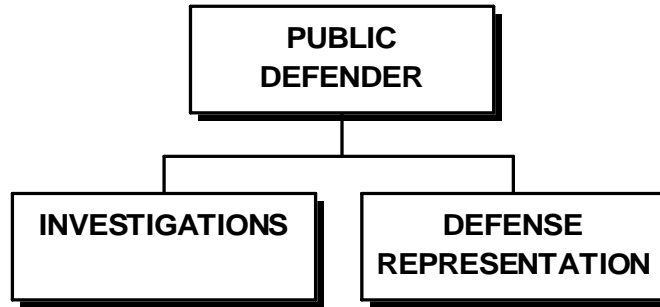
**PROPERTY APPRAISAL & ASSESSMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Property Appraisal&amp; Assessment</b>				
Assistant Chief Appraiser	AI	2	2	2
Chief Appraiser	AG	1	1	1
Deputy Chief Appraiser	30	4	4	4
Admin Operations Mgr	28	1	1	1
Property Appraiser Supervisor	28	6	6	6
Network Coordinator	26	2	2	2
Property Appraiser IV	26	19	17	17
Property Deed Supervisor	26	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Coordinator	25	1	1	1
Property Appraiser Auditor	24	1	1	1
Administrative Assistant II	23	1	1	1
Property Appraiser III	23	9	6	6
Administrative Assistant I	21	1	2	2
Property Appraiser II	21	5	7	7
Property Deed Technician Sr	21	2	2	2
Requisition Technician	21	1	1	1
Secretary Principal	21	1	0	0
Office Assistant Senior	19	11	8	8
Property Appraiser I	19	6	12	12
FULL TIME Subtotal		76	76	76
<b>FULL TIME Total</b>		76	76	76
<b>ALL POSITIONS Total</b>		76	76	76

**PUBLIC DEFENDER**



**MISSION STATEMENT**

Government is required by law to provide for the defense of indigent persons charged with felony offenses, misdemeanors, and juvenile delinquency where incarceration is a possibility. We are also required to provide attorneys for appeals and to represent parents in child deprivation cases in Juvenile Court.

**PROGRAM DESCRIPTION**

The Public Defender's Office has a staff of 50 attorneys covering the ten divisions of Superior Court, the seven divisions of State Court, Juvenile Court and Magistrate's Court. The Office also handles appeals to the Supreme Court of Georgia and the Court of Appeals. In 2003 the General Assembly passed a comprehensive indigent defense reform bill and funding for it's implementation has been included. The county is now under a state controlled system. The Public Defender's office will continue to adapt to the new system.

**ACTIVITY MEASURES**

	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
Death Penalty cases Opened	1	0	0	0
Felonies Opened	4,205	4,064	6,120	6,200
Juvenile Delinquency	2,008	1,800	1,924	2,000
Misdemeanors	3,552	3,183	5,423	5,500

**MAJOR ACCOMPLISHMENTS IN 2005**

The DeKalb County Public Defender has now become the Stone Mountain Circuit Public Defender. The office has become a state agency with the county providing the vast majority of the funding and staff. Under state law the office is responsible for the defense of people who cannot hire a lawyer for their defense in Superior Court and Juvenile Court, and in appeals from these courts.

**MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

**Organizational Effectiveness**

Continue to provide quality services while complying with State rules.

Establish a performance measurement system.

Keep up with increased paperwork.

## PUBLIC DEFENDER

### MAJOR BUDGETARY IMPACTS

#### Previous

Three Attorneys and one Investigator were added in 2002. One Attorney position was added to handle Recorders Court cases in 2003. Cell telephones were added for investigators to replace obsolete radios, in 2004. Eight Attorney positions and one Investigator were created to comply with state law which requires all criminal defendants to have access to the services of counsel within 72 hours of arrest in 2004.

#### 2006

One Principal Investigator has been added in the 2006 Budget. This position will be assigned to examine and investigate cases derived from the increased indigent jail population.

#### Future

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Public Defender	\$5,184,214	\$5,629,475	\$5,969,221	\$6,024,364
	\$5,184,214	\$5,629,475	\$5,969,221	\$6,024,364

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$4,748,320	\$5,270,399	\$5,580,801	\$5,623,663
Purchased / Contracted Services	289,429	121,564	188,000	193,881
Supplies	62,340	117,433	98,700	102,880
Capital Outlays	9,591	13,258	38,515	40,735
Interfund / Interdepartmental	74,534	106,821	63,205	63,205
	\$5,184,214	\$5,629,475	\$5,969,221	\$6,024,364

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$5,184,214	\$5,629,475	\$6,024,364
	\$5,184,214	\$5,629,475	\$6,024,364

**PUBLIC DEFENDER**

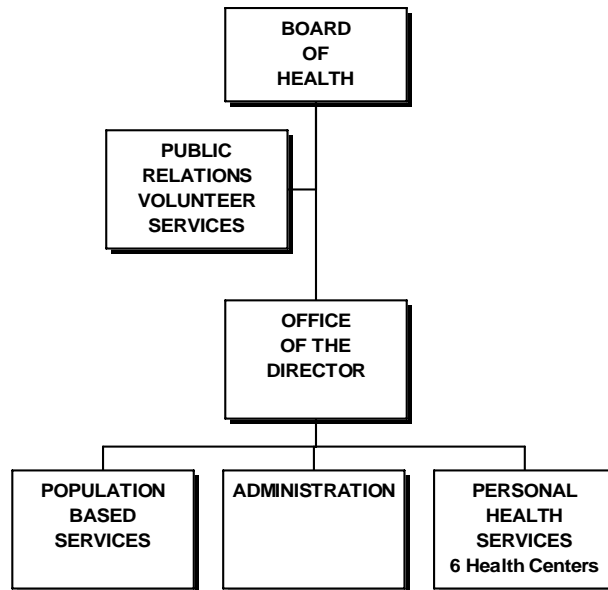
**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Public Defender</b>				
Public Defender	DF	1	1	1
Chief Asst. Public Defender	AH	1	1	1
Attorney IV	33	3	2	2
Attorney III	31	28	29	29
Attorney II	30	17	4	4
Attorney I	29	0	12	12
Chief Investigator	29	1	1	1
Legal Office Coordinator	28	1	1	1
Investigator Principal	25	12	11	12
Administrative Aide	23	4	4	4
Investigator Senior	23	1	1	1
Investigator	21	0	2	2
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		71	71	72
<b>FULL TIME Total</b>		71	71	72
<b>ALL POSITIONS Total</b>		71	71	72

## PUBLIC HEALTH

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### MISSION STATEMENT

Our mission is to promote and protect health and provide quality preventative care. The prevention of disease, injury, and disability, and premature death is the primary purpose of the DeKalb County Board of Health. We unite with individuals, families, and communities to serve the people who live, work, and play in DeKalb County.

### PROGRAM DESCRIPTION

The DeKalb County Board of Health provides a wide range of public health services. With the completion of a recent organizational restructuring, the Board has three major functional units: Personal Health Services, Population Based Services, and Administration. Personal Health Services includes the six health centers located throughout the County. Its primary role is dedicated to protecting, maintaining, and improving the health of individuals and families, as well as, providing a broad spectrum of physical health services for children, adolescents, and adults. Population Based Services includes the Environmental Health Division, the Health Assessment and Promotion Division, the Center for Public Health Preparedness and the Office of Vital Records. The Environmental Health Service Division provides on-site inspection of restaurants, hotels/motels, personal care homes, swimming pools, and ensures compliance with State, County, and Board of Health regulations. The Health Assessment and Promotion Division tracks and investigates health problems, collects and analyzes health status information, and promotes health and wellness by working with coalitions and neighborhood groups. The Center for Public Health Preparedness is one of three national Exemplar Projects funded by the Centers for Disease Control and Prevention. The Center's primary goal is to build and maintain public health capacity and to respond to public health emergencies including bio-terrorism. The Office of Vital Records maintains birth certificates for children born in DeKalb County and death certificates of county residents. Administration includes the divisions of Finance, Personnel, Internal Services, and Information Technology, the Training Unit, and Bond Facilities Projects. Administration provides general administrative support to the other operating units within the Board of Health and serves as the business management arm of the Board of Health.

The Board of Health utilizes a combination of federal grant-in-aid funds, fee revenues, and county funds as major sources of revenues. This budget represents the county's contribution to the Board of Health for its operation and delivery of health care services to the citizens of DeKalb County. This budget also funds the personal service costs for the county merit positions assigned to the Board of Health.

## PUBLIC HEALTH

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Total Patient Encounters	236,621	226,610	225,132	224,849
Clinic Dental Visits	6,683	4,926	5,653	5,870
STD/HIV Services, Patients Served	5,828	10,748	10,104	12,170
Immunizations, Patients Served	45,328	53,605	55,597	57,106
WIC Average Monthly Caseload	20,900	21,358	22,488	22,700
Family Planning, Patients Served	6,064	5,990	9,156	10,216
Food Service Program	14,846	25,510	27,695	30,000
On-site Sewage Disposal	7,182	6,836	8,635	9,000
Rodent Control Baiting	5,496	5,527	5,103	5,500
Swimming Pool Activities	11,248	10,887	10,463	11,000
Radon Testing	2,486	2,700	2,389	2,500
West Nile Virus, Number of Contacts	7,931	6,901	16,669	16,000

#### MAJOR ACCOMPLISHMENTS IN 2005

Increased services for Women, Infant, and Children nutrition through expanded community outreach.

Purchased over 42,500 doses of flu vaccine in spite of national shortage and CDC restrictions.

Conducted A Ministerial Forum for over 30 faith leaders interested in increasing health promotions among their congregations.

The Board of Health and the Board of Commissioners approved new Body Crafting Regulations.

#### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

##### Human Services

To increase access to comprehensive primary care services with emphasis on chronic and communicable diseases. Increase immunization rate for children two years old to 90%.

To publish, disseminate, and evaluate the DeKalb County Status of Health 2004 Report.

To continue current mosquito control program and public education efforts and the development of an enhanced surveillance system that will result in the early detection of suspect human cases of West Nile Virus. These efforts should lead to timely programmatic interventions.

To facilitate community-wide planning and education efforts focused on clinical skills associated with biological agents that would most likely be used in a terrorist attack in order to enhance our ability to detect and respond to emerging health threats.

To focus on the reduction of recurring food-borne illness risk factors such as time/temperature abuse, poor employee hygiene, and contamination of foods, when conducting inspections of facilities.

#### MAJOR BUDGETARY IMPACTS

##### Previous

The 2002 budget included funding in the amount of \$41,856 to provide 1 full-time state position for the Certified Food Manager program. The 2003 Budget included funding in the amount of \$70,000 to continue the mosquito control and public education efforts supporting the West Nile Virus /Mosquito Control Program. The 2004 Budget included funding in the amount of \$100,000 to continue the mosquito control and public education efforts supporting the West Nile Virus /Mosquito Control Program.

##### 2006

The Board of Health's 2006 Budget of \$31,811,718 consists of \$1,307,820 in federal grant-in-aid funds, \$12,598,462 in state grant-in-aid funds, \$5,145,832 in county funds, and \$12,759,614 in fee revenues, prior year funds, and interest.



## PUBLIC HEALTH

### MAJOR BUDGETARY IMPACTS

#### Future

Because of the current health care environment, the Board of Health will continue to formulate partnerships with primary care providers and managed care organizations. Keeping in mind its overall mission to improve the health of the entire community, the Board continues to emphasize with each partner the importance of population-based services.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Board Of Health - County Contribution	\$5,333,729	\$5,319,149	\$5,331,990	\$5,331,990
	\$5,333,729	\$5,319,149	\$5,331,990	\$5,331,990

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$104,053	\$170,584	\$186,158	\$186,158
Purchased / Contracted Services	29,846	2,734	0	0
Other Costs	5,199,829	5,145,832	5,145,832	5,145,832
	\$5,333,729	\$5,319,149	\$5,331,990	\$5,331,990

#### FUNDING SOURCES

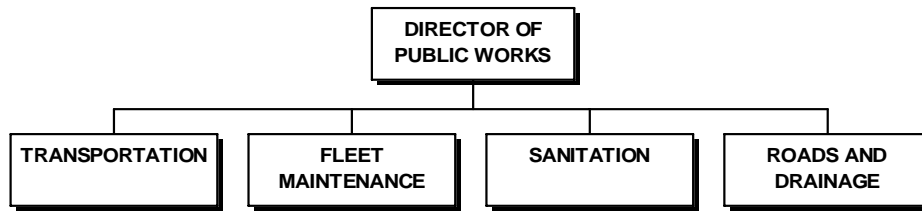
	Actual 2004	Actual 2005	Budget 2006
General Fund	\$5,333,729	\$5,319,149	\$5,331,990
	\$5,333,729	\$5,319,149	\$5,331,990

#### AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Board Of Health - County Contribution</b>				
Nurse Manager	29	1	1	1
Graphic Design Technician	23	1	1	1
Custodian	16	1	1	1
FULL TIME Subtotal		3	3	3
<b>FULL TIME Total</b>		3	3	3
<b>ALL POSITIONS Total</b>		3	3	3

**PUBLIC WORKS DIRECTOR**



**MISSION STATEMENT**

To provide the citizens of DeKalb county with the highest quality of Public Works services at the lowest possible cost and in a timely manner. To provide leadership for the four divisions of the Public Works Department. To coordinate the department's activities with other county departments, other government agencies, elected officials, the Georgia DOT, Georgia EPD, US EPA and FHWA, and local municipalities.

**PROGRAM DESCRIPTION**

The office of the Public Works Director was established in 1985 to provide central management, supervision and direction for the four divisions which now constitute Public Works: Fleet Maintenance, Roads & Drainage, Sanitation, and Transportation.

**MAJOR ACCOMPLISHMENTS IN 2005**

Continued to oversee the development and construction of projects contained in the County's Transportation improvement Program, which now totals over \$300 million. Continued to oversee the development of the Seminole Landfill and preparations of a major modification to the operating permit for the landfill, the construction of the Phase 2A Up-slope Liner-Unit 2, and the expansion of the gas collection system. Continued construction of the Scott Candler Filter Plant and Reservoirs, concluded construction activities at the Snapfinger Creek and Pole Bridge Creek WTPs, continued design of the new Raw Water Intake and force main, and continued the inventory of the waste water collection system. Implemented the LIMS and CMMS (Synergen) portions and continued construction of the SCADA portion of the ISIS system. Continued implementation and planning of the Stormwater Utility which was to become effective in FY 2004.

**MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

**Infrastructure**

Continue work on the design and construction of HOST Program and Infrastructure projects, and sanitation system improvements. Evaluate department operations and implement organizational and operational improvements.

**Organizational Effectiveness**

Evaluate department operations and implement organizational and operational improvements.

**MAJOR BUDGETARY IMPACTS**

**Previous**

The 2005 Basic Budget included the reallocation of the Construction Manager position to an Assistant Director position; this position was transferred from Non-Departmental.

**2006**

As part of the 2006 Budget, the Water & Sewer Division of the Public Works Department is being established as an independent department.

**Future**

No changes of significant budgetary impact are anticipated.

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Public Works - Directors Office	\$301,196	\$392,186	\$477,038	\$478,350
	\$301,196	\$392,186	\$477,038	\$478,350

**PUBLIC WORKS DIRECTOR**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$283,821	\$369,891	\$446,666	\$446,666
Purchased / Contracted Services	6,714	6,212	18,585	18,585
Supplies	2,488	7,602	5,400	6,712
Interfund / Interdepartmental	8,173	8,481	6,387	6,387
	<u>\$301,196</u>	<u>\$392,186</u>	<u>\$477,038</u>	<u>\$478,350</u>

**FUNDING SOURCES**

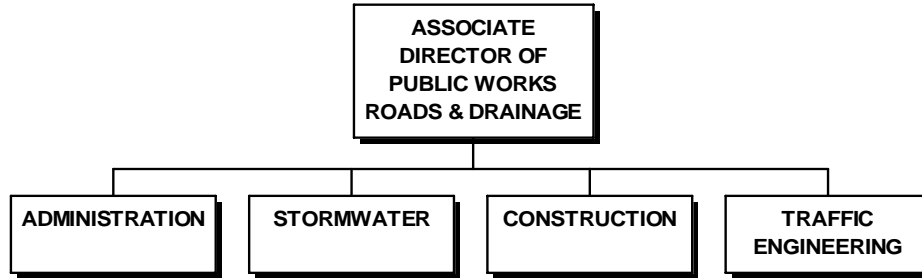
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	<u>\$301,196</u>	<u>\$392,186</u>	<u>\$478,350</u>
	\$301,196	\$392,186	\$478,350

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Public Works - Directors Office</b>				
Asst Director Public Works	AE	1	1	1
Asst Director Public Works	AE	0	1	1
Director Public Works	AC	1	1	1
Administrative Coordinator	25	1	1	1
FULL TIME Subtotal		<u>3</u>	<u>4</u>	<u>4</u>
<b>FULL TIME Total</b>		<u>3</u>	<u>4</u>	<u>4</u>
<b>ALL POSITIONS Total</b>		<u>3</u>	<u>4</u>	<u>4</u>

## PUBLIC WORKS - ROADS AND DRAINAGE



### MISSION STATEMENT

- A. To improve the maintenance of all County paved and unpaved roads, bridges, and drainage structures.
- B. To improve the County's storm water drainage system.
- C. To improve the Citizen's Drainage program.
- D. To obtain parcels, tract of land, and easements necessary to complete scheduled State and County construction projects.
- E. To perform needed repairs, maintenance and construction on paved and unpaved County roads, bridges, and drainage structures.
- F. To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

### PROGRAM DESCRIPTION

The Roads and Drainage Division of the Public Works Department is responsible for performing all needed repairs, maintenance, construction and upgrades to the County's roadway system, including bridges, drainage structures, and traffic control devices. The Division is also responsible for the management of the County's Stormwater and Flood Programs. The Administration area controls and manages all operations of the division. The Engineering and Storm Water area manages the flood and storm water programs. The Maintenance area maintains roads and drainage structures within the County. Traffic Engineering provides timely and comprehensive support to the citizens of DeKalb and the motoring public.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	80%	80%	85%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	100%	100%	100%

## PUBLIC WORKS - ROADS AND DRAINAGE

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Citizen Drainage Projects (linear feet)	1,900	2,461	2,461	2,831
Citizen Drainage Projects (Tons)	3,406	4,396	5,275	6,330
Retention Ponds Cleaned	110	210	280	350
Maintenance Complaints Received	12,500	10,785	8,400	10,200
Roads Resurfaced (miles by County)	30	20	20	23
Patching (Tons) County	29,050	48,000	50,000	35,000
Drainage Structures Built/Repaired	640	850	978	1,272

### MAJOR ACCOMPLISHMENTS IN 2005

In 2005 Roads and Drainage was able to complete the following accomplishments: The paving of 50 miles of County roads, construction of 9,100 linear feet sidewalk and completion of construction on 61 major drainage projects. The Roads and Drainage Division received 10,200 requests for service of which 8,560 were completed equating to a completion rate of 83.9%.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Infrastructure

Implement the list of road maintenance, drainage, traffic engineering and construction projects approved for 2006.

Continue implementation of the Stormwater Utility Fee in DeKalb County by transitioning database management functions from the consultant to County forces.

#### Organizational Effectiveness

Meet 2006 goals and targets.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2001 Public Works - Roads & Drainage was separated into two Departments: Roads/Drainage and Transportation. 119 positions were transferred to the Transportation Department. In 2004 one Infrastructure Crew and one Construction crew was created in the Roads and Drainage budget to support the Stormwater Utility Fund.

In 2005 all personal services, benefits and operating costs for Signals (5466) and Signs and Paint (5457) were transferred to Roads and Drainage. Personnel costs were also transferred for Traffic Engineering. The total amount of this transfer was \$3,331,910 inclusive of 68 positions. \$200,000 was recommended for the Citizen's Drainage Program.

Also in 2005, a net of 28 positions were added including 14 positions added at Budget adoption, 8 positions added per BOC action on April 26, 2005 and 6 positions added per BOC action on August 9, 2005.

Sixty one positions in Public Works - Roads & Drainage were reimbursed by the Stormwater Utility Fund. \$8,891,977 was transferred from the Stormwater Utility Fund to reimburse costs related to the Stormwater Program in 2005.

#### 2006

The 2006 Budget includes full year funding for the net 28 positions added in 2005. The Stormwater Utility Fund will reimburse Public Works - Roads and Drainage a total of \$7,683,380 for costs related to the Stormwater Program.

#### Future

Continued implementation of the Stormwater utility fee and Drainage issues will impact department activities.

**PUBLIC WORKS - ROADS AND DRAINAGE**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$881,612	\$736,101	\$605,130	\$653,124
Construction / Maintenance	19,000,753	19,785,137	18,883,928	20,967,997
Stormwater	117,375	(471,439)	0	65,323
Traffic	0	4,239,305	5,871,213	6,140,965
	<u>\$19,999,740</u>	<u>\$24,289,104</u>	<u>\$25,360,271</u>	<u>\$27,827,409</u>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$11,119,379	\$15,716,293	\$17,563,564	\$17,563,564
Purchased / Contracted Services	4,702,378	4,307,409	5,074,045	5,441,343
Supplies	3,250,875	4,934,595	5,548,275	7,258,352
Capital Outlays	573,415	517,150	70,450	460,213
Interfund / Interdepartmental	353,692	(1,186,342)	(2,896,063)	(2,896,063)
	<u>\$19,999,740</u>	<u>\$24,289,104</u>	<u>\$25,360,271</u>	<u>\$27,827,409</u>

**FUNDING SOURCES**

	Actual 2004	Actual 2005	Budget 2006
Special Tax District - Designated Services	\$19,999,740	\$24,289,104	\$27,827,409
	<u>\$19,999,740</u>	<u>\$24,289,104</u>	<u>\$27,827,409</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Asst Director Roads & Drainage	AH	1	1	1
Assoc Dir PW Roads & Drainage	AF	1	1	1
Engineering Supervisor	33	1	1	1
Flood Management Supervisor	30	1	1	1
Administrative Assistant II	23	1	2	2
Secretary Executive	23	1	0	0
Administrative Assistant I	21	0	1	1
Secretary Principal	21	1	0	0
FULL TIME Subtotal		<u>7</u>	<u>7</u>	<u>7</u>
<b>Maintenance</b>				
Const&Maint Admin Mgr R&D	28	1	1	1
Departmental Microsystems Spec	28	1	1	1
General Foreman Public Works	26	1	1	1

**PUBLIC WORKS - ROADS AND DRAINAGE**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Maintenance (cont)</b>				
Inventory Warehouse Supervisor	25	1	1	1
Crew Supervisor CDL	24	1	1	1
Heavy Equipment Truck Mechanic	23	2	2	2
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	6	4	4
Payroll Personnel Tech Sr	21	1	1	1
Requisition Technician	21	0	1	1
Services&Materials Coord R&D	21	1	1	1
Fleet Maintenance Coordinator	19	1	1	1
Office Assistant Senior	19	3	3	3
Crew Worker Senior	18	2	3	3
Equipment Operator	18	1	1	1
General Maintenance Worker, Sr	18	1	1	1
Maintenance Mechanic	18	3	3	3
Stockworker	18	4	4	4
Crew Worker	16	1	0	0
FULL TIME Subtotal		32	31	31
<b>Road Maintenance</b>				
Engineering Supervisor	33	1	1	1
Operations & Support Mgr R&D	33	1	1	1
Road Maintenance Supt	29	1	1	1
General Foreman Public Works	26	4	2	2
Production Control Supervisor	26	1	1	1
Construction Inspector	25	0	1	1
Construction Supervisor	24	2	2	2
Crew Supervisor CDL	24	11	11	11
Administrative Assistant I	21	1	0	0
Equipment Operator Principal	21	8	8	8
Equipment Operator Senior	19	17	16	16
Office Assistant Senior	19	1	2	2
Crew Worker Senior	18	28	25	25
Equipment Operator	18	11	12	12
Microfilm Technician	18	1	1	1
Crew Worker	16	3	6	6
FULL TIME Subtotal		91	90	90
<b>Support Services</b>				
Construction Manager R&D	33	1	1	1
Engineer, Principal	30	1	1	1
Construction Supt, R&D	29	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
General Foreman Public Works	26	1	2	2
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	7	7	7
Engineering Technician Senior	24	1	1	1
Administrative Assistant I	21	0	1	1

**PUBLIC WORKS - ROADS AND DRAINAGE**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Support Services (cont)</b>				
Equipment Operator Principal	21	4	5	5
Mason Senior	21	1	1	1
Equipment Operator Senior	19	8	9	9
Mason	19	1	1	1
Crew Worker Senior	18	14	12	12
Equipment Operator	18	4	3	3
Crew Worker	16	5	7	7
FULL TIME Subtotal		52	55	55
<b>Drainage Maintenance</b>				
Drainage Const & Maint Supt	29	1	1	1
Engineer, Senior	29	0	1	1
Fiscal Officer	29	1	1	1
Chief Construction Inspector	28	1	1	1
Engineer	28	2	1	1
General Foreman Public Works	26	2	2	2
Accountant	25	1	1	1
Construction Inspector	25	11	11	11
Construction Supervisor	24	4	4	4
Crew Supervisor CDL	24	6	6	6
Engineering Technician Senior	24	0	1	1
Administrative Assistant II	23	1	1	1
Engineering Technician	23	1	0	0
GIS Specialist	23	1	1	1
Equipment Operator Principal	21	13	14	14
Mason Senior	21	3	3	3
Equipment Operator Senior	19	10	12	12
Mason	19	2	3	3
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	14	20	20
Equipment Operator	18	7	6	6
Stockworker	18	1	1	1
Crew Worker	16	11	5	5
FULL TIME Subtotal		94	97	97
<b>Storm Water Management</b>				
Stormwater Eng Supv	33	1	1	1
Stormwtr Pollution Contrl Supv	30	1	1	1
Chief Construction Inspector	28	0	1	1
Engineer	28	0	2	2
Stormwater Program Supervisor	28	0	1	1
Accountant Senior	26	0	1	1
Construction Inspector	25	0	2	2
Construction Supervisor	24	0	1	1
Crew Supervisor CDL	24	0	1	1
Engineering Technician Senior	24	0	1	1
GIS Specialist	23	0	2	2
Administrative Assistant I	21	0	1	1



**PUBLIC WORKS - ROADS AND DRAINAGE**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Storm Water Management (cont)</b>				
Equipment Operator Principal	21	0	2	2
Equipment Operator Senior	19	0	3	3
Mason	19	0	2	2
Office Assistant Senior	19	0	1	1
Accounting Tech	18	0	1	1
Crew Worker	16	0	4	4
FULL TIME Subtotal		2	28	28
<b>Traffic Operations</b>				
Dep Dir Traffic Engineering	AI	0	1	1
Traffic Engineering Manager	33	0	1	1
Engineer, Principal	30	0	1	1
Engineer, Senior	29	0	1	1
Engineer	28	0	1	1
Engineering Technician Senior	24	0	5	5
Administrative Assistant I	21	0	2	2
FULL TIME Subtotal		0	12	12
<b>Speed Humps</b>				
Crew Supervisor CDL	24	1	1	1
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	2	2	2
Equipment Operator	18	1	1	1
FULL TIME Subtotal		5	5	5
<b>Signals</b>				
Traffic Signal Operations Supt	28	0	1	1
General Foreman Public Works	26	0	2	2
Traffic Signal Installer, Sr	23	0	8	8
Traffic Signal Tech, Sr	23	0	11	11
Traffic Signal Tech	21	0	4	4
Asst Traffic Signal Inst, Sr	19	0	3	3
Asst Traffic Signal Installer	18	0	11	11
FULL TIME Subtotal		0	40	40
<b>Signs &amp; Paint</b>				
Traffic Signs/Markings Supt	28	0	1	1
General Foreman Public Works	26	0	1	1
Crew Supervisor CDL	24	0	3	3
Graphic Design Technician	23	0	2	2
Traffic Signs/Markings Inst Sr	19	0	6	6
Traffic Signs/Markings Inst	18	0	1	1
FULL TIME Subtotal		0	14	14
<b>FULL TIME Total</b>		<b>283</b>	<b>379</b>	<b>379</b>

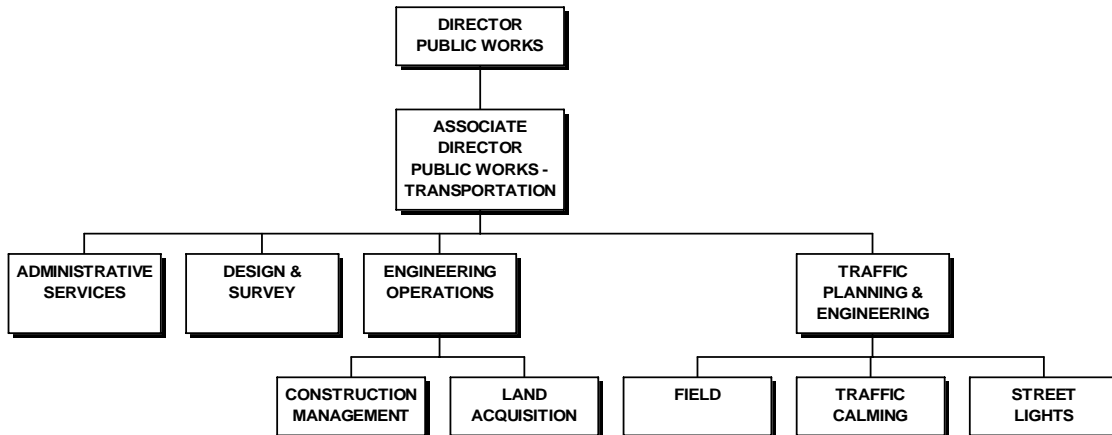
**PUBLIC WORKS - ROADS AND DRAINAGE**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
ALL POSITIONS Total		283	379	379

## PUBLIC WORKS - TRANSPORTATION



### MISSION STATEMENT

To provide general guidance for all County surface transportation systems exclusive of rail, from the initial design of roads to the movement of traffic.

To manage all design, survey developments.

To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

### PROGRAM DESCRIPTION

The Transportation Division of the Public Works Department is responsible for the management of HOST projects, Georgia DOT projects, as well as major DeKalb County infrastructure projects in support of DeKalb County roadways and thoroughfares.

The Division has a Design and Survey Section that is responsible for the development of internal construction projects. The Construction Section inspects the construction work of major utility companies, Georgia DOT projects, and other County-implemented projects.

The Land Acquisition Section provides right-of-way easements for Community Development, Sanitation, Water and Sewer, Development and Georgia DOT projects. The Traffic Planning and Engineering Section is responsible for the timely and comprehensive support to the citizens of DeKalb County and the monitoring, study, evaluation, authorization, and installation of traffic control devices within DeKalb County right-of-ways.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
% Of Major Projects (\$25,000)				
Completed On Time	75%	90%	90%	90%
Completed Under Budget	75%	90%	75%	75%
% Completed Of Funded Sidewalks	95%	100%	95%	95%

## PUBLIC WORKS - TRANSPORTATION

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Road Design Projects Completed	8	12	14	14
Construction Projects Managed	30	32	45	55
Acquisitions	42	76	360	400
Land Acquisitions Condemnations	1	4	41	45
Traffic Counts	300	320	300	300
Miles of Sidewalks Constructed	25	23	12	24

### MAJOR ACCOMPLISHMENTS IN 2005

Year-to-date, a number of sidewalk projects have been completed; Arabia Mountain Trail Phase I, Atlanta/Decatur Greenway Trail, Buford Highway Sidewalks, Perimeter Intersections Phase II, and Perimeter Sidewalks (CMAQ). Coded and input over 7,000 accidents into the transportation database. Implemented 20 new street light districts, extended 9, and reworked 2 for a total of 277 residential streetlights and 89 highway and intersection lights installed. Conducted 72 signal reviews for GDOT Fast Forward Projects, and accomplished approximately 100 zoning and special land use permit reviews. We also completed approximately 50 residential sketch plat reviews and streetlight designs.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Infrastructure

To improve the safety and efficiency of existing Transportation infrastructure.

Work with Georgia Department of Transportation, State, and Federal agencies to capture funding for projects.

To improve the safety and efficiency of existing Transportation infrastructure.

To improve coordination with other DeKalb County departments and other outside agencies (GDOT, GRETA, ARC, etc.) for the benefit of the citizens of DeKalb County.

#### Economic Development

Work with Georgia DOT, State and Federal agencies to capture funding for projects.

#### Human Services

Transmit Traffic Calming program information out to as many DeKalb County interested residents as possible.

#### Financial Strength

Sustain funding for any increase in street lights' electrical costs.

#### Organizational Effectiveness

Continue to develop training programs for Traffic Engineering personnel.

Work toward reducing filed services average wait time less than four (4) weeks.

Reduce the number of neighborhoods seeking program services through the increased use of initial interest petitions and the installation of measures.

Eliminate all internal errors associated with running an effective and responsive Traffic Claming Program.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2004, six inspector III positions were transferred to the Water and Sewer Department.

#### 2005

The Signals Section and the Signs and Paint Section were transferred to Roads and Drainage. One Purchasing Technician and thirteen other positions in the Traffic Engineering Section were also transferred. The total amount transferred was \$3,314,910 (including salaries, benefits and operating expenses) and 68 positions.

## PUBLIC WORKS - TRANSPORTATION

### MAJOR BUDGETARY IMPACTS (Cont.)

#### 2006

There are no significant changes anticipated.

#### Future

Transportation's goal is to continue to seek funding for transportation projects through the State and Federal process and to maintain, operate, and meet deadlines in the department. To implement the list of HOST projects approved and funded.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administrative Services	\$706,419	\$480,582	\$628,274	\$633,002
Construction Management	477,521	683,075	918,429	921,103
Design & Survey	486,520	505,103	549,011	550,512
Engineering Operations	702,344	497,988	29,973	103,771
Host Project Mgr Task Force	12	0	56,918	56,918
Land Acquisition	263,968	252,706	334,228	334,532
Non-Classified	2,624	2,248	0	0
Signals	2,296,806	375,963	27,316	61,824
Signs & Paint	910,570	76,723	5,923	7,511
Traffic Calming	215,262	252,186	463,549	463,581
Traffic Engineering Administration	1,084,205	595,760	856,628	856,718
Traffic Lights	355,723	426,303	6,625	6,685
	<u>\$7,501,976</u>	<u>\$4,148,636</u>	<u>\$3,876,874</u>	<u>\$3,996,158</u>

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$5,172,674	\$2,780,369	\$3,168,494	\$3,168,494
Purchased / Contracted Services	528,828	243,983	418,190	444,754
Supplies	1,018,310	696,502	85,750	123,237
Capital Outlays	111,988	68,387	38,240	93,473
Interfund / Interdepartmental	670,176	359,394	166,200	166,200
	<u>\$7,501,976</u>	<u>\$4,148,636</u>	<u>\$3,876,874</u>	<u>\$3,996,158</u>

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Special Tax District - Designated Services	<u>\$7,501,976</u>	<u>\$4,148,636</u>	<u>\$3,996,158</u>
	\$7,501,976	\$4,148,636	\$3,996,158

**PUBLIC WORKS - TRANSPORTATION**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administrative Services</b>				
Dep Dir Transportation Engrg	AI	0	1	1
Assistant Dir, Transportation	AH	1	1	1
Associate Dir, Transportation	AF	1	1	1
Admin Operations Mgr	28	1	1	1
Administrative Assistant I	21	2	2	2
Payroll Personnel Tech Sr	21	1	1	1
Requisition Technician	21	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		8	9	9
<b>Engineering Operations</b>				
Street Light Coordinator	N/A	0	1	1
Dep Dir Transportation Engrg	AI	1	0	0
Engineering Supervisor	33	1	0	0
Engineer, Senior	29	1	0	0
Engineer	28	2	0	0
Multi Use Transportation Coord	26	1	0	0
Administrative Coordinator	25	1	0	0
Utilities Coordinator	25	1	0	0
Engineering Technician	23	2	0	0
FULL TIME Subtotal		10	1	1
<b>Design &amp; Survey</b>				
Design Spec Transportation	N/A	1	1	1
Engineering Supervisor	33	2	1	1
Engineer, Senior	29	0	1	1
Engineer	28	3	1	1
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		8	6	6
<b>Construction Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	0	1	1
Engineer, Senior	29	1	2	2
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	4	4	4
Utilities Coordinator	25	0	1	1
Engineering Technician Senior	24	0	2	2
FULL TIME Subtotal		7	12	12
<b>Land Acquisition</b>				
Land Acquisition Manager	28	1	0	0
Land Acquisition Supervisor	25	1	1	1
Specification Specialist	25	0	1	1
Land Acquisition Specialist	21	4	4	4

**PUBLIC WORKS - TRANSPORTATION**

**AUTHORIZED POSITION LIST BY COST CENTER**

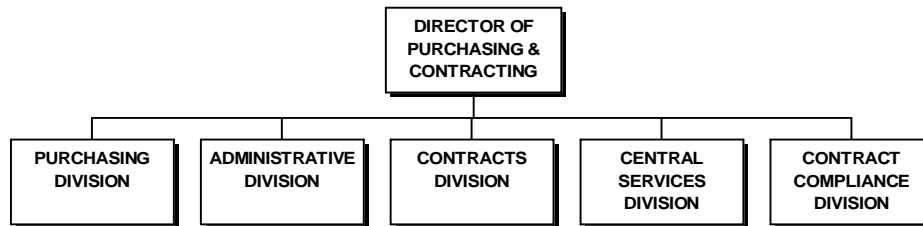
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Land Acquisition (cont)</b>				
FULL TIME Subtotal		6	6	6
<b>Traffic Engineering Administration</b>				
Dep Dir Traffic Engineering	AI	1	0	0
Engineering Supervisor	33	0	1	1
Traffic Engineering Manager	33	1	0	0
Engineer, Principal	30	1	0	0
Engineer, Senior	29	3	4	4
Engineer	28	3	3	3
Multi Use Transportation Coord	26	0	1	1
Engineering Technician Senior	24	8	3	3
Secretary Principal	21	2	0	0
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		20	12	12
<b>Traffic Calming</b>				
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	2	2
Engineer	28	1	0	0
Engineering Technician Senior	24	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		5	5	5
<b>Signals</b>				
Traffic Signal Operations Supt	28	1	0	0
General Foreman Public Works	26	2	0	0
Traffic Signal Installer, Sr	23	8	0	0
Traffic Signal Tech, Sr	23	9	0	0
Traffic Signal Tech	21	6	0	0
Asst Traffic Signal Inst, Sr	19	4	0	0
Asst Traffic Signal Installer	18	10	0	0
FULL TIME Subtotal		40	0	0
<b>Signs &amp; Paint</b>				
Traffic Signs/Markings Supt	28	1	0	0
General Foreman Public Works	26	1	0	0
Crew Supervisor CDL	24	3	0	0
Graphic Design Technician	23	2	0	0
Traffic Signs/Markings Inst Sr	19	6	0	0
Traffic Signs/Markings Inst	18	1	0	0
FULL TIME Subtotal		14	0	0
<b>Streetlights</b>				
Engineer	28	1	1	1
FULL TIME Subtotal		1	1	1





## PURCHASING AND CONTRACTING



### MISSION STATEMENT

- A. To provide centralized product search, purchasing, contracting services.
- B. To provide centralized bidding and contracting services for supplies and services.
- C. To operate the mail processing and the mail courier services for all departments.
- D. To provide review and processing of two party checks.
- E. To insure all vendors can participate in the procurement process.

### PROGRAM DESCRIPTION

The Purchasing Department is an administrative services department, which provides centralized product search and procurement services for all County departments. The department administers the formal bid program, development and coordination of specifications for bid items, and coordinates the print shop, and the mailroom. The contracts section reviews and processes standard and routine documents requiring the signature of the CEO.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	73%	72%	72%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	74%	73%	73%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	68%	67%	67%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	89%	89%	88%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	75%	73%	74%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	70%	69%	69%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	78%	77%	78%
% OF INVOICE PROBLEMS RESOLVED WITHIN 10 DAYS	75%	73%	72%	68%

## PURCHASING AND CONTRACTING

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Purchasing</b>				
Invitations to Bid Processed	291	295	311	350
Purchase Requisitions Processed	2,390	7,410	7,505	8,000
Purchase Orders Issued	2,336	7,341	7,468	7,900
Supply/service contracts let	605	985	997	1,050
Request for Proposals Issued	22	23	25	40
Telephone calls processed per day	235	280	288	320
Mailings (Bids & RFP's)	9,571	9,578	9,611	10,200
Auction Sales Total	1,574,814	916,155	1,297,455	1,500,000
<b>Contracts</b>				
Construction Bid Packages approved	18	22	26	50
Action on change orders	130	131	134	150
Action on contracts	402	411	419	500
Action on notices of award	83	85	89	130
Plats reviewed	91	60	63	70
<b>Central Services/Mail Room</b>				
Pieces of mail handled	2,266,955	2,410,670	2,413,310	2,420,000
Dollar amount of postage used	429,300	493,397	494,890	512,100
Number of Copies made	1,275,000	1,254,210	1,256,000	1,270,000
<b>Administration</b>				
New Bidders Qualified	598	850	918	970
No. Blanket Contract items Entered	616	19,000	20,480	22,000
No. Bid openings	312	314	311	350
No. Agendas Items prepared	152	148	150	180
Enter line items in Oracle for annual contracts	N/A	4,250	5,215	6,000
No. help desk tickets resolved	N/A	1,910	1,901	1,800
<b>Contract Compliance</b>				
Small business meetings and conferences	84	148	151	160
Small disadvantage business registered	431	501	530	550
Number vendor contacts made	2,770	2,734	2,840	3,000

### MAJOR ACCOMPLISHMENTS IN 2005

During 2005 the Department of Purchasing and Contracting completed revision of departmental standard operating procedures, drafted a Purchasing Policies and Procedures Manual and implemented the Purchasing Card Program Countywide. This department also made presentation of the "How to do Business with DeKalb County" at several seminars and expositions along with the expansion of the monthly "Lunch and Learn" seminars for small businesses.

## PURCHASING AND CONTRACTING

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Process purchase requisitions and invitations to bid in an efficient manner.

#### Infrastructure

Complete implementation of the automated purchasing system.

Administer purchasing card program countywide.

Process PR's, PO's, Invitations to bid and RFP's in an expeditious manner, in accordance with the Code and meeting legal requirements.

Provide daily mail service to all County Departments and Agencies.

#### Human Services

Continue to expand small business seminars

### MAJOR BUDGETARY IMPACTS

#### Previous

The office of Contract Compliance was transferred in 2002. One Assistant County Attorney was transferred to the Contracts Division in 2003. In 2003, the Purchasing Department reorganized. The Fleet Maintenance section was abolished and five positions were transferred to Public Works- Fleet Maintenance Department in 2004. In 2004 one Assistant County Attorney was transferred to the Law Department. One accountant was transferred from the Finance Department to manage the purchasing card program in 2005.

#### 2006

No significant changes.

#### Future

There are no significant changes anticipated.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Central Services	\$180,099	\$287,376	\$303,001	\$334,084
Contract Compliance	347,252	392,159	437,878	472,311
Contracts	878,236	878,906	798,692	807,293
General	1,607,327	1,216,980	1,222,019	1,272,354
Procurement	1,600	687,677	852,890	907,340
Purchasing - Fleet Maintenance *	130,622	5,319	0	0
	<u>\$3,145,135</u>	<u>\$3,468,417</u>	<u>\$3,614,480</u>	<u>\$3,793,382</u>

\* This cost center has been phased out; the only 2005 activity is the result of prior-year encumbered expenditures.

## PURCHASING AND CONTRACTING

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$2,826,894	\$2,725,130	\$3,027,658	\$3,027,658
Purchased / Contracted Services	198,662	458,065	419,890	470,955
Supplies	95,784	210,956	114,000	194,966
Capital Outlays	10,236	65,970	45,154	92,024
Interfund / Interdepartmental	13,560	8,296	7,778	7,778
	\$3,145,135	\$3,468,417	\$3,614,480	\$3,793,382

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$3,014,513	\$3,463,098	\$3,793,382
Public Works - Fleet Maintenance	130,622	5,319	0
	\$3,145,135	\$3,468,417	\$3,793,382

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>General</b>				
Asst Dir Purchasing & Contract	AH	1	1	1
Asst. Dir. Purch Cont & Legal Affairs	AH	1	1	1
Dir Purchasing Contracting	AE	1	1	1
Consultant, Senior	AB	1	1	1
Deputy CPO Purchasing	32	1	0	0
Deputy CPO Administrative Operations	29	1	1	1
Senior Buyer	28	4	0	0
Senior Systems/Procedure Admin	28	1	1	1
Accountant	25	1	1	1
Buyer	25	2	0	0
Supervisor Administrative Operations	25	1	1	1
Administrative Assistant II	23	2	2	2
Secretary Executive	23	1	1	1
Purchasing Assistant	22	9	5	5
Mail Room Clerk	16	1	0	0
FULL TIME Subtotal		28	16	16
<b>Central Services</b>				
Mail Room Clerk-Lead	17	1	1	1
Central Services (cont)				
Mail Room Clerk	16	3	4	4
FULL TIME Subtotal		4	5	5

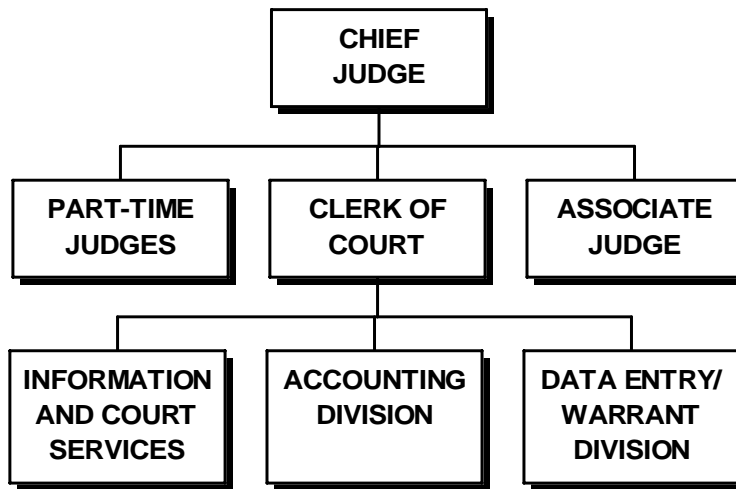
**PURCHASING AND CONTRACTING**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Contracts</b>				
Deputy CPO Contract Administration	32	1	1	1
Contract Administrator	28	7	7	7
Contract Assistant	22	3	3	3
FULL TIME Subtotal		11	11	11
<b>Contract Compliance</b>				
Contract Compliance Manager	31	1	1	1
Contract Compliance Officer Sr	26	3	3	3
Contract Compliance Officer	25	1	0	0
Administrative Assistant II	23	1	1	1
Contract Compliance Assistant	19	1	1	1
FULL TIME Subtotal		7	6	6
<b>Procurement</b>				
Deputy CPO Purchasing	32	0	1	1
Senior Buyer	28	0	5	5
Buyer	25	0	2	2
Administrative Assistant II	23	0	1	1
Purchasing Assistant	22	0	4	4
FULL TIME Subtotal		0	13	13
<b>FULL TIME Total</b>		50	51	51
<b>ALL POSITIONS Total</b>		50	51	51

## RECORDERS COURT



### MISSION STATEMENT

To provide information, education and quality customer service while resolving legal issues with justice and equality for all citizens.

### PROGRAM DESCRIPTION

Created by State law, the Records Court processes, hears, and determines cases involving violations of County Ordinances and Regulations, and State Traffic laws and regulations. The Records Court assesses fines, holds, trials and hearings, collects fines, issues bench warrants, and otherwise disposes of the cases. Records Court maintains court records for DeKalb County, MARTA, and Emory Police Department's traffic, parking and ordinance citations, Georgia State Patrol traffic citations, and ordinance violation citations issued by various DeKalb County departments.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Citations Processed	195,472	211,297	195,863	215,449
Traffic Cases	179,346	193,112	182,387	195,154
Other Violations	16,126	18,185	13,476	14,823
Fines Collected	128,880	139,190	162,621	178,883
Revenue Produced	\$14,141,111	\$15,990,287	\$20,967,789	\$22,016,178
Court Sessions	1,443	1,479	1,351	1,418
Warrants Issued	4,866	952	3,200	3,520

### MAJOR ACCOMPLISHMENTS IN 2005

A new Case Management System was implemented. Also, positions within Records Court were reclassified and reorganized. In a joint effort with DeKalb County Schools, a community responsibility training program was implemented.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Financial Strength

Re-bid probation services contract.

#### Organizational Effectiveness

Reduce the imaging backlog of outstanding warrants.

Install a kiosk payment service in the Records Court lobby

## RECORDERS COURT

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2002, two positions, a Court Tribunal Technician and a Senior Tribunal Technician were funded. Funding was included for computer software and equipment relative to a new Case Management System.

In 2003, one Data Entry Supervisor position and one Records Technician position were added. These positions were to increase the collection efforts on old outstanding citations returned to the Court by the collection agency of Haggarty & Associates. In addition, the Recorders Court budget was reduced by \$26,903 for an Attorney I position that was transferred to the Public Defenders office to assist indigent defendants.

In 2004, funding for equipment/software and the conversion to a new Court Management and Imaging System was not recommended. The project will be considered as part of a larger multi-department technology improvement endeavor. Funding for the enhanced program is bundled and financed through the GE Master Lease Agreement. Funding in the amount of \$20,359 was appropriated for a new security system.

#### 2006

An Assistant County Attorney position in the Law Department was transferred to Recorders Court and reclassified as a Court Administrator Recorders Court position.

#### Future

Space allocation issues with the movement of people within the public areas will be addressed in the near future.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Recorders Court	\$2,901,398	\$2,962,117	\$3,369,729	\$3,403,438
	\$2,901,398	\$2,962,117	\$3,369,729	\$3,403,438

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,951,660	\$2,115,533	\$2,672,439	\$2,672,439
Purchased / Contracted Services	196,408	201,221	265,000	277,961
Supplies	30,618	42,904	51,000	55,821
Capital Outlays	16,859	17,505	38,008	53,935
Interfund / Interdepartmental	705,853	584,954	340,782	340,782
Other Costs	0	0	2,500	2,500
	\$2,901,398	\$2,962,117	\$3,369,729	\$3,403,438

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Special Tax District - Unincorporated	\$2,901,398	\$2,962,117	\$3,403,438
	\$2,901,398	\$2,962,117	\$3,403,438

## RECORDERS COURT

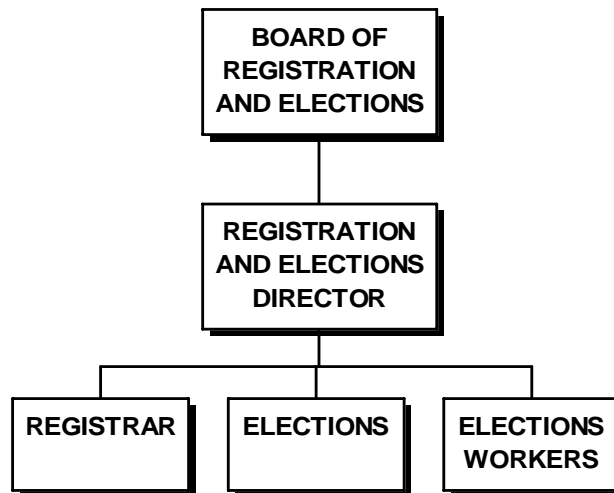
### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Recorders Court</b>					
Judge Part-Time	AJ	3 PT	3	3	3
Associate Judge	AI		3	3	3
Court Administrator Rec Crt	AI		0	0	1
Chief Judge	AG		1	1	1
Clerk of Crt Recorders Court	31		1	1	1
Chief Dep Clerk Recorders Ct	26		1	1	1
Deputy Clerk Recorders Court	25		3	3	3
Administrative Assistant II	23		1	1	1
Office Software Specialist	23		0	1	1
Administrative Assistant I	21		1	2	2
Calendar Clerk	21		1	0	0
Data Entry Supervisor	21		3	0	0
Records Tech Lead Recorders Ct	21		0	5	5
Tribunal Technician Principal	21		1	1	1
Accounting Tech Senior	19		1	0	0
Office Assistant Senior	19		1	0	0
Records Tech Sr, Recorders Ct	19		1	2	2
Tribunal Technician Senior	19		4	4	4
Accounting Tech	18		1	0	0
Records Tech Recorders Court	18		25	22	22
Tribunal Technician	18		2	4	4
FULL TIME Subtotal			51	51	52
PART TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			<b>51</b>	<b>51</b>	<b>52</b>
<b>PART TIME Total</b>			<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>			<b>54</b>	<b>54</b>	<b>55</b>



## REGISTRAR AND ELECTIONS



### MISSION STATEMENT

The DeKalb County Registration and Elections Office is committed to serving the public; registering all eligible citizens to vote; assigning voters to respective precincts in accordance with state and federal law; maintaining accurate registration records; conducting with integrity all primaries, federal, state, county and municipal elections in accordance with the Georgia Election Code; serving candidates and the public by answering questions regarding elected officials and election districts, election statistics, and other registration and election-related matters; and operating all polling locations, including absentee poll for federal, state, county and municipal elections.

### PROGRAM DESCRIPTION

The Registration Division is responsible for: registering of all eligible voters; recording voter changes of name/address; removal of voters for various reasons such as felonies, death, etc.; digitalizing each voter signature from new registration applications or change of name; securing polling locations that are handicap accessible; consolidating, altering, and dividing precincts as outlined in the Georgia Election Code; maintaining and updating all district lines in accordance with applicable legislation; ensuring all new legislation is implemented as required for standard operating procedures; training temporary staff to assist in the day-to-day as well as election day events; and training. Staffing and operating the absentee poll in the use of Touch Screen and Optical Scan voting equipment.

The Elections Division is responsible for: qualifying Nonpartisan candidates; processing and maintaining Campaign Contribution Disclosure Reports and Financial Disclosure Statements; developing the digital ballot image for Touch Screen Voting Systems using the Global Election Management System (GEMs); calculating the requirements and ordering optical scan Absentee/Provisional/Challenged Ballots; recruiting staff and training poll officials, warehouse workers, and equipment delivery personnel; delivering supplies and equipment; exercising operational control over precincts on election day; performing ballot tabulation on election night; servicing and maintaining voting units; and applying electrical power to recharge back-up battery powered voting units on a rotational schedule.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Registered Voters	375,000	404,539	388,993	400,000
New Registered Voters	34,154	74,400	31,449	37,000
Registration Cards Scanned	34,480	85,258	20,732	40,000
Name & Address Change	14,592	52,845	20,732	30,000
Deletions/Transfers	20,996	46,813	25,095	25,000
Total # of Precincts	184	189	189	191
Total # Poll Workers Trained	143	5,670	1,127	7,000

## REGISTRAR AND ELECTIONS

### MAJOR ACCOMPLISHMENTS IN 2005

Continued implementation of rules and regulations regarding Help America Vote Act (HAVA). Audited all 189 precincts, made corrections and changes as needed and audited the voter registration file. Attended training on new election laws, procedures, and equipment. Revised election procedures to incorporate new election laws. Performed American with Disability Association (ADA) precinct compliance surveys.

As of July 31, processed 50,996 registration cards, including 15,172 new voter registration cards entered and 17,745 signatures digitized; 11,160 name / address changes; 7,626 deletions for deceased, moved out-of-state, voter requests and felonies; 8,547 transferred to other counties within the state; and 8,491 duplicates.

In February, mailed 17,297 No Contact Through 2 Elections (NOGE2) Confirmation Notices. In April, mailed 23,921 National Change of Address (NCOA) Confirmation Notices.

Performed acceptance testing and technical inspection on Touch Screen (TS) voting units to validate minimum performance standards and operational status. Created and affixed barcode labels and scanned all voting units to capture essential data for asset inventory and maintenance control.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Process new voter registration applications, which include the digitization of signatures, name/address changes, deletions and no contact confirmations.

Operate absentee and advance voting poll for four elections in 2006 and continue to train on new Direct Recording Electronic (DRE) voting units and Express Poll (electronic poll books) for use in Absentee and Advance Voting.

Recruit, staff and conduct formal training of poll officials and election workers.

Conduct election warehouse operations to include receiving, establishing property accountability, and performing functional tests on Express Poll Units.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, \$1,612,164 was approved for basic operating expenses. One Sr. Supply Specialist was approved to manage the inventory and maintenance of all equipment. Ten touch screen voting units were approved for the three new polling locations anticipated.

In 2004, \$3,586,148 was approved for the basic operating budget. This increase was due to multiple elections and the national election that were held in 2004. An additional Registration Technician (time-limited) position was added to assist with post-election duties.

In 2005, the approved budget of \$1,891,379 reflects that this period was not a major election year.

#### 2006

The approved budget of \$5,312,717 reflects that this period is a major election year. The passage of Georgia's voter identification law where local registrars are responsible for providing picture identification cards will increase the work load and expenses of the department.

#### Future

Registrar responsibilities will continue to expand with the growth of DeKalb County. This will lead to the addition of new precincts and polling locations.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual	Actual	CEO'S	Approved
	2004	2005	Recommended	Budget
			Budget	2006
Election Workers	\$1,595,400	\$213,709	\$1,602,420	\$1,602,420
Elections	1,894,295	1,369,760	2,352,366	2,597,181
Registrar	1,141,074	761,251	1,106,049	1,113,115
	<u>\$4,630,769</u>	<u>\$2,344,720</u>	<u>\$5,060,835</u>	<u>\$5,312,717</u>

## REGISTRAR AND ELECTIONS

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$2,906,279	\$1,053,152	\$3,021,968	\$3,021,968
Purchased / Contracted Services	1,539,346	1,156,677	1,356,695	1,557,343
Supplies	173,256	120,423	603,161	654,395
Capital Outlays	6,477	7,156	76,611	76,611
Interfund / Interdepartmental	5,413	7,312	2,400	2,400
	<u>\$4,630,769</u>	<u>\$2,344,720</u>	<u>\$5,060,835</u>	<u>\$5,312,717</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$4,630,769</u>	<u>\$2,344,720</u>	<u>\$5,312,717</u>
	\$4,630,769	\$2,344,720	\$5,312,717

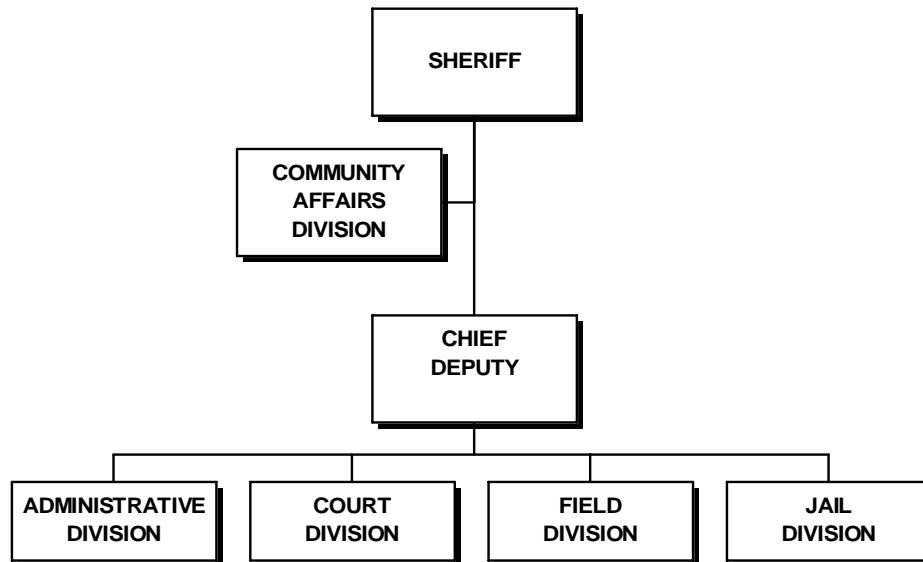
### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER / POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Registrar</b>					
Director Elections	AH		1	1	1
Asst. Dir., Regist. & Elections	31		1	1	1
Administrative Assistant II	23		0	1	1
Election Coordinator	23		5	5	5
Secretary Executive	23		1	0	0
Supply Specialist	21		1	1	1
Voter Registration Technician	21		4	4	4
FULL TIME Subtotal			13	13	13
<b>Elections</b>					
Temp Election Worker I	T	1 T	1	1	1
Temp Election Worker II	T	46 T	49	46	46
Temp Election Worker III	T	12 T	9	12	12
Temp Election Worker IV	T	1 T	1	1	1
TEMP Subtotal			60	60	60
<b>FULL TIME Total</b>			13	13	13
<b>TEMPORARY Total</b>			60	60	60
<b>ALL POSITIONS Total</b>			73	73	73

## SHERIFF

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### MISSION STATEMENT

The DeKalb County Sheriff's Department is committed to managing the jail facility, court services, field division (processing warrants), and providing quality services in an efficient and effective manner. We espouse ethics, honesty, openness, and fairness in our professional and personal lives. We are dedicated to providing equal enforcement and protection of the law without prejudice or favor. We seek to establish goals in partnership with the community and to prioritize problems based on community concerns. We value respect, honoring the rights and dignity of each person we are called upon to serve. We hold ourselves and others accountable to maintain the highest degree of integrity, to present a professional demeanor, to obey all laws and ordinances, and to serve as role models in our community. Motto: "Treat people as you would want to be treated".

### PROGRAM DESCRIPTION

The Sheriff's Office is the executive arm of the overall agency and is responsible for planning, organizing, directing and controlling the activities of the DeKalb County Sheriff's Headquarters and Jail. The Office of Professional Standards (OPS) conducts investigations and inspections of DKSO personnel and facilities. The Public Information Office provides accurate and timely information to the media, community and employees of the DKSO. The Office of Accreditation reviews practices to ensure accountability of the services and formalizes essential management procedures. The Office of Labor Relations and Legal Affairs establishes standards and procedures whereby employees may resolve disputes or complaints and also reviews policies of various divisions to diminish legal liability inherent to law enforcement. The Office of Special Projects serves as the Sheriff's point of contact for complaints and time sensitive projects. The Office of Training is responsible for conducting state required training for all sworn personnel and ensures all personnel are adequately trained to perform their job duties.

**Administrative:** Provides the traditional administrative services for all divisions in the department, including design and maintenance of computer systems.

**Field:** Serves all writs, processes, or other orders of the courts. Executes criminal arrest warrants. Transports all prisoners for medical treatment or custodial detention, and mental patients under court order. Evicts respondents in domestic violence cases.

**Jail:** Receives all persons who are arrested in DeKalb County on State, County, or local charges by any law enforcement agency. Houses prisoners until they are either released on bond, or until they are sentenced or set free by the Courts.

**Court:** Provides security for the judges, counselors, prisoners, and the public assembled in court. Maintains order in the courts. Sequesters jurors and witnesses during trials.

**Community Relations:** Maintains liaison with neighborhood groups, and fosters the cooperation and active participation of the community to reduce and prevent crime.

## SHERIFF

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Criminal</b>	9,445	5,323	6,256	6,700
Arrests	961	1,528	1,447	1,650
Arrests-Fugitives	1,386	1,175	1,613	1,600
Committals-Mental Evaluation	15,778	14,038	14,489	16,000
Warrants Processed	692	222	328	300
Citations Processed				
<b>Civil</b>	8,970	8,413	7,504	8,200
Writs Processed	147	81	39	70
Fi Fa's Executed				
<b>Court</b>	124,536	153,251	169,261	196,872
Regular Court Hours	3,092	3,648	4,657	5,270
Overtime Court Hours	19,948	13,920	11,328	13,048
Courthouse Security Contract Hours				
<b>Jail</b>	3,070	2,856	2,894	3,030
Avg. Daily Population	1,087,362	1,045,012	1,056,309	1,108,653
Inmate Days in Jail	40,139	39,767	41,238	42,220
Inmates Received	40,916	40,509	42,541	42,180

#### MAJOR ACCOMPLISHMENTS IN 2005

The Sheriff's Office has been instrumental in accomplishing several complex projects during 2004/2005, including being released from the requirements of the court-appointed monitor as required by the Adams' Settlement Agreement; implementation of the Victim Information Notification Everyday system (VINES) which alerts victims prior to the release of the inmate involved in their case; and implementation of the E-Vigilance system which uses technology to fingerprint inmates during book-in and again during release to ensure a positive identification prior to release. The Sheriff's Office has also increased the overall security in the jail and court system by reallocating high ranking positions to much needed positions to enhance hands-on security.

#### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

##### Organizational Effectiveness

Continued development and testing of operational plans for the courthouse and jail.

Obtain the "Triple Crown" by completing American Jail Association (ACA) accreditation in addition to the existing accreditations from NCCHC (inmate healthcare) and Commission on Accreditation of Law Enforcement Agencies (CALEA).

Modernize statistical recordkeeping by creating technical models designed to capture and analyze operational efficiencies using COMPSTAT modeling.

#### MAJOR BUDGETARY IMPACTS

##### Previous

In 2003, \$57,397,543 was approved for basic operating expenses. Three Sheriff Deputy positions were approved for the new court house. In 2004, \$61,656,018 was approved for basic operating expenses. No additions to personnel were approved. In 2005 \$63,865,765 was approved for basic operating expenses. \$1,320,795 of additional funding was approved including funding for 57 additional Detention Officers in the Jail Division to address staffing needs highlighted in the 2003 Staffing Study, \$24,700 for 13 Automated External Defibrillators for the Courthouse, and \$10,000 for a scissor-lift unit in the Jail facility. Seven positions were added per BOC action on June 14, 2005 and 12 positions added per BOC action on July 12, 2005.

##### 2006

The 2006 Budget includes full year funding for the 76 positions added per BOC actions in 2005. Funding in the amount of \$1,139,084 was budgeted for the jail medical services contract which expires in August of 2006.

## SHERIFF

### MAJOR BUDGETARY IMPACTS (cont.)

#### Future

There will continue to be on-going challenges such as employee turnover and the overall growth of the criminal justice system in DeKalb County. These concerns will continue to have an impact on the responsibilities of the Sheriff's Office.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administrative Division	\$1,690,075	\$1,807,012	\$2,019,143	\$2,251,701
Community Relations	145,359	157,058	178,813	178,817
Courts	6,550,356	6,923,324	7,271,218	7,562,178
Field Division	6,268,438	6,870,072	7,528,002	7,666,702
Jail	42,375,950	45,513,805	47,211,223	48,655,720
Jail Inmate Services	144,641	149,625	157,150	157,250
Sheriff's Office	2,542,264	2,410,494	2,555,924	2,606,604
	<u>\$59,717,082</u>	<u>\$63,831,391</u>	<u>\$66,921,473</u>	<u>\$69,078,972</u>

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$39,834,977	\$40,616,279	\$43,209,751	\$43,209,751
Purchased / Contracted Services	13,150,025	14,553,966	15,567,164	16,488,349
Supplies	5,561,606	7,228,043	6,718,272	7,685,270
Capital Outlays	412,439	542,685	173,520	317,195
Interfund / Interdepartmental	701,435	746,644	821,987	821,987
Other Costs	1,045	126,687	133,600	259,242
Debt Service	0	0	297,179	297,179
Other Financing Uses	55,556	17,087	0	0
	<u>\$59,717,082</u>	<u>\$63,831,391</u>	<u>\$66,921,473</u>	<u>\$69,078,972</u>

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$59,717,082</u>	<u>\$63,831,391</u>	<u>\$69,078,972</u>
	\$59,717,082	\$63,831,391	\$69,078,972

# SHERIFF

## AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Sheriff's Office</b>					
Deputy Sheriff Major(28d/cy)	E33		1	0	0
Deputy Sheriff Capt(28 d/cyl)	E31		1	2	2
Deputy Sheriff Lt (28 d/cyl)	E29		2	2	2
Deputy Sheriff Sgt(28 d/cyl)	E28		7	5	5
Deputy Sheriff Master(28d/)	E25		7	7	7
Deputy Sheriff Sr (28 d/cy)	E24		1	2	2
Detention Officer III (28d/)	E24		1	1	1
Deputy Sheriff (28 d/cyl)	E23		0	1	1
Detention Officer I (28d/cy)	E21		1	0	0
Chief Administrator, Sheriff	AI		1	1	1
Director, Labor Relations	33		1	1	1
Medical Services Coordinator	31		1	1	1
Accreditation Manager Sheriff	28		1	0	0
Public Information Officer	28		1	1	1
Special Projects Coordinator	28		1	1	1
Administrative Coordinator	25		2	2	2
Audiovisual Production Spec	24		1	1	1
Administrative Assistant I	21		3	5	5
Licensed Practical Nurse	21		1	1	1
Secretary Principal	21		1	0	0
Detention Technician	19		2	1	1
Sheriff	\$132,600		1	1	1
FULL TIME Subtotal			38	36	36
<b>Administrative Division</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Detention Officer III (28d/)	E24		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Officer	29		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		4	4	4
Finance Division Supv	25		1	1	1
Supply Supervisor	24		1	1	1
Payroll Personnel Tech Sr	21		4	4	4
Sheriff Processing Tech Sr	20		0	2	2
Detention Technician	19		4	4	4
Office Assistant Senior	19		2	0	0
Payroll Personnel Technician	19		1	1	1
Property Technician	19		1	0	0
FULL TIME Subtotal			23	22	22
<b>Community Relations</b>					
Detention Officer III (28d/)	E24		1	0	0
Chaplin	26		1	1	1
Program Promotion Spec Sr	25		0	1	1
Administrative Assistant I	21		0	1	1

## SHERIFF

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Community Relations (cont)</b>					
Secretary Principal	21		1	0	0
FULL TIME Subtotal			3	3	3
<b>Field Division</b>					
Deputy Sheriff Capt(28 d/cyl)	E31		3	2	2
Deputy Sheriff Lt (28 d/cyl)	E29		5	5	5
Deputy Sheriff Sgt(28 d/cyl)	E28		7	8	8
Field Training Officer(28 d/)	E26		12	11	11
Deputy Sheriff Master(28d/)	E25		35	33	33
Deputy Sheriff Sr (28 d/cy)	E24		2	7	7
Deputy Sheriff (28 d/cyl)	E23		3	10	10
Warrant Processing Coordinator	26		1	1	1
Sheriff Processing Unit Supv.	24		0	3	3
Warrant Supervisor	23		3	0	0
Administrative Assistant I	21		0	1	1
Investigative Aide Senior	21		1	1	1
Secretary Principal	21		1	0	0
Sheriff Processing Tech Sr	20		0	11	11
Communications Operator	19		6	6	6
Investigative Aide	19	1 PT	0	1	1
Sheriff Processing Technician	19		0	10	10
Warrant Tech	19		15	0	0
FULL TIME Subtotal			94	109	109
PART TIME Subtotal			0	1	1
<b>Jail</b>					
Deputy Sheriff Major(28d/cy)	E33		2	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		6	4	4
Deputy Sheriff Lt (28 d/cyl)	E29		10	9	9
Deputy Sheriff Sgt(28 d/cyl)	E28		23	24	24
Detention Sgt (28 d/cyl)	E26		14	10	10
Jail Training Officer(28d/c)	E26		18	17	17
Deputy Sheriff Master(28d/)	E25		1	2	2
Deputy Sheriff Sr (28 d/cy)	E24		12	5	5
Detention Officer III (28d/)	E24		157	174	174
Deputy Sheriff (28 d/cyl)	E23		1	4	4
Detention Officer II (28d/cy)	E23		107	95	95
Detention Officer I (28d/cy)	E21		53	109	109
Chief Jail Operations	AI		1	1	1
Program Promotion Spec Sr	25		1	0	0
Detention Recreation Supv	24		1	1	1
Sheriff Processing Unit Supv.	24		5	5	5
Library Specialist Senior	23		1	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		2	0	0
Sheriff Processing Tech Sr	20		22	22	22
Accounting Technician Senior	19		5	6	6
Detention Technician	19		50	49	49

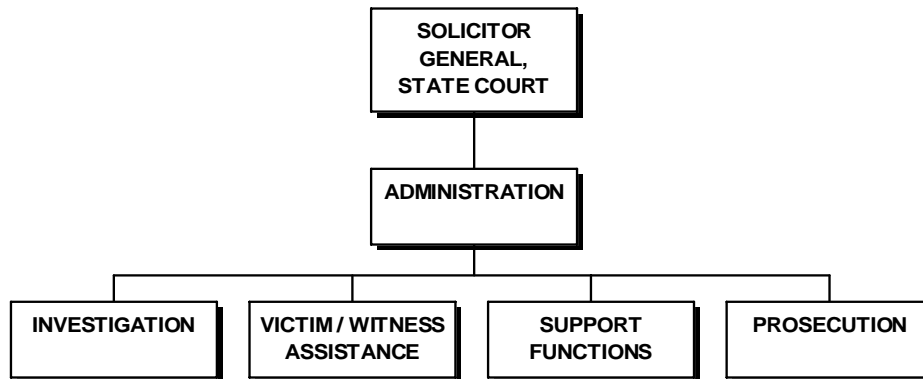


**SHERIFF****AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Jail (cont)</b>					
Office Assistant Senior	19		1	0	0
Sheriff Processing Technician	19		5	9	9
Warrant Tech	19		1	0	0
Accounting Technician	18		1	0	0
FULL TIME Subtotal			500	549	549
<b>Courts</b>					
Deputy Sheriff Major(28d/cy)	E33		2	1	1
Deputy Sheriff Lt (28 d/cyl)	E29		2	1	1
Deputy Sheriff Sgt(28 d/cyl)	E28		8	8	8
Field Training Officer(28 d/)	E26		9	9	9
Deputy Sheriff Master(28d/)	E25		54	52	52
Deputy Sheriff Sr (28 d/cy)	E24		10	15	15
Deputy Sheriff (28 d/cyl)	E23		3	6	6
Detention Officer I (28d/cy)	E21		1	4	4
Civil Process Unit Coord	24		1	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Sheriff Processing Tech Sr	20		5	3	3
Accounting Technician Senior	19		1	1	1
Detention Technician	19		0	16	16
Sheriff Processing Technician	19		1	1	1
FULL TIME Subtotal			98	119	119
<b>FULL TIME Total</b>			756	838	838
<b>PART TIME Total</b>			0	1	1
<b>ALL POSITIONS Total</b>			756	839	839

## SOLICITOR GENERAL, STATE COURT



### MISSION STATEMENT

To prosecute those responsible for misdemeanor crimes committed in DeKalb County diligently, fairly, justly, efficiently and effectively, while maintaining the highest ethical standards and ensuring that justice prevails for the victims, defendants, and citizens of DeKalb County.

### PROGRAM DESCRIPTION

The Solicitor General is elected by popular vote for a four-year term. The primary responsibilities of this office are the gathering of documents; running criminal history and driving records; contacting victims; investigating cases; drafting and filing of accusations; making sentencing recommendations; attending arraignments; negotiating pleas; participating in bench and jury trials; appearing at other court actions including preliminary hearings, attending jail plea arraignments, and attending bad checks and motion hearings.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Domestic Violence cases received	2,797	2,187	1,974	2,171
Bad check cases received	380	660	551	606
DUI cases received	1,292	1,312	1,296	1,426
All other cases received	6,337	6,340	8,962	9,858
<b>Total cases received</b>	<b>10,806</b>	<b>10,499</b>	<b>12,783</b>	<b>14,061</b>
Warrants dismissed	2,366	1,252	1,809	1,990
Accusations filed	10,838	10,793	11,786	12,965
Guilty/Nolo pleas	10,082	12,963	11,160	12,276
Cases on Jury calendar	9,818	6,857	6,251	6,876
Cases tried by Jury	430	346	338	372
Probation Revocations	2,133	2,134	2,358	2,594
Jail Cases	4,831	6,082	5,232	5,755

### MAJOR ACCOMPLISHMENTS IN 2005

The department efficiently processed over 12,000 cases while decreasing the number of cases dismissed, particularly in the area of domestic violence. The conviction rate increased for domestic violence cases and DUI

## SOLICITOR GENERAL, STATE COURT

refusal cases. Planning and participation continued in evolving DUI Court. The Solicitor-General's office successfully obtained grant money to create and implement the DeKalb County Animal Cruelty Initiative which targets animal cruelty cases, animal abusers and potential domestic abusers. The partnership with Recorder's Court continued and provided valuable trial assistance to police officers in Recorder's Court at no additional cost to the County.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Implement Community Prosecutor Program.

Reduce truancy rate in DeKalb County schools.

Continue effectively and efficiently prosecuting and processing misdemeanor cases.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the budget contained full year funding for the positions added in 2002 to support the new State Court judgeship.

In 2004, there were no significant budgetary impacts.

During 2005, four part-time Attorney positions were reallocated to four full-time Attorney positions and four part-time Investigator positions were reallocated to four full-time Investigator positions.

#### 2006

The 2006 budget includes \$128,000 for two full-time positions, an Attorney IV and a Victim Witness Assistant Program Coordinator. These positions were previously funded through a grant that expired in 2005.

#### Future

No significant budgetary impacts are anticipated in the future.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Solicitor - State Court	\$2,858,969	\$3,158,858	\$4,174,696	\$4,183,036
Solicitor - Victim Assistance	393,333	480,505	838,051	865,173
	\$3,252,302	\$3,639,363	\$5,012,747	\$5,048,209

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$2,880,683	\$3,204,845	\$4,534,637	\$4,534,637
Purchased / Contracted Services	125,653	129,363	246,479	249,248
Supplies	68,792	120,717	104,901	137,474
Capital Outlays	3,996	6,989	71,200	71,320
Interfund / Interdepartmental	58,634	68,009	29,325	29,325
Other Costs	0	24,810	26,205	26,205
Other Financing Uses	114,544	84,629	0	0
	\$3,252,302	\$3,639,363	\$5,012,747	\$5,048,209

## SOLICITOR GENERAL, STATE COURT

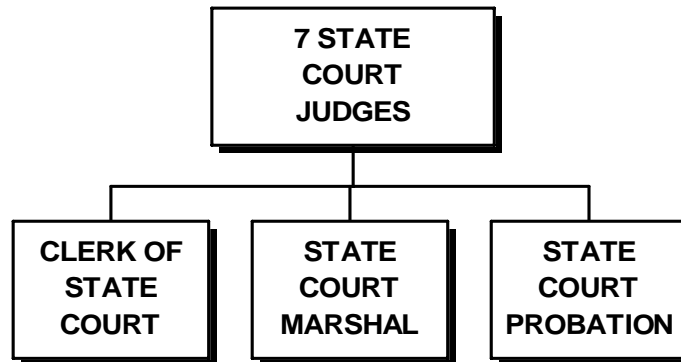
FUNDING SOURCES			
	Actual 2004	Actual 2005	Budget 2006
General Fund	\$3,252,302	\$3,639,363	\$5,048,209
	\$3,252,302	\$3,639,363	\$5,048,209

AUTHORIZED POSITION LIST BY COST CENTER
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Solicitor - State Court</b>					
Solicitor State Court	OH		1	1	1
Chief Assistant Solicitor	AI		1	1	1
Attorney IV	33	1 PT	2	2	2
Attorney III	31		1	1	1
Attorney II	30		5	7	7
Attorney I	29		13	10	10
Chief Investigator	29		1	1	1
Legal Office Coordinator	28		1	1	1
Administrative Coordinator	25		1	1	1
Investigator Principal	25		2	4	4
Administrative Assistant II	23		0	1	1
Investigator Senior	23		6	4	4
Secretary Executive	23		1	0	0
Secretary Senior Legal	23		14	15	15
Investigator	21	1 PT	2	1	1
Secretary Legal	21		1	1	1
Office Assistant Senior	19		8	7	7
FULL TIME Subtotal			54	56	56
PART TIME Subtotal			6	2	2
<b>Solicitor - Victim Assistance</b>					
Attorney IV	33		0	0	1
Attorney I	29	1 PT	1	1	1
Investigator Principal	25		2	3	3
Victim Witness Program Coord	25		1	1	1
<b>Solicitor - Victim Assistance (cont)</b>					
Investigator Senior	23		0	1	1
Victim Witness Asst Prog Coord	23		2	2	3
Investigator	21	1 PT	5	1	1
FULL TIME Subtotal			5	7	9
PART TIME Subtotal			6	2	2
<b>FULL TIME Total</b>			59	63	65
<b>PART TIME Total</b>			12	4	4
<b>ALL POSITIONS Total</b>			71	67	69

## STATE COURT



### MISSION STATEMENT

The Acts of the Legislature of 1951, as amended, created the State Court. The State Court became a Constitutional Court in 1983, and has jurisdiction within the territorial limits of DeKalb County. The State Court is served by seven Judges who serve a four-year term and are elected in a countywide non-partisan election.

### PROGRAM DESCRIPTION

The State Court has jurisdiction within the territorial limits of DeKalb County and concurrent with the Superior Court over the following matters: The trial of criminal cases below the grade of felony; the trial of civil actions without regard to the amount in controversy, except those in which exclusive jurisdiction is vested in the Superior Court; the hearing of applications for and issuance of arrest and search warrants; the holding of courts of inquiry; the punishment of contempt's by fine not exceeding \$500 or by imprisonment not exceeding 20 days, or both; and review of decisions of other courts as may be provided by law.

The State Court Clerk's Office is responsible for filing all actions, maintaining the records and docket books, and publishing the court calendars. This office also serves as Clerk of the Magistrate Court of DeKalb County.

The Probation Office is responsible for collecting fines from, and supervising those criminal defendants sentenced by the State Court. This office also serves as the probation office for the Magistrate Court of DeKalb County.

The State Court Marshal's Office is responsible for serving all processes filed with the court, executing all writs, levies, and conducting public sales. This office also serves as Marshal for the Magistrate Court of DeKalb County.

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
<b><u>Clerk's Office:</u></b>				
Civil Actions	13,912	13,284	13,937	16,000
Personal Property Foreclosure and Abandoned Motor Vehicles	299	239	151	300
Criminal Actions	12,501	12,247	12,845	14,000
Dispossessory Warrants	36,910	35,057	33,831	35,500
Garnishments	3,857	3,966	4,775	5,500
Other	10	76	0	0
Appeals Filed	239	250	298	325
<b>Total Filings</b>	<b>67,728</b>	<b>65,119</b>	<b>65,837</b>	<b>71,625</b>
<b><u>Marshal's Office:</u></b>				
Dispossessory Warrants Served	41,238	39,317	35,823	37,614
Evictions	6,123	5,504	12,839	13,481
All Other Pleadings Served	38,152	44,000	36,676	38,325
All Other Tasks	51,776	65,421	27,745	38,111

## STATE COURT

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Probation Office:</b>				
Cases Assigned	7,951	7,990	8,403	8,448
Revocations	2,534	2,793	2,928	2,753
Total Collected	\$3,173,049	\$3,180,676	\$3,398,235	\$3,573,427
Supervision Fees collected	\$612,988	\$761,177	\$332,702	\$345,524
Fines/fees forfeited due to sentence expiration	\$304,613	\$359,328	\$635,909	\$811,608

### MAJOR ACCOMPLISHMENTS IN 2005

A DUI Court was established to supervise an alcohol addiction treatment program for those defendants with a second DUI conviction within five years or have had three DUI convictions in their lifetime. In conjunction with the Sheriff, a Work Release Program was established for those defendants who are serving jail time but are maintaining full-time employment.

The Probation Division assisted with the development and implementation of Project Archive – GED Program. The Marshal's Office established a Civil Process Unit to properly maintain all civil papers and enhanced the computer systems through a law enforcement technology grant.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

Continue to explore alternatives to criminal sentences to reduce inmate population.

#### Organizational Effectiveness

Continue to expand electronic information available to the citizens of DeKalb County.

Develop a procedure for moving all types of actions more expeditiously through the system.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the State Court budget reflected full year funding for the additional court section added during 2002. One part-time interpreter position was reallocated to a fulltime position. One police package sedan was added to return the Marshall's fleet to full authorization. In 2004, \$10,594,317 was approved for operating expenses. This included adding three Sr. Record Technicians, four Deputy Marshals and reallocating two part-time interpreters to full time positions. In 2005, \$10,690,380 was approved for basic operating expenditures. Also, \$113,347 was approved to fund 3 positions: 2 Office Assistants and 1 Deputy to address a 22% increase in service requests experienced by the Marshal's Office.

#### 2006

Three Senior Record Technician positions were added to address compliance with reporting mandates and the increased complexity of cases.

#### Future

There are no significant changes anticipated.

## STATE COURT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Judge Carriere	\$372,416	\$388,502	\$479,616	\$479,616
Judge Delcampo	450,235	466,398	498,257	499,297
Judge Gordon	421,322	423,722	467,047	470,336
Judge Mobley	458,546	435,124	463,920	473,613
Judge Panos	399,574	431,183	470,278	470,358
Judge Purdom	519,802	417,008	480,339	480,198
Judge Wong	402,167	403,656	495,403	496,179
Marshal	1,658,660	1,845,602	2,294,774	2,322,505
Probation	1,521,763	1,553,888	1,886,631	1,892,049
State & Magistrate Courts Clerk	3,516,288	3,664,808	4,034,901	4,049,343
	\$9,720,773	\$10,029,891	\$11,571,166	\$11,633,494

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$8,610,155	\$8,788,932	\$9,940,453	\$9,940,453
Purchased / Contracted Services	586,213	641,095	774,169	795,463
Supplies	268,652	319,319	597,505	633,262
Capital Outlays	23,115	34,914	57,721	62,998
Interfund / Interdepartmental	232,338	241,270	197,318	197,318
Other Costs	300	(40)	4,000	4,000
Other Financing Uses	0	4,400	0	0
	\$9,720,773	\$10,029,891	\$11,571,166	\$11,633,494

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	\$9,720,773	\$10,029,891	\$11,633,494
	\$9,720,773	\$10,029,891	\$11,633,494

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Judge Wong</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1

## STATE COURT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Judge Wong (continued)</b>				
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Delcampo</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Purdom</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Panos</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Administrative Coordinator	25	0	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	0	0
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Mobley</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6



## STATE COURT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

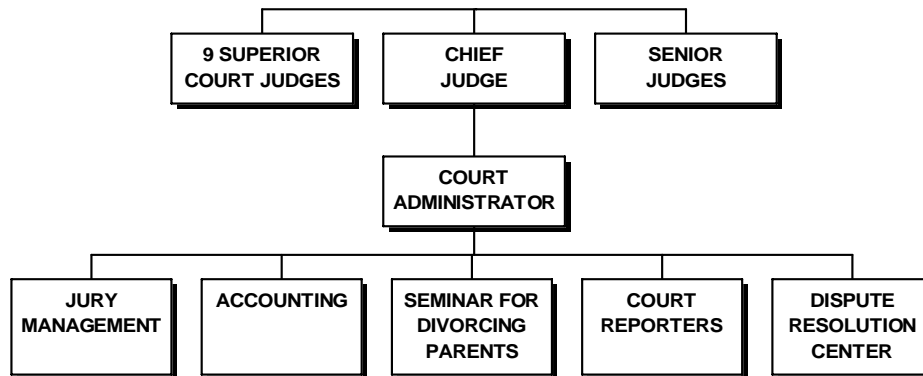
COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Judge Carriere</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Gordon</b>				
Law Clerk, Senior	28	0	1	1
Law Clerk	26	1	0	0
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$140,145	1	1	1
FULL TIME Subtotal		6	6	6
<b>State &amp; Magistrate Courts Clerk</b>				
Clerk State Court	AH	1	1	1
Chief Deputy Clerk State Ct	29	1	1	1
Departmental Microsystems Spc	28	1	1	1
Judicial Administrative Coord	26	5	5	5
User Liaison Coordinator	26	1	2	2
Administrative Coordinator	25	3	3	3
Interpreter	25	3	3	3
Court Liaison Officer	23	1	0	0
Records Tech Prin St Ct	21	14	15	15
Accounting Technician Senior	19	1	1	1
Office Assistant Senior	19	2	2	2
Records Technician Senior State Court	19	22	19	22
Records Technician St Court	18	13	15	15
FULL TIME Subtotal		68	68	71
<b>Probation</b>				
Chief Adult Probation Officer	29	1	1	1
Asst Chief Adult Probation Off	28	1	1	1
Probation Supervisor	26	2	2	2
Administrative Coordinator	25	1	1	1
Probation Officer Principal	25	2	2	2
Probation Officer Senior	24	7	7	7
Probation Officer	23	14	14	14
Accounting Technician Senior	19	2	2	2
Office Assistant Senior	19	2	2	2

**STATE COURT****AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Probation (cont)</b>				
Office Assistant	18	1	1	1
Records Technician St Court	18	3	3	3
FULL TIME Subtotal		36	36	36
<b>Marshal</b>				
Marshal	AJ	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal Major	28	1	1	1
Deputy Marshal Capt	26	2	2	2
Deputy Marshal Lieutenant	25	1	1	1
Civil Process Unit Coord	24	1	1	1
Deputy Marshal Sergeant	24	6	6	6
Administrative Assistant II	23	2	2	2
Deputy Marshal Senior	23	4	4	4
Deputy Marshal, Investigator	23	1	1	1
Deputy Marshal	22	4	5	5
Office Assistant Senior	19	0	2	2
FULL TIME Subtotal		24	27	27
<b>FULL TIME Total</b>		170	173	176
<b>ALL POSITIONS Total</b>		170	173	176

## SUPERIOR COURT



### MISSION STATEMENT

To provide an independent, accessible, and responsive forum for the just resolution of disputes and criminal matters in a manner that preserves the rule of law and protects the rights of all parties. To act expeditiously in a way that will instill public trust and confidence that the court is fairly, efficiently, and effectively operated.

### PROGRAM DESCRIPTION

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Court has jurisdiction over civil and criminal matters including cases in the areas of domestic relations, titles to land, equity, and felonies. The court also administers programs, which enhance and ensure that the court's purpose and rulings are carried out in a manner that meets the needs of the citizens of the County.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Civil Case Filings	2,076	3,298	3,717	4,000
Domestic Case Filings	9,967	9,831	9,853	10,000
Felony Case Filings	6,195	6,134	6,715	7,200
Civil & Domestic Case Dispositions	12,474	12,196	13,359	13,850
Felony Case Dispositions	6,195	5,835	6,293	6,600
Jury Trials	148	143	140	150
Div. Parents Seminar Participants	1,670	1,551	1,662	1,700
Cases to Dispute Resolution Center	745	950	1,190	1,250
% Cases resolved by DRC	66%	71%	73%	73%
Releases by Pre-Trial Services *	699	397	0	0

\* Pre-Trial Release Services to be administered by Magistrate Court beginning in 2005.

## SUPERIOR COURT

### MAJOR ACCOMPLISHMENTS IN 2005

Revisions and additions were made to family law information resources and materials. Phase Two Technology upgrade was completed. Significant funding was obtained for Drug Court operations.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Human Services

Enhance and increase public trust and confidence in judicial system.

#### Organizational Effectiveness

Increase the use of technology in the Superior Court.

Expand and enhance disposition alternatives for civil and criminal matters.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the Superior Court moved into the new annex building. Four Office Assistants were approved to accommodate this move. \$7,382,625 was approved for basic operating expenses.

In 2004, \$7,668,087 was approved for the basic operating budget. \$42,000 was approved for the Federal Grant match for the DeKalb Drug Court. Grant funds were obtained for the continuation and expansion of the Drug Court.

In 2005, \$7,472,324 was approved for the basic operating budget. Also, \$29,713 was approved to fund one Calendar Clerk to handle scheduling of Drug Court calendars, and \$100,000 was approved for expanded treatment services for the Drug Court. The Pre-Trial Release Services program was transferred to Magistrate Court in the 2005 budget, including seven positions: 1 Administrative Assistant, 2 Senior Office Assistants, 2 Investigators, 1 Senior Investigator, and 1 Pre-Trial Release Coordinator. This decreased appropriations by \$335,591.

#### 2006

\$8,399,893 is approved for the basic operating budget. Also, \$131,260 is approved to fund two positions: one Trial Court Director to manage DeKalb Superior Court operations and one Senior Law Clerk to review, analyze and respond to post conviction inmate mail.

#### Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$1,380,589	\$1,564,449	\$1,918,700	\$1,924,872
Court Reporters	1,509,692	1,524,406	1,661,766	1,669,936
Dispute Resolution	576,495	579,193	637,470	639,037
Grand Jury	70,140	69,300	97,440	97,440
Judges	2,431,389	2,490,253	2,906,435	2,914,141
Jury Management	851,727	941,069	1,058,054	1,069,898
Pretrial Release Program	222,500	174	0	0
Seminar For Divorcing Parents	70,908	73,207	84,555	84,570
	<u>\$7,113,441</u>	<u>\$7,242,051</u>	<u>\$8,364,420</u>	<u>\$8,399,893</u>

## SUPERIOR COURT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$4,609,085	\$4,653,098	\$5,266,025	\$5,266,025
Purchased / Contracted Services	2,172,769	2,209,523	2,752,845	2,774,867
Supplies	186,068	194,168	200,750	208,005
Capital Outlays	103,518	94,261	102,800	108,996
Other Costs	0	0	42,000	42,000
Other Financing Uses	42,000	84,000	0	0
Retirement Services	0	7,000	0	0
	<u>\$7,113,441</u>	<u>\$7,242,051</u>	<u>\$8,364,420</u>	<u>\$8,399,893</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
General Fund	<u>\$7,113,441</u>	<u>\$7,242,051</u>	<u>\$8,399,893</u>
	\$7,113,441	\$7,242,051	\$8,399,893

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Judge Adams</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Workman</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Coursey</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4

## SUPERIOR COURT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Judge Castellani</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Scott</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Seeliger</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Hunter</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Becker</b>					
Law Clerk	26		1	1	1
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Hancock</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1

## SUPERIOR COURT

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Judge Hancock (cont)</b>					
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Judge Flake</b>					
Law Clerk, Senior	28		0	1	1
Law Clerk	26		1	0	0
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$155,716		1	1	1
FULL TIME Subtotal			4	4	4
<b>Senior Judge</b>					
Senior Judge	AJ	3 PT	3	3	3
Judicial Secretary	24		1	1	1
FULL TIME Subtotal			1	1	1
PART TIME Subtotal			3	3	3
<b>Administration</b>					
District Court Administrator	OE		1	1	1
Trial Court Director	AC		0	0	1
Drug Court Program Manager	31		1	1	1
Departmental Microsystems Spc	28		1	1	1
Law Clerk Senior	28		0	0	1
Grants Coordinator	26		1	1	1
Accounting Supervisor	24		1	1	1
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		0	1	1
Court Program Coordinator	21		2	2	2
Office Assistant Senior	19		8	8	8
FULL TIME Subtotal			16	17	19
<b>Court Reporters</b>					
Court Reporter	24		17	17	17
Court Reporter	24		17	17	17
FULL TIME Subtotal			17	17	17
<b>Jury Management</b>					
Jury Services Supervisor	24		1	1	1
Jury Svcs Clerk Principal	21		1	1	1
Jury Services Clerk Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Jury Services Clerk	18		4	4	4
FULL TIME Subtotal			8	8	8

**SUPERIOR COURT**

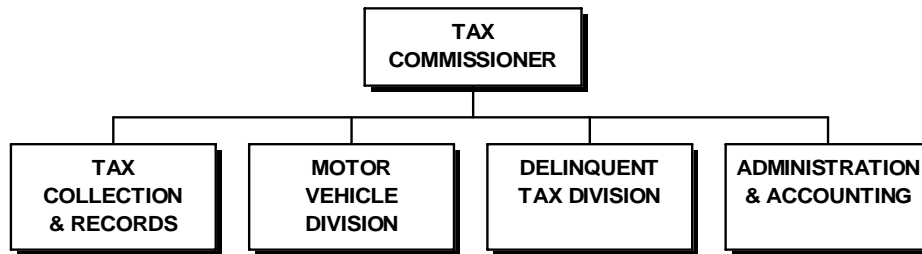
**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Seminar For Divorcing Parents</b>					
Court Program Coordinator	21		1	1	1
FULL TIME Subtotal			1	1	1
<b>Pretrial Release Program</b>					
Pre-Trial Release Coordinator	26		1	0	0
Administrative Assistant II	23		1	0	0
Investigator Senior	23		1	0	0
Investigator	21		2	0	0
Office Assistant Senior	19		2	0	0
FULL TIME Subtotal			7	0	0
<b>Dispute Resolution</b>					
Dispute Resolution Centr Mgr	DR		1	1	1
Administrative Assistant II	23		2	2	2
Office Assistant Senior	19		2	3	3
Office Assistant	18		1	0	0
FULL TIME Subtotal			6	6	6
<b>FULL TIME Total</b>			96	90	92
<b>PART TIME Total</b>			3	3	3
<b>ALL POSITIONS Total</b>			99	93	95



## TAX COMMISSIONER



### MISSION STATEMENT

The Office of Tax Commissioner exists under the State Constitution and is committed to serving property taxpayers and taxing authorities. The Tax Commissioner will faithfully fulfill the duties and responsibilities required under general laws to receive homestead exemption applications, to prepare an annual ad valorem tax digest, to issue annual property tax statements, to service as the county tag agent in the registration and titling of motor vehicles, to collect property taxes and fees, to issue and levy executions for delinquent taxes, to fully account for and pay over all taxes and fees to the various levying authorities, to inform and assist the public in understanding taxpayer obligations, and to administer fair and uniform collection practices while providing the highest possible level of quality services to the citizens and businesses of DeKalb County.

### PROGRAM DESCRIPTION

The Office of Tax Commissioner processes homestead and special exemptions; updates property, taxpayer, and payment data to billing and records systems; compiles an annual tax digest for approval by the State DOR; calculates and issues annual property tax statements; collects real, personal, public utility, motor vehicle, mobile home, timber, and heavy duty equipment taxes along with fees for car tags and titles; collects fees for insurance lapses, residential sanitation, storm water utility, street lights, speed humps, and parking districts; issues motor vehicle title applications, temporary permits, license plates, and renewal decals; updates vehicle owner and payment data to state vehicle registration database; administers POS compliance for vehicle insurance and emissions; issues and record liens for delinquent taxes; levies, serves notices, advertises, and conducts sales of delinquent properties; maintains general ledger and provides detailed accounting and reporting of tag sales, adjustments, collections, refunds, and disbursements to the County governing authority, schools, cities, and the State.

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Tax Collections and Records</b>				
Real & Personal Receivables	\$590,615,787	\$626,832,297	\$675,494,671	\$727,934,812
Public Utilities	\$18,431,795	\$17,603,713	\$56,965,195	\$58,019,733
Tax Accounts				
Real & Personal	234,323	238,141	240,015	241,870
Public Utility	49	48	45	45
No. Payments Processed	412,107	432,172	421,313	425,383
% of Levy Collected during year	96%	96%	97%	97%
Motor Vehicle Division				
<b>Transactions:</b>				
Customer Walk in	354,441	333,283	351,584	356,858
Mail	96,515	120,218	103,997	107,480
Dealers/Fleets	40,003	44,130	40,689	42,053
IVR/(Interactive Voice Response)	N/A	N/A	4,718	4,900
Internet	N/A	N/A	28,454	29,592
Total Registrations	518,754	524,242	529,442	540,883
Title Applications Processed	96,334	108,559	115,013	120,760
Total Collections (Dollars)	\$73,559,767	\$74,042,746	\$72,357,696	\$74,781,680

## TAX COMMISSIONER

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Delinquent Taxes:</b>				
Fi Fas Issued	16,190	18,131	13,521	14,000
Parcels to Tax Sale	7,207	5,330	113	120
Notices Mailed	54,386	53,913	47,359	50,000
Delinquent Accounts Collected (\$000's)	\$26,619,850	\$29,252,851	\$15,635,896	\$16,000,000
Tax Sales Conducted	9	9	9	9

### MAJOR ACCOMPLISHMENTS IN 2005

Implemented process changes in systems and customer service structures to include: the billing and collection of storm water utility fees as a line item charge on the 2004 property tax statements and the collection of state mandated vehicle insurance lapse fees. As of September 1, 2004 a 99.9% collection was achieved. These benchmarks for taxpayer compliance serve to assist the County and school levying authorities in holding down future year mileage rates and in maintaining a favorable bond rating. The collection rate for taxes billed on the 2004 Digest as of September 1, 2005 was 99.25%. The collection rate for all taxes billed over the preceding years, prior to the lapse under statute limitations was 99.99%.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Modified IVR pay-by-phone system and self-service kiosk application to accept and process payment of vehicle insurance lapse fees.

Modified property tax system and customer service structures to accept and process homestead exemptions on a year round basis and to bill and collect city storm water utility fees.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003 debit card renewal was made available for tag renewals. Developed self-service tag renewal through the use of credit cards and checks. Acceptance of payments for vehicle registration and property taxes via Discover card. Saturday vehicle registration services to citizen were continued at the Memorial Drive location. A position was transferred from Finance to the Tax Commissioner to handle sanitation billing on the 2002 Real Property Tax Statements. In 2004, the storm water fee was added to the tax bills. In December 2004, three time limited Customer Service Representative positions were made permanent by Board action. No significant budgetary changes occurred in 2005.

#### 2006

Funding in the amount of \$123,138 was approved to revise the tax bill by separating County taxes from the Board of Education taxes.

#### Future

There are no significant changes anticipated.

**TAX COMMISSIONER**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Delinquent Tax Administration	\$864,816	\$929,411	\$946,480	\$949,436
Motor Vehicle Security	61,912	90,199	86,000	92,500
Motor Vehicle Tax	2,948,982	3,100,417	3,096,728	3,142,704
Motor Vehicle Temporary	62,144	64,798	61,899	61,899
Tax Administration / Accounting	1,148,373	1,113,313	1,160,054	1,186,666
Tax Collections & Records	1,010,607	1,051,535	1,238,279	1,381,572
	<b>\$6,096,834</b>	<b>\$6,349,674</b>	<b>\$6,589,440</b>	<b>\$6,814,777</b>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$4,656,706	\$4,924,743	\$5,295,755	\$5,295,755
Purchased / Contracted Services	1,271,652	1,182,467	1,149,217	1,329,702
Supplies	86,157	140,467	105,600	141,760
Capital Outlays	61,463	87,386	25,000	32,492
Interfund / Interdepartmental	18,583	12,212	11,468	11,468
Other Costs	2,274	2,400	2,400	3,600
	<b>\$6,096,834</b>	<b>\$6,349,674</b>	<b>\$6,589,440</b>	<b>\$6,814,777</b>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
General Fund	\$6,096,834	\$6,349,674	\$6,814,777
	<b>\$6,096,834</b>	<b>\$6,349,674</b>	<b>\$6,814,777</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Tax Collections &amp; Records</b>					
Tag Worker	TC15	6 T	3	6	6
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Branch Manager Tax Comm	27		1	1	1
Accounting Supervisor	24		1	1	1
Property Tax Supervisor	24		1	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Tax Technician Lead	20		1	1	1
Office Assistant Senior	19		5	6	6

## TAX COMMISSIONER

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Tax Collections &amp; Records (cont)</b>					
Tax Technician Senior	19		1	2	2
Customer Service Rep	18		1	1	1
Office Assistant	18		2	1	1
Tax Technician	18		1	3	3
FULL TIME Subtotal			17	20	20
TEMP Subtotal			3	6	6
<b>Motor Vehicle Tax</b>					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Branch Manager Tax Comm	27		3	3	3
Tax Technician Supervisor	24		5	4	4
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Tax Technician Lead	20		6	6	6
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		14	14	14
Accounting Technician	18		1	1	1
Customer Service Rep	18		2	2	2
Office Assistant	18		1	1	1
Tax Technician	18		35	30	30
FULL TIME Subtotal			71	65	65
<b>Motor Vehicle Temporary</b>					
Tag Worker	TC15	2 T	0	2	2
TEMP Subtotal			0	2	2
<b>Delinquent Tax Administration</b>					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Delinquent Tax Specialist	24		1	1	1
Delinquent Collection Officer	23		6	6	6
Customer Service Rep	18		1	1	1
FULL TIME Subtotal			10	10	10
<b>Tax Administration / Accounting</b>					
Tag Worker	TC15	5 T	10	5	5
Assistant Tax Commissioner	AH		1	1	1
Deputy Tax Commissioner	33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Tax Administrator	29		1	1	1
Accountant Senior	26		1	1	1
Network Coordinator	26		1	1	1
Tax Technician Supervisor	24		0	1	1
Administrative Assistant II	23		0	1	1
Secretary Executive	23		1	0	0

**TAX COMMISSIONER****AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Tax Administration / Accounting (cont)</b>					
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		0	2	2
Tax Commissioner	\$144,678		1	1	1
FULL TIME Subtotal			9	12	12
TEMP Subtotal			10	5	5
<b>FULL TIME Total</b>			107	107	107
<b>TEMPORARY Total</b>			13	13	13
<b>ALL POSITIONS Total</b>			120	120	120



## FUNDS GROUP: Special Revenue

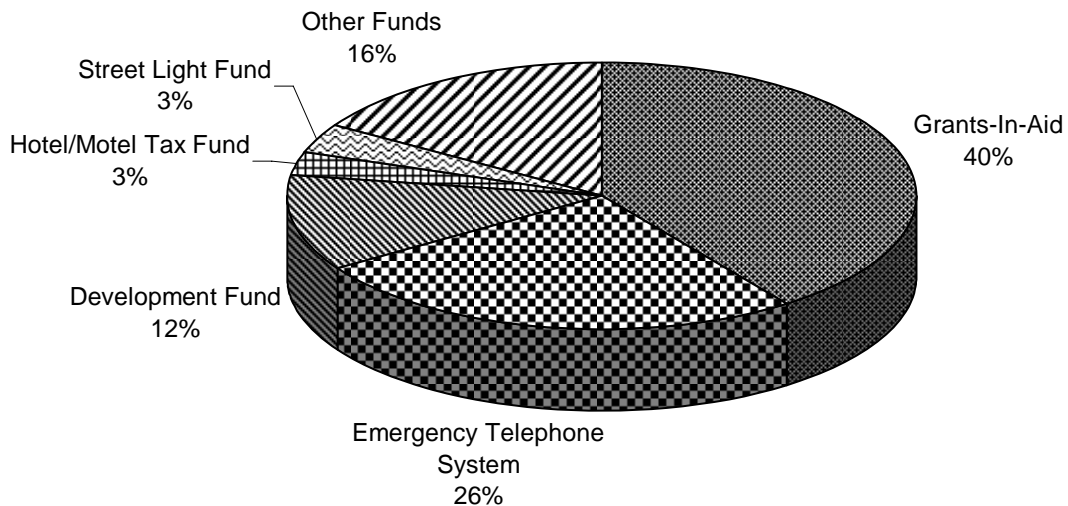
### FUNDS GROUP DESCRIPTION

The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

**The appropriation and anticipation amounts reported in this document for the "Approved Budget 2006" reflect the effect of prior year encumbrance balances carried forward at every level of the reporting hierarchy (fund, department, and cost center).**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$16,190,596	\$15,982,475	\$9,088,637	\$9,088,637
Purchased / Contracted Services	17,809,638	16,990,400	13,428,372	15,529,153
Supplies	5,956,049	6,049,785	3,956,479	4,068,191
Capital Outlays	3,256,234	6,254,893	127,101	208,899
Interfund / Interdepartmental	1,670,760	2,358,551	1,637,794	1,637,794
Other Costs	10,391,346	9,074,136	2,942,264	2,965,704
Debt Service	1,078,790	1,910,726	3,016,631	3,850,226
Other Financing Uses	10,140,103	10,832,030	38,542,302	38,542,302
Holding Accounts	139,702	(698,760)	12,270,164	12,270,164
Total Expenditures	\$66,633,220	\$68,754,236	\$85,009,744	\$88,161,069
Projected Fund Balance			9,210,960	8,376,312
Total Budget			\$94,220,704	\$96,537,381

<b>SPECIAL REVENUE FUNDS OPERATING BUDGET DOLLAR 2006</b>
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Other funds include Drug Abuse Treatment and Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Law Enforcement Confiscated Monies, Recreation, Speed Humps Maintenance, Street Light, Building Authority Lease Payments, and Public Safety / Judicial Authority Lease Payments.

## FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Recreation	\$1,299,238	\$1,419,678	\$1,870,439	\$1,946,246
Law Enforcement Confiscated Monies	908,880	2,168,490	1,003,322	1,110,835
Hotel/Motel Tax Fund	2,050,928	2,317,760	2,680,592	2,680,592
Grants-In-Aid	35,242,066	34,038,872	38,553,000	38,553,000
Drug Abuse Treatment and Education Fund	131,627	106,632	94,229	109,430
Juvenile Services Fund	95,604	12,612	237,965	240,617
Emergency Telephone System	9,742,651	10,599,179	23,211,781	24,913,672
County Jail Fund	1,862,875	1,581,333	1,830,000	1,830,000
Street Light Fund	3,238,050	3,581,840	3,287,265	3,295,225
PEG Support Fund	188,446	389,419	1,477,233	1,552,434
Victim Assistance Fund	1,092,639	837,691	1,936,894	1,960,334
Child Support Incentive Fund	5,112	0	0	0
Building Authority Lease Payments Fund	1,078,790	1,911,779	3,022,631	3,022,631
Public Safety / Judicial Authority Lease Payments	0	0	3,096,626	3,096,626
Development Fund	9,691,959	9,785,553	11,128,398	11,435,410
Speed Humps Maintenance	4,355	3,398	790,329	790,329
Total Expenditures	\$66,633,220	\$68,754,236	\$94,220,704	\$96,537,381
Note: Projected Fund Balance included in Total			9,210,960	8,376,312

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>CHILD SUPPORT INCENTIVE FUND</b>				
Fund Balance Carried Forward	\$5,112	\$0	\$0	\$0
TOTAL	\$5,112	\$0	\$0	\$0
<b>COUNTY JAIL FUND</b>				
Intergovernmental	\$108,010	\$70,225	\$100,000	\$100,000
Charges For Services	3,575	3,052	4,000	4,000
Fines And Forfeitures	1,744,777	1,508,057	1,726,000	1,726,000
Fund Balance Carried Forward	6,513	0	0	0
TOTAL	\$1,862,875	\$1,581,333	\$1,830,000	\$1,830,000
<b>DEVELOPMENT FUND</b>				
Licenses And Permits	\$8,474,958	\$10,078,765	\$9,612,800	\$9,612,639
Charges For Services	87,104	81,240	140,000	140,000
Investment Income	26,277	37,133	30,000	30,000
Miscellaneous	94,721	33,610	57,000	57,000
Fund Balance Carried Forward	1,509,485	843,404	1,288,598	1,595,771
TOTAL	\$10,192,545	\$11,074,152	\$11,128,398	\$11,435,410



## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>DRUG ABUSE TREATMENT &amp; EDUCATION FUND</b>				
Fines And Forfeitures	\$67,349	\$33,387	\$65,000	\$65,000
Investment Income	(473)	(1,715)	1,000	1,000
Other Financing Sources	80,524	0	0	0
Fund Balance Carried Forward	20,122	103,188	28,229	43,430
<b>TOTAL</b>	<b>\$167,522</b>	<b>\$134,861</b>	<b>\$94,229</b>	<b>\$109,430</b>
<b>EMERGENCY TELEPHONE SYSTEM FUND</b>				
Investment Income	\$98,303	\$305,764	\$200,000	\$200,000
Miscellaneous	10,799,568	12,379,119	13,115,533	13,115,533
Fund Balance Carried Forward	6,653,035	7,810,544	9,896,248	11,598,140
<b>TOTAL</b>	<b>\$17,550,906</b>	<b>\$20,495,427</b>	<b>\$23,211,781</b>	<b>\$24,913,673</b>
<b>GRANT-IN-AID FUND</b>				
Intergovernmental	\$20,120,269	\$12,599,579	\$38,525,681	\$58,758,064
Investment Income	10,008	10,070	0	0
Contributions And Donations	6,232	26,804	27,319	27,319
Miscellaneous	75,847	185,793	0	0
Other Financing Sources	3,390,698	4,867,091	0	0
Fund Balance Carried Forward	547,528	(5,593,722)	0	(20,232,383)
<b>TOTAL</b>	<b>\$24,150,583</b>	<b>\$12,095,615</b>	<b>\$38,553,000</b>	<b>\$38,553,000</b>
<b>HOTEL/MOTEL TAX FUND</b>				
Excise Taxes	\$2,061,899	\$2,338,876	\$2,450,000	\$2,450,000
Fund Balance Carried Forward	198,506	209,476	230,592	230,592
<b>TOTAL</b>	<b>\$2,260,405</b>	<b>\$2,548,352</b>	<b>\$2,680,592</b>	<b>\$2,680,592</b>
<b>JUVENILE SERVICES FUND</b>				
Charges For Services	\$75,067	\$69,510	\$221,115	\$162,856
Investment Income	192	1,362	746	746
Other Financing Sources	0	0	0	0
Fund Balance Carried Forward	35,849	16,104	16,104	77,015
<b>TOTAL</b>	<b>\$111,108</b>	<b>\$86,975</b>	<b>\$237,965</b>	<b>\$240,617</b>
<b>LAW ENFORCEMENT CONFISCATED MONIES FUND</b>				
Intergovernmental	\$1,291,445	\$907,727	\$0	\$0
Investment Income	29,070	74,483	0	0
Miscellaneous	2,300	0	0	0
Fund Balance Carried Forward	1,150,126	2,189,603	1,003,322	1,110,835
<b>TOTAL</b>	<b>\$2,472,941</b>	<b>\$3,171,812</b>	<b>\$1,003,322</b>	<b>\$1,110,835</b>
<b>PUBLIC EDUCATION &amp; GOVERNMENT ACCESS (PEG) FUND</b>				
Intergovernmental	\$1,028	\$0	\$0	\$0
Investment Income	20,667	54,114	10,000	10,000
Miscellaneous	121,965	85,794	108,000	108,000
Fund Balance Carried Forward	1,627,111	1,608,744	1,359,233	1,434,434
<b>TOTAL</b>	<b>\$1,770,772</b>	<b>\$1,748,652</b>	<b>\$1,477,233</b>	<b>\$1,552,434</b>
<b>RECREATION FUND</b>				
Charges For Services	\$1,076,418	\$1,299,821	\$1,870,439	\$1,814,032
Investment Income	6,100	9,015	0	0
Miscellaneous	12,577	540	0	0
Fund Balance Carried Forward	305,686	166,709	0	132,214
<b>TOTAL</b>	<b>\$1,400,781</b>	<b>\$1,476,085</b>	<b>\$1,870,439</b>	<b>\$1,946,246</b>

## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>REVENUE BONDS LEASE PAYMENTS FUNDS:</b>				
<b>BUILDING AUTHORITY LEASE PAYMENTS</b>				
Investment Income	\$276,241	\$255	\$0	\$0
Miscellaneous	120,598	32,023	4,063,517	4,063,517
Fund Balance Carried Forward	685,919	3,967	(1,040,886)	(1,040,886)
<b>TOTAL</b>	<b>\$1,082,757</b>	<b>\$36,245</b>	<b>\$3,022,631</b>	<b>\$3,022,631</b>
<b>PUBLIC SAFETY / JUDICIAL AUTHORITY DEBT SERVICE FUND</b>				
Miscellaneous	\$0	\$0	\$3,096,626	\$3,096,626
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,096,626</b>	<b>\$3,096,626</b>
<b>STREET LIGHT FUND</b>				
Excise Taxes	\$0	(\$204)	\$0	\$0
Charges For Services	3,189,678	3,218,932	3,579,192	3,587,151
Investment Income	2,664	(4,881)	1,000	1,000
Fund Balance Carried Forward	112,814	67,107	(292,927)	(292,927)
<b>TOTAL</b>	<b>\$3,305,156</b>	<b>\$3,280,954</b>	<b>\$3,287,265</b>	<b>\$3,295,224</b>
<b>VICTIM ASSISTANCE FUND</b>				
Intergovernmental	\$115,725	\$99,945	\$413,499	\$413,499
Fines And Forfeitures	978,427	722,954	950,000	950,000
Fund Balance Carried Forward	503,199	588,187	573,395	596,835
<b>TOTAL</b>	<b>\$1,597,350</b>	<b>\$1,411,086</b>	<b>\$1,936,894</b>	<b>\$1,960,334</b>
<b>SPEED HUMPS MAINTENANCE FUND</b>				
Charges For Services	\$206,854	\$216,878	\$120,000	\$120,000
Investment Income	3,292	13,394	10,000	10,000
Fund Balance Carried Forward	225,590	433,455	660,329	660,329
<b>TOTAL</b>	<b>\$435,737</b>	<b>\$663,727</b>	<b>\$790,329</b>	<b>\$790,329</b>
<b>GRAND TOTAL</b>	<b>\$68,366,549</b>	<b>\$59,805,275</b>	<b>\$94,220,704</b>	<b>\$96,537,381</b>

## COUNTY JAIL FUND

### PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 10% penalty assessment in criminal and traffic cases involving violations of ordinances of political subdivisions. The Board of Commissioners, in August 1989, adopted a resolution to place Article 5 of Chapter 21 of Title 15 of the Official Code of Georgia Annotated into effect in DeKalb County. This action enables the County to implement the "Jail Construction and Staffing Act" which provides for the imposition and collection of the additional 10% penalty assessment.

The primary source of revenue for this fund is fines/penalties. The proceeds must be used for constructing, operating and staffing county jails, county correctional institutions and detention facilities, or pledged as security for the payment of bonds issued for the construction of such facilities.

### MAJOR BUDGETARY IMPACTS

#### Previous

There have been no budgetary changes for this fund.

#### 2006

There are no significant changes for the current year.

#### Future

The additional revenue that will be generated from this penalty assessment will continue to allow the County to offset some of the costs of jails, correctional institutions, and detention facilities at the expense of those who violate the law rather than at the expense of the general public.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
County Jail Fund	\$1,862,875	\$1,581,333	\$1,830,000	\$1,830,000
	\$1,862,875	\$1,581,333	\$1,830,000	\$1,830,000

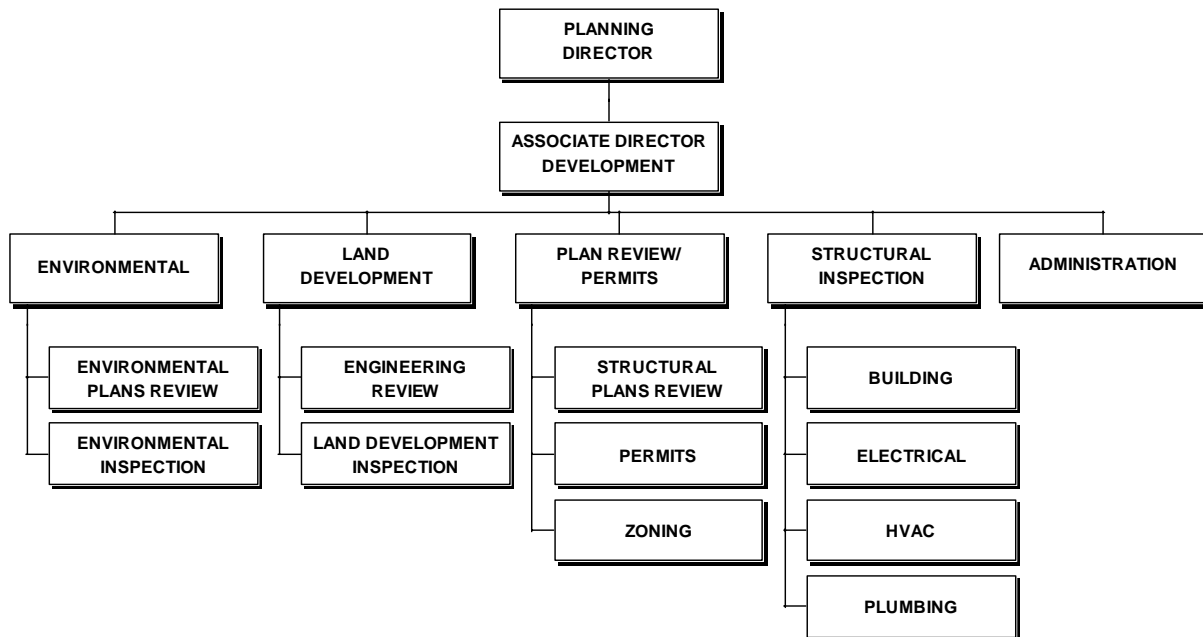
### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Other Financing Uses	\$1,862,875	\$1,581,333	\$1,830,000	\$1,830,000
	\$1,862,875	\$1,581,333	\$1,830,000	\$1,830,000

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
County Jail	\$1,862,875	\$1,581,333	\$1,830,000
	\$1,862,875	\$1,581,333	\$1,830,000

## DEVELOPMENT FUND



### MISSION STATEMENT

To administer and enforce the County's ordinances applicable to land development and building construction.

To review development plans for compliance to the County's development codes.

To issue development permits, building and construction permits.

To conduct inspections on construction (residential and commercial) projects to ensure compliance with the County's building codes.

To investigate violations of zoning and property maintenance regulations and proceed with enforcement action where appropriate.

To administer and enforce the erosion and sediment control regulations and the County's tree protection ordinance.

To respond to citizens/customer inquiries regarding development issues in a timely manner.

### PROGRAM DESCRIPTION

In 2001 the General Fund portion of the Development Division of Public Works was transferred to a Special Revenue Fund for Development. The primary sources of revenue for this fund are building, plumbing, electrical, inspection and HVAC fees. In 2006, the County's Administration committed to consolidating the Planning Department and the Development Department into a unified department, the Planning and Development Department.

Currently, the Development Department has five divisions: Environmental, Land, Plan Review/Permits, Inspection, and Administration.

The Administration Division provides guidance to the Department and advises the County Chief Executive Officer and the Board of Commissioners on matters pertaining to land development, building construction and applications for variances to ordinance standards.

Land Development is responsible for assuring that development plans are reviewed for conformance to County development codes. This section issues development permits, and also provides staff support to the DeKalb County Development Advisory Board.

Structural Inspections includes the building, HVAC, plumbing, and electrical inspections sections. This section is responsible for inspections to assure compliance with County building code provisions. Plans for proposed building construction are reviewed by this division. The supervisors of the appropriate sections provide staff support to the Electrical Advisory Board, the HVAC Advisory Board, and the Plumbing Advisory Board.

## DEVELOPMENT FUND

### PROGRAM DESCRIPTION

Plan Review and Permits is composed of the Permits Section, and the Board of Zoning Appeals staff. This section issues all building and construction permits, and provides zoning ordinance information to the public.

The Environmental Division is responsible for erosion and sediment control regulations, and is responsible for enforcement of the County's tree protection ordinance.

Development Support was created in 2002 and deals primarily with subdivision plats. This cost center is located in the Planning Department, but is a part of the Development Fund.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
% Of Structural Plans Reviewed By Type	100%	44%	68%	95%
% Of Development Plans Reviewed Within 10 Working Days	100%	88%	90%	89%
% Of Inspections Responded To Within 24 Hours of Request	100%	93%	100%	98%

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Total Permits Issued:				
Buildings	9,652	9,433	9,694	11,148
Electrical	15,168	13,237	15,133	17,402
Heating, Venting, and Air Conditioning (HVAC)	7,402	7,188	6,706	7,710
Plumbing	8,558	7,439	7,647	8,794
Signs	570	593	555	638
Value in dollars	\$1,838,000,000	\$1,062,256,592	\$1,731,121,932	\$1,990,790,222
Permit Revenue:				
Buildings	\$5,611,374	5,452,339	6,647,265	\$7,644,355
Electrical	\$1,014,937	1,115,330	1,090,588	\$1,254,176
Heating, Venting, and Air Conditioning (HVAC)	\$882,871	\$841,018	\$841,018	\$800,860
Plumbing	\$666,006	\$605,120	\$695,760	\$800,124
Signs	\$22,695	\$21,329	\$24,301	\$27,946
<b>Total Permit Revenues:</b>	<b>\$8,197,883</b>	<b>\$8,035,136</b>	<b>\$9,298,932</b>	<b>\$10,527,461</b>
Total Inspections:				
Buildings	40,959	\$34,623	\$29,875	34,356
Electrical	75,204	\$57,363	\$62,733	72,143
HVAC	25,342	\$22,195	\$20,321	23,369
Plumbing	27,992	\$27,582	\$27,079	30,691

## DEVELOPMENT FUND

### MAJOR ACCOMPLISHMENTS IN 2005

The department successfully transitioned into a new office building without work stoppage. The Hansen System was implemented. The Development Department continued conducting bi-monthly environmental workshops and building codes classes. Another successful Contractors Environmental Fair was organized.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Successfully implement the automated land development, permitting and inspections tracking system. Complete the reorganization of the Development Department commensurate with the new office space and the Hansen System.

#### Human Services

Improve and expand our education programs for the development community.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003 Development Support, one of the cost centers in the Planning Department became part of the Development Fund. \$14,267,155 was approved for basic operating expenditures. One Office Assistant Sr. position was added for the Building Plans Review and Permits cost center.

In 2004, \$325,000 was approved for the lease-purchase of Hansen equipment, a computerized permitting system. The reserve decreased to \$625,472 due to a drop in permit revenue in 2003 and the resulting decrease in the fund balance. Also, two part-time electrical inspector temporary positions were converted to one full-time electrical inspector position to allow the Electrical Inspection section to handle more inspections per day.

In 2005, \$124,426 was added to the budget for Hansen software licenses and \$456,000 was added for additional equipment (including \$41,000 for Fire and Rescue Services) for Hansen equipment. The Department was reorganized in September to properly align the various organizational levels and chain of responsibility resulting from the implementation of the new Hansen automated permitting and inspection system. A December 15, 2005 Agenda Item appointed the Associate Director of the Development Department to the position of Planning Director.

#### 2006

The Development Department will be consolidated with the Planning Department to create a Planning and Development Department.

#### Future

The County continues to experience new construction and expansion; this growth brings ongoing challenges for this department. Demand for services in this department will continue to be influenced by commercial and residential building activity, zoning enforcement and mandates from the federal and state governments.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$3,084,009	\$2,896,133	\$3,412,373	\$3,691,142
Development Support	193,863	209,440	378,430	378,983
Env Plans Review & Inspections	1,413,879	1,266,834	1,601,916	1,605,410
Land	1,394,606	1,485,403	1,823,987	1,829,806
Permits & Zoning	734,100	893,206	1,195,129	1,205,036
Structural Inspections	2,871,503	3,034,539	2,716,563	2,725,033
	<u>\$9,691,959</u>	<u>\$9,785,553</u>	<u>\$11,128,398</u>	<u>\$11,435,410</u>

## DEVELOPMENT FUND

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$6,952,846	\$7,382,226	\$7,749,179	\$7,749,179
Purchased / Contracted Services	346,122	1,071,159	689,026	973,130
Supplies	153,372	191,143	78,600	101,508
Capital Outlays	25,207	92,777	0	0
Interfund / Interdepartmental	1,975,147	760,552	1,637,794	1,637,794
Other Costs	239,265	287,698	973,799	973,799
	<u>\$9,691,959</u>	<u>\$9,785,553</u>	<u>\$11,128,398</u>	<u>\$11,435,410</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Development	<u>\$9,691,959</u>	<u>\$9,785,553</u>	<u>\$11,435,410</u>
	\$9,691,959	\$9,785,553	\$11,435,410

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Administration</b>					
Dep. Dir. Building Development	AJ		1	0	0
Associate Dir Development	AH		1	1	1
Director Development	AF		1	1	1
Director, Planning & Development	AD		0	0	1
Deputy Director Land Development	32		1	0	0
Land Development Asst Manager	29		1	0	0
Admin Operations Mgr	28		0	1	1
Departmental Microsystems Spec	28		0	1	1
Functional Project Coordinator	28		1	1	1
Quality Investigations Supv	28		1	1	1
Plans Review Supervisor	27		1	1	1
Database Administrator	26		1	0	0
Quality Investigator	26		1	1	1
Engineering Technician Senior	24		1	1	1
Zoning Officer	24		1	1	1
Administrative Assistant II	23		1	2	2
Public Education Specialist	23		1	1	1
Secretary Executive	23		1	0	0
Permits Coordinator	21		1	1	1
Requisition Technician	21		1	1	1
Office Assistant Senior	19		1	2	2
FULL TIME Subtotal			18	17	18

**DEVELOPMENT FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Land</b>					
Land Development Manager	30		1	1	1
Engineering Review Supervisor	29		0	1	1
Chief Dev Constuction Inspect	28		1	1	1
Engineering Review Officer III	28	1 T	6	6	6
Asst Chief Dev Constr Inspec	26		1	1	1
Engineering Review Officer II	26		3	3	3
Dev Construction Inspector III	25		6	6	6
Dev Construction Inspector II	24		2	1	1
Engineering Review Officer I	24		3	3	3
Engineering Technician Senior	24		2	1	1
Dev Construction Inspector I	23		0	1	1
Engineering Technician	23		0	1	1
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			26	27	27
TEMP Subtotal			1	1	1
<b>Structural Inspections</b>					
Structural Inspection Manager	30		1	1	1
Chief Building Inspector	28		1	1	1
Chief Electrical Inspector	28		1	1	1
Chief HVAC Inspector	28		1	1	1
Chief Plumbing Inspector	28		1	1	1
Structural Inspect, Asst Mgr	28		1	0	0
Asst Chief Bldg Inspector	26		1	1	1
Asst Chief Electrical Insp	26		1	1	1
Asst Chief HVAC Inspector	26		1	1	1
Asst Chief Plumbing Inspector	26		1	1	1
Plans Review Coordinator	26		1	1	1
Building Code Inspector III	25		5	5	5
Electrical Inspector III	25		4	5	5
HVAC Inspector III	25		2	2	2
Plumbing Inspector III	25		1	2	2
Building Codes Inspector II	24		2	3	3
Electrical Inspector II	24		7	4	4
HVAC Inspector II	24		1	1	1
Plumbing Inspector II	24		3	4	4
Building Codes Inspector I	23	1 T	6	5	5
Electrical Inspector I	23	1 T	5	7	7
HVAC Inspector I	23		2	2	2
Plumbing Inspector I	23		3	1	1
Administrative Assistant I	21		0	2	2
Secretary Principal	21		2	0	0
FULL TIME Subtotal			52	51	51
TEMP Subtotal			2	2	2



## DEVELOPMENT FUND

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Permits &amp; Zoning</b>					
Plans Review & Permits Manager	30		1	1	1
Plans Review Permits Asst Mgr	28		1	0	0
Engineering Review Officer II	26		1	1	1
Plans Review Coordinator	26		1	5	5
Permits Supervisor	25		1	1	1
Zoning Supervisor	25		0	1	1
Zoning Officer	24		2	3	3
Zoning Coordinator	22		1	1	1
Administrative Assistant I	21		1	0	0
Permit Technician Lead	21		0	1	1
Office Assistant Senior	19		9	0	0
Permit Technician	19		0	9	9
FULL TIME Subtotal			18	23	23
<b>Env Plans Review &amp; Inspections</b>					
Env Plans Rev&Insp Mgr	30		1	1	1
Env Plans Rev & Insp Asst Mgr	29		1	0	0
Chief Environ Land Dev Inspe	28		2	2	2
Asst Chief Env Land Dev Insp	26		1	2	2
Arborist	25		1	1	1
Env Land Development Insp III	25		5	6	6
Environmental Plans Review Spv	25		0	1	1
Env Land Development Insp II	24		6	7	7
Environmental Plans Reviewer	24		0	2	2
Engineering Technician	23		1	1	1
Env Land Development Insp I	23		7	6	6
Administrative Assistant I	21		0	1	1
Secretary Principal	21		1	0	0
FULL TIME Subtotal			26	30	30
<b>FULL TIME Total</b>			140	148	149
<b>TEMPORARY Total</b>			3	3	3
<b>ALL POSITIONS Total</b>			143	151	152

Development Support is part of Development Fund but is managed in the Planning Department. The positions for Development Support are included in the Planning Department.

## DRUG ABUSE TREATMENT & EDUCATION FUND

### PROGRAM DESCRIPTION

This fund was established in 1990 by Georgia Law, which provides for additional penalties in certain controlled substance cases amounting to 50 percent of the original fine. The law further provides that these funds be held in a special fund and used only for drug abuse treatment and education programs. Only funds actually in hand are included in the 2006 budget.

### MAJOR BUDGETARY IMPACTS

#### Previous

Various departments including Juvenile Court, Cooperative Extension, and Superior Court are making plans to continue special programming for projects to make use of these funds.

In 2003, funds were allocated for the following projects:

\$52,500 for the continuation of the Exercise Right Choice Scholarship program;  
 \$50,000 to the DeKalb County Drug Court for drug abuse treatment services;  
 \$58,182 for the Reserve for Appropriation.

In 2004, the Board of Commissioners adopted a budget for the Drug Abuse Treatment and Education Fund totaling \$83,122. This amount was appropriated in the fund's Reserve for Appropriation line item until the Board of Commissioners could take action to fully fund the programs administered by the DeKalb County Drug Court, Parks and Recreation, and Extension Services. At the February 10, 2004 meeting, the Board of Commissioners approved the transfer of \$80,476 from the General Fund Reserve to fully fund the programs administered by the DeKalb County Drug Court, Parks and Recreation, and Extension Services and provide a Reserve for Appropriation in the Drug Abuse Treatment and Education Fund as follows:

\$75,000 to the DeKalb County Drug Court for treatment services;  
 \$52,500 to Parks and Recreation for the Exercise Right Choice program;  
 \$26,100 to Extension Services for the Cooperative Extension Youth Development program;  
 \$10,000 for the Reserve for Appropriation.

In 2005, funds were allocated for the following projects:

\$32,635 to the DeKalb County Drug Court for treatment services;  
 \$22,845 to Parks and Recreation for the Exercise Right Choice program;  
 \$11,357 to Extension Services for the Cooperative Extension Youth Development program;  
 \$35,895 for the Reserve for Appropriation.

#### 2006

In 2006 total funds recommended were \$94,229 to be allocated for the following projects:

\$34,316 to the DeKalb County Drug Court for treatment services;  
 \$14,172 to Parks and Recreation for the Exercise Right Choice program;  
 \$14,972 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
 \$30,769 for the Reserve for Appropriation.

#### Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Coop Extension - Youth Development	\$26,522	\$15,797	\$14,972	\$15,031
Drug Abuse Treatment & Education Fund	69,038	75,073	65,085	79,885
Exercise Right Choice	36,067	15,762	14,172	14,514
	<u>\$131,627</u>	<u>\$106,632</u>	<u>\$94,229</u>	<u>\$109,430</u>

**DRUG ABUSE TREATMENT & EDUCATION FUND****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$124,019	\$99,187	\$48,488	\$63,630
Supplies	7,608	7,445	14,972	15,031
Other Costs	0	0	30,769	30,769
	<u>\$131,627</u>	<u>\$106,632</u>	<u>\$94,229</u>	<u>\$109,430</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Drug Abuse Treatment & Education	<u>\$131,627</u>	<u>\$106,632</u>	<u>\$109,430</u>
	\$131,627	\$106,632	\$109,430

## EMERGENCY TELEPHONE SYSTEM FUND

### PROGRAM DESCRIPTION

The Emergency Telephone Fund was established in 1990 to account for financial transactions related to monies collected through user telephone billings of wired telephones. The user fees are used to fund certain expenses associated with the Emergency 911 Telephone Services in DeKalb County. During its 1998 session, the Georgia General Assembly extended the authority for counties to impose a 911 charge on wireless telephones, similar to the user fee for wired telephones. A separate cost center was established to account for the wireless user fees.

### MAJOR BUDGETARY IMPACTS

#### Previous

In February 2002, the Board of Commissioners reaffirmed the fees for wired and wireless telephones at \$1.35 per month.

In January 2003, the Board of Commissioners reaffirmed the fees for wired at \$1.35 per month.

In February 2004, the Board of Commissioners reaffirmed the fees for wired and wireless telephones at \$1.35 per month.

In January 2005, the Board of Commissioners increased the fees for wired and wireless telephones to \$1.50 per month, effective June 1, 2005.

#### 2006

Of the total amount approved of \$24,913,672, \$9,097,494 will be available for transfer to the General Fund including \$6,519,866 for personnel costs, \$1,370,596 for supplies, \$416,172 for operating services and charges, \$790,860 for maintenance and repair; \$1,000,000 for E-911 telephone services, \$2,500,000 for wireless provider cost recovery, \$3,572,500 for build-out costs for the new E911 Communications Center, \$1,701,891 in funding for prior-year encumbrance carry-forward, and \$7,041,787 as projected fund balance.

Fees for wired and wireless telephones remained \$1.50 per month. As a result of a change in state law in 2005, annual reaffirmation of fees by the Board of Commissioners is no longer mandated.

\$5,778,144 is currently estimated as the build-out cost for the new E911 Communications Center. Of this, \$3,572,500 is budgeted for 2006 and \$2,082,519 is estimated for 2007.

#### Future

The new E911 Communications Center build-out, which will be part of the West Exchange Building Fire and Police Headquarters renovation in Tucker, GA, is expected to be completed in late 2007.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
E-911 Wired	\$4,266,874	\$4,783,749	\$10,586,035	\$10,586,036
E-911 Wireless	5,475,777	5,815,430	12,625,746	14,327,637
	\$9,742,651	\$10,599,179	\$23,211,781	\$24,913,673

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$3,425,511	\$2,881,814	\$7,072,500	\$8,773,131
Capital Outlays	0	2,459	0	1,260
Other Costs	0	0	7,041,787	7,041,787
Other Financing Uses	6,317,140	7,714,905	9,097,494	9,097,495
	\$9,742,651	\$10,599,179	\$23,211,781	\$24,913,673

**EMERGENCY TELEPHONE SYSTEM FUND**

<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Emergency Telephone System	\$9,742,651	\$10,599,179	\$24,913,673
	\$9,742,651	\$10,599,179	\$24,913,673

## GRANTS FUNDS SUMMARY

### PROGRAM DESCRIPTION

To provide an accounting entity whereby appropriations and expenditures for grant-funded programs can be accounted for separately and distinctly from other funds of the County. Sources of revenue include federal and state grants, local match contributions, private corporations, and other agencies.

### MAJOR BUDGETARY IMPACTS

#### Previous

\$41,351,930 is budgeted to continue various grant programs in 2005. In June our Police Department is expecting a grant from Justice Assistance Grant (JAG) previously known LLEBG, for the amount of \$310,348. As part of the FMIS implementation, Grants are being managed through a specialized module. This has required modification of most grant business processes.

#### 2006

\$38,553,000 is budgeted to continue various grant programs in 2006. In April our Police Department is expecting a grant from Justice Assistance Grant (JAG) previously known LLEBG, for the amount of \$211,613. As part of the FMIS implementation, Grants are being managed through a specialized module. This has required modification of most grant business processes.

#### Future

The County anticipates the receipt of additional funds in 2006 from the U.S. Department of Housing and Urban Development and the Georgia Department of Labor. The U. S. Department of Agriculture (USDA) Summer Food Program, which is administered by the Parks and Recreation Department, is also expected to be renewed in 2006. The implementation of the Projects and Grants module of the FMIS is expected to provide more information with greater flexibility to the grant managers.

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Prior Years Expenditures	2006 Appropriation
<b>DOL/DeKalb Workforce Development</b>	\$9,096,616	\$4,491,646	\$4,604,970
<b>SUBTOTAL</b>	<b>\$9,096,616</b>	<b>\$4,491,646</b>	<b>\$4,604,970</b>
<b>Local Law Enforcement Block Grant</b>	\$187,945	\$51,887	\$136,058
<b>SUBTOTAL</b>	<b>\$187,945</b>	<b>\$51,887</b>	<b>\$136,058</b>
<b>Judicial Assistance Grant #10 (JAG)</b>	\$310,348	\$0	\$310,348
<b>SUBTOTAL</b>	<b>\$310,348</b>	<b>\$0</b>	<b>\$310,348</b>
<b>HUD/Community Development</b>	\$114,265,506	\$91,450,885	\$22,814,621
<b>SUBTOTAL</b>	<b>\$114,265,506</b>	<b>\$91,450,885</b>	<b>\$22,814,621</b>
<b><u>Finance Department Grants</u></b>			
Safe Driving Championship	\$5,504	\$5,495	\$9
<b>SUBTOTAL</b>	<b>\$5,504</b>	<b>\$5,495</b>	<b>\$9</b>
<b><u>Sheriff's Department Grants</u></b>			
Dept. Of Justice	\$3,092	\$0	\$3,092
Criminal Justice Coordinating Council	277,490	269,659	7,831
<b>SUBTOTAL</b>	<b>\$280,582</b>	<b>\$269,659</b>	<b>\$10,923</b>
<b><u>Juvenile Court Grants</u></b>			
Children & Youth Coordinating Council	\$295,540	\$295,543	(\$3)
U. S. Dept. Labor	600,000	589,094	10,906
Children & Youth Coordinating Council	35,000	35,000	0
Children & Youth Coordinating Council	224,610	59,637	164,973

## GRANTS FUNDS SUMMARY

GRANTOR / GRANT DESCRIPTION	ACTIVITY MEASURES		
	Total Grant Appropriation	Prior Years Expenditures	2006 Appropriation
US Dept. of Justice	250,000	86	249,914
Council of Juvenile Court Judges (CJCJ)	10,000	10,000	0
Donation (Ernest Coach)	250	0	250
<b>SUBTOTAL</b>	<b>\$1,415,400</b>	<b>\$989,360</b>	<b>\$426,040</b>
<b><u>Superior Court Grants</u></b>			
Council Of Superior Ct. Judges	\$25,000	\$25,000	\$0
Council Of Superior Ct. Judges	65,460	50,269	15,191
Council Of Superior Ct. Judges	35,732	0	35,732
US Dept. Of Justice	499,998	216,912	283,086
DHR	50,000	0	50,000
Donations	13,794	2,412	11,382
Donations	7,147	6,118	1,029
GA DHR	49,641	49,641	0
<b>SUBTOTAL</b>	<b>\$746,772</b>	<b>\$350,352</b>	<b>\$396,420</b>
<b><u>State Court</u></b>			
U.S. Dept of Justice	\$4,400	\$3,070	\$1,330
<b>SUBTOTAL</b>	<b>\$4,400</b>	<b>\$3,070</b>	<b>\$1,330</b>
<b><u>Solicitor - General Grants</u></b>			
Stop Violence Against Women	\$20,000	\$24,074	(\$4,074)
Victim Assistance	57,793	43,062	14,731
Victim Assistance	103,302	93,845	9,457
Stop Violence Against Women	57,793	57,310	483
Stop Violence Against Women	103,302	97,815	5,487
Victim Assistance	103,302	1,387	101,915
<b>SUBTOTAL</b>	<b>\$445,492</b>	<b>\$317,492</b>	<b>\$128,000</b>
<b><u>District Attorney's Office Grants</u></b>			
District Attorney/ Victim Assistance	\$418,224	\$306,354	\$111,870
<b>SUBTOTAL</b>	<b>\$418,224</b>	<b>\$306,354</b>	<b>\$111,870</b>
<b><u>Police Grants</u></b>			
Universal Hiring Program	\$3,750,000	\$3,892,124	(\$142,124)
Universal Hiring Program	3,750,000	3,720,854	29,146
Motor Carrier Safety Assist.	144,000	58,036	85,964
Motor Carrier Safety Assist.	72,000	0	72,000
BYRNE JAG/GILEE	4,125	4,125	0
CERT	37,750	37,470	280
Red Cross	47,000	0	47,000
Communication Equipment	1,600,000	0	1,600,000
Communication Equipment	1,011,970	290,650	721,320
Anti - Terrorism Equipment	487,035	396,109	90,926
Security	467,569	26,854	440,715
Homeland Security	239,000	239,000	0
LEOP	176,867	182,592	(5,725)
Incident Command Veh	23,050	23,050	0
COPS More	\$668,946	\$660,822	\$8,124
2004 Bulletproof Vest Part. Prgm. - POLICE	\$4,400	\$0	\$4,400
WMD Congressional Earmark	198,700	115,384	83,316
Training	43,107	3,739	39,368

## GRANTS FUNDS SUMMARY

GRANTOR / GRANT DESCRIPTION	ACTIVITY MEASURES		
	Total Grant Appropriation	Prior Years Expenditures	2006 Appropriation
Training	42,249	41,482	767
Training	45,598	28,099	17,499
Law Enforcement	124,000	112,015	11,985
Animal Control	4,283	4,012	270
South Precinct	1,000	0	1,000
Tucker Precinct	10,817	7,629	3,188
East Precinct	1,500	0	1,500
P.A.L.	2,500	0	2,500
D.E.M.A.	3,000	0	3,000
GA Police Corp	20,000	16,800	3,200
H.I.D.T.A.	327,659	31,080	296,579
H.I.D.T.A.	327,659	264,889	62,770
H.I.D.T.A.	327,659	314,760	12,899
H.I.D.T.A.	181,684	181,569	115
<b>SUBTOTAL</b>	<b>\$14,145,127</b>	<b>\$10,653,145</b>	<b>\$3,491,982</b>
<b><u>Fire Department/EMS Grants</u></b>			
Homeland Security Fire Prevention	\$29,918	\$472	\$29,446
Community Education	293,265	254,903	38,362
Fire & Rescue	2,925	0	2,925
Homeland Security	130,000	67,500	62,500
Personal Protective Elements	107,600	0	107,600
Hazardous Material Response Vehicle	486,000	0	486,000
Communication	170,320	50,187	120,133
Decontamination Vehicle	303,220	0	303,220
Hazardous Material Response Equipment	185,574	166,698	18,877
<b>SUBTOTAL</b>	<b>\$1,708,822</b>	<b>\$539,760</b>	<b>\$1,169,063</b>
<b><u>Public Works Grants</u></b>			
Pre Disaster Mitigation	\$20,300	\$0	\$20,300
Pre Disaster Mitigation	30,000	0	30,000
<b>SUBTOTAL</b>	<b>\$50,300</b>	<b>\$0</b>	<b>\$50,300</b>
<b><u>Parks &amp; Recreation Grants</u></b>			
Briarwood Park	\$10,000	\$0	\$10,000
Book Run Park	50,000	0	50,000
Book Run Park	15,000	0	15,000
Shoals Creek Park	10,000	0	10,000
Wade Walker Park	7,500	0	7,500
N.H. Scott Park	2,000	0	2,000
Art Center - South DeKalb	100,000	0	100,000
Summer Food Program	307,222	0	307,222
Improvement to Park	3,000	3,000	0
Teaching Golf to Youth	25,000	20,032	4,968
Five Star Restoration	9,000	7,500	1,500
Summer Food Program	572,686	440,920	131,766
Invasive Plants	30,000	0	30,000
Educational Program	1,500	450	1,050
Constitution Lake	5,000	0	5,000
<b>SUBTOTAL</b>	<b>\$1,147,908</b>	<b>\$471,902</b>	<b>\$676,006</b>
<b><u>Extension Service Grants</u></b>			
Building Young Families	\$4,047	\$0	\$4,047



## GRANTS FUNDS SUMMARY

GRANTOR / GRANT DESCRIPTION	ACTIVITY MEASURES		
	Total Grant Appropriation	Prior Years Expenditures	2006 Appropriation
Resource Mothers	216	0	216
Educational	30,000	19,715	10,285
1st Account Program	147,144	133,012	14,132
Financial Literacy	135,000	0	135,000
Resource Mothers	32,280	13,853	18,427
Educational	10,000	9,716	284
Financial Literacy	10,000	9,974	26
Educational	25,000	26,935	(1,935)
Diabetes Education	20,000	2,154	17,846
Financial Literacy	10,000	4,307	5,693
Resource Mothers	32,280	0	32,280
<b>SUBTOTAL</b>	<b>\$455,968</b>	<b>\$219,665</b>	<b>\$236,303</b>
<b><u>Human Services</u></b>			
Senior Citizen Services (Fed)	\$545,108	\$87,104	\$458,004
Senior Citizen Services(State)	981,389	330,075	651,314
Senior Citizen Services(State)	1,502,282	1,502,272	10
Senior Citizen Services(State)	1,473,145	1,265,803	207,342
Diabetes, Asthma, Obesity, Prevention	11,250	5,211	6,039
<b>SUBTOTAL</b>	<b>\$4,513,174</b>	<b>\$3,190,465</b>	<b>\$1,322,709</b>
<b><u>DeKalb Family &amp; Children's Services</u></b>			
DFACS Building/Lease Purchase	\$1,819,684	\$1,481,349	\$338,335
DFACS Building/Lease Purchase	1,690,601	1,382,172	308,428
DFACS Building/Lease Purchase	1,741,319	0	1,741,319
<b>SUBTOTAL</b>	<b>\$5,251,603</b>	<b>\$2,863,522</b>	<b>\$2,388,082</b>
<b><u>Water and Sewer Grants</u></b>			
Vulnerability Assessment	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Keep DeKalb Beautiful</u></b>			
Keep DeKalb Beautiful	\$6,000	\$0	\$6,000
Keep DeKalb Beautiful	(750)	0	(750)
Keep DeKalb Beautiful	500	0	500
Keep DeKalb Beautiful	750	0	750
Keep DeKalb Beautiful	1,250	0	1,250
Keep DeKalb Beautiful	375	0	375
Keep DeKalb Beautiful	1,500	0	1,500
Keep DeKalb Beautiful	1,625	0	1,625
Keep DeKalb Beautiful	10,000	0	10,000
<b>SUBTOTAL</b>	<b>\$21,250</b>	<b>\$0</b>	<b>\$21,250</b>
<b><u>Nondepartmental/Pass-Thru Grants</u></b>			
Action Community	\$46,250	\$46,250	\$0
Black Women Coalition	5,000	0	5,000
Brown Mills Park	2,500	0	2,500
Burnt Fork Watershed	1,250	0	1,250
Delta Life	8,750	0	8,750
Dunwoody Preservation	2,500	0	2,500
ELLA, Inc.	2,500	0	2,500
Green Forest	7,500	7,500	0
Midway Heights	4,125	0	4,125

## GRANTS FUNDS SUMMARY

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Prior Years Expenditures	2006 Appropriation
Murphy Candler	10,000	0	10,000
Murphy Candler	5,000	0	5,000
Murphy Candler-Girls	12,500	0	12,500
Murphy Candler-Girls	3,125	0	3,125
Murphy Candler-Girls	1,550	0	1,550
100 Black Women	12,500	0	12,500
Push Push Theatre	2,500	2,500	0
Redan Athletic Association	6,250	0	6,250
S. DeKalb Comm. Development	6,303	0	6,303
Scottdale Child Development	750	0	750
Scottdale Comm. Planning	500	0	500
SEED	500	0	500
S.E. Comm. Development	1,250	0	1,250
Stn. Mtn. Youth Soccer Assoc.	23,125	0	23,125
Trinity Warriors	750	0	750
Victory Outreach	5,000	0	5,000
S. DeK. Improvement Initiative	10,989	0	10,989
Hurricane Katrina Relief	275,977	275,977	0
Hurricane Katrina - Relief Ctr	95,000	0	95,000
Hurricane Katrina - Relief (Ser. To Seniors)	25,000	0	25,000
DeKalb Disaster Relief Serv. Center	10,000	0	10,000
<b>SUBTOTAL</b>	<b>\$588,944</b>	<b>\$332,227</b>	<b>\$256,717</b>
<b>GRAND TOTALS</b>	<b>\$155,059,885</b>	<b>\$116,506,886</b>	<b>\$38,553,000</b>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
2000 LLEBG *	\$74,550	\$0	\$0	\$0
2002 LLEBG *	160,694	19,212	0	0
2003 LLEBG *	121,008	181,996	136,058	136,058
2004 LLEBG *	0	45,983	310,348	310,348
Community Development	16,068,398	15,003,277	22,814,621	22,814,621
DeKalb Workforce Development	3,714,932	4,260,442	4,604,970	4,604,970
Other Grants	15,102,484	14,527,963	10,687,003	10,687,003
	<b>\$35,242,066</b>	<b>\$34,038,872</b>	<b>\$38,553,000</b>	<b>\$38,553,000</b>

## GRANTS FUNDS SUMMARY

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$8,341,854	\$7,542,906	\$0	\$0
Purchased / Contracted Services	13,355,709	12,137,085	0	0
Supplies	2,301,345	1,840,436	0	0
Capital Outlays	2,568,228	5,458,682	0	0
Interfund / Interdepart. Charges	(393,037)	1,598,000	0	0
Other Costs	7,844,532	6,156,918	0	0
Other Financing Uses	1,083,733	3,606	26,282,836	26,282,836
Holding Accounts	139,702	(698,760)	12,270,164	12,270,164
	\$35,242,066	\$34,038,872	\$38,553,000	\$38,553,000

**NOTE:** The financial management system requires that grants be budgeted in a budget holding account. Actual expenditures are recognized in the account charged.

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Grant-In-Aid	\$34,647,932	\$33,672,800	\$38,106,594
2000 Local Law Enforcement Block Grant	35,757	0	0
2001 Local Law Enforcement Block Grant	38,793	0	0
2002 Local Law Enforcement Block Grant	160,694	19,212	0
2003 Local Law Enforcement Block Grant	358,891	300,878	136,058
2004 Local Law Enforcement Block Grant	0	45,983	310,348
	\$35,242,066	\$34,038,872	\$38,553,000

### REVENUE SOURCES

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Intergovernmental	\$20,120,269	\$12,599,579	\$38,525,681	\$38,525,681
Investment Income	10,008	10,070	0	0
Contributions and Donations	6,232	26,804	27,319	27,319
Miscellaneous	75,847	185,793	0	0
Other Financing Sources	3,390,698	4,867,091	0	0
Fund Balance Carried Forward	547,528	(5,593,722)	0	0
	\$24,150,583	\$12,095,615	\$38,553,000	\$38,553,000

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Superior Court</b>					
<b>2003 LLEBG</b>					
Court Program Coordinator	21		1	1	1
FULL TIME Subtotal			1	1	1

## GRANTS FUNDS SUMMARY

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Juvenile Court</b>					
Apprentice I	N/A		0	0	0
Juvenile Program Administrator	26		2	0	0
Case Manager	23		5	0	0
Job Placement Coordinator	23		1	2	2
Juvenile Probation Officer	23		7	1	1
Office Assistant Senior	19		1	0	0
Office Assistant	18	1 PT	0	2	2
PART TIME Subtotal			1	1	1
FULL TIME Subtotal			15	4	4
<b>Solicitor State Court</b>					
Attorney IV	33		0	1	1
Attorney II	30		1	0	0
Secretary Senior Legal	23		1	1	1
Victim Witness Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			5	5	5
<b>District Attorney</b>					
Victim Witness Program Coord	25		3	4	9
FULL TIME Subtotal			3	4	9
<b>Police</b>					
Police Officer, Master	27		19	15	15
Police Officer, Senior	26		50	65	65
Police Officer	25		35	20	20
FULL TIME Subtotal			104	100	100
<b>Extension Service</b>					
Extension Outreach Aide	EO		13	1	1
County Extension Agent	25		3	1	1
FULL TIME Subtotal			16	2	2
<b>Senior Citizens Services</b>					
Deputy Sr Services Admin	31		0	1	1
Fiscal Coordinator	29		0	1	1
Project Monitor	26	1 PT	0	1	1
Administrative Assistant II	23		0	1	1
Information & Referral Spec	23		0	2	2
Office Software Specialist	23		0	2	3
Receptionist	16		3	2	2
PART TIME Subtotal			0	1	1
FULL TIME Subtotal			3	9	10

## GRANTS FUNDS SUMMARY

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
<b>Workforce Development</b>					
Apprentice I	N/A		1	1	1
Lead Recruitment Spec	N/A		1	1	1
Lead Summer Youth Couns	N/A		1	1	1
Recruitment Spec	N/A		3	3	3
Sum Youth Coun/Cpt Ast	N/A		4	4	4
Summer Youth CI Aide	N/A		5	5	5
Summer Youth Instructor	N/A		5	5	5
Summer Youth Worker	N/A		5	5	5
Syetp Clerk	N/A		2	2	2
Syetp Counselor	N/A		0	7	7
FULL TIME Subtotal			27	34	34
<b>Parks &amp; Recreation</b>					
Summer Youth Worker	NA	8 T	7	8	8
TEMP Subtotal			7	8	8
<b>Community Development</b>					
CD Operations Specialist	NA		1	0	0
Grant Fund Compliance Monitor	NA		0	1	1
Asst Dir Community Dev	AJ		1	1	1
Director Community Development	AF		1	1	1
Planning & Neighbrhd Svcs Mgr CD	32		1	1	1
Deputy Sr Services Admin	31		1	0	0
Housing Programs Manager	31		1	1	1
Fiscal Coordinator	29		1	0	0
Special Projects Coord Sr	29		1	1	1
Grants & Administrative Mgr	28		1	1	1
Housing Program Supevisor	28		1	1	1
Housing&Finance Spec CD	28		1	1	1
Financial Officer Principal	27		1	1	1
Planner Senior	27		1	1	1
Housing Program Coord Sr.	26		2	2	2
Planner	26		0	1	1
Project Monitor	26		1	2	2
Administrative Assistant II	23		1	1	1
Financial Assistant	23		1	1	1
Information & Referral Spec	23		2	0	0
Office Software Specialist	23		1	0	0
Secretary Executive	23		1	0	0
Administrative Assistant I	21		0	2	2
Secretary Principal	21		2	0	0
Office Assistant Senior	19		1	1	1
Custodian Senior	18		1	1	1
FULL TIME Subtotal			25	22	22

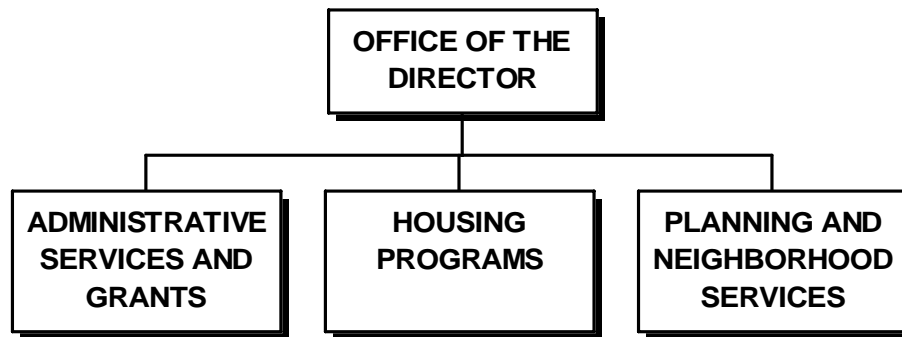
**GRANTS FUNDS SUMMARY**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2004	2005	2006
FULL TIME Total			199	181	187
PART TIME Total			1	2	2
TEMPORARY Total			7	8	8
ALL POSITIONS Total			207	191	197

## GRANTS - COMMUNITY DEVELOPMENT



### MISSION STATEMENT

The mission of the Community Development Department is to strengthen families and individuals so that they can achieve self-sufficiency and attain the highest quality of life to the maximum extent feasible; and, to develop viable urban communities principally benefiting low- to moderate-income persons. We will work collaboratively with nonprofit agencies, governmental entities at all levels, the business community, the faith-based community, residents and schools.

### PROGRAM DESCRIPTION

The primary funding resource for the Community Development Department is the Community Development Block Grant (CDBG) Program, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended. The County also receives other grants from HUD that are administered by the Community Development Department including: the McKinney Emergency Shelter Grant Program (ESGP), and the HOME Investment Partnerships Act (HOME).

### MAJOR ACCOMPLISHMENTS IN 2005

In 2005, the Department made significant progress in addressing critical issues affecting housing affordability, fair housing, senior citizens, predatory lending, and economic viability of neighborhoods. Of significance was the role the CDBG funding and the Community Development staff played in DeKalb County's cooperative efforts to meet the needs of persons displaced and seeking refuge in DeKalb County and the Metro Atlanta area as a result of Hurricane Katrina. Also, the opening of the Lou Walker Multi-Purpose Center for seniors addressed the long awaiting needs of senior adults.

With the use of CDBG funds, the Department expanded special economic development activities through improvements to the revolving loan fund for small businesses, and the Micro-enterprise Assistance Programs for small business in training and technical assistance format. These programs continue to help serve women, minorities and low-to- moderate income persons gain access to traditional capital markets as well as create jobs, improve employment skills and know-how of entrepreneurship.

Finally, efforts continued in affordable housing to expand initiatives to address predatory lending, and to improve the criteria for affordable housing while building strong communities. In response to the American Dream Down Payment Initiative funds, a successful partnership with the United Way has allowed individuals purchasing homes in DeKalb to qualify for matching funds through the Individual Development (IDA) Program.

### CDBG PROGRAM

#### I. *Public Facilities and Improvements*

The following projects have been completed or are within the planning or developmental phase.

**Buford Highway Sidewalks/Streetscape** – This project is currently under construction. The project provides safe pedestrian access along Buford Highway with refuge islands, sidewalks and landscaping.

**Candler Road Streetscape** – The project is currently under construction. The project provides safe pedestrian access along the intersection of Candler Road and Glenwood Roads with sidewalks and landscaping.

## GRANTS - COMMUNITY DEVELOPMENT

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**Chamblee-Dunwoody Road Streetscape** – Phase I of this project was completed in May 2005. This project provides better pedestrian access along Chamblee Dunwoody Road for the benefit of people who are living, working and shopping in the Chamblee area with additional sidewalk, landscaping, and a MARTA bus stop.

**City of Decatur** – In 2005, the City completed the design and engineering plans for the renovation of the ball field adjacent to the Samuel L. Jones Boys and Girls Club. The construction will be completed by the spring of 2006.

**City of Lithonia Streetscape** – During 2005, the first phase of this project was completed. This project will provide better pedestrian access in the downtown area with an additional sidewalk, landscaping, and MARTA bus stop.

**City of Stone Mountain** – During 2005, the City completed the Second Street drainage project. This project will solve a local drainage problem and connect to the existing County drainage system.

**Clarkston Community Center** – In 2005, the Community Center raised the required matching funds combined with CDBG funds to establish a contract for the renovation of a community center building. Construction is scheduled to begin in the summer of 2006.

**DeKalb Multipurpose Center for Seniors** – The grand opening ceremony was held on November 3, 2005 for the DeKalb Multipurpose Center for Seniors (officially named the Lou Walker Multipurpose Center for Seniors). The Lou Walker Multipurpose Center for Seniors provides approximately 35,000 square feet of space and a comprehensive array of programs including health, social, nutritional, recreational, and educational services for seniors.

**DeKalb for Seniors, Inc.** – In 2005, this organization assisted DeKalb County in managing the construction of the multipurpose facility for seniors.

**International Women's House, Inc.** – In 2005, CDBG funds were used for the renovation of a facility for the International Women's House, which will provide 7 transitional housing units and supportive services to refugee women with children, who are victims of domestic violence. The project was completed in October, 2005.

**Lynwood Park Capital Improvements** – The purpose of the project is to provide a suitable living environment and quality of life for the residents in the Lynwood Park neighborhood by improving the physical condition of roads, sidewalks, water lines, drainage, other infrastructure and various neighborhood improvements. Construction is scheduled to begin in late 2006.

**Memorial Drive Streetscapes** – Phase I of the Memorial Drive streetscape design is to enhance pedestrian safety for the benefit of people who are living, working and shopping in the area. Phase I of this project is in conjunction with DOT as part of the Memorial Drive Bridge widening project over I-285. Due to delays in right-of-way acquisition, it is estimated to go to bid in mid 2006.

## II. *Public Services*

**Atlanta Legal Aid Society, Inc.** – Using CDBG funds, legal services were provided for 310 DeKalb County households in 2005. The agency also participated in a number of educational activities and homebuyer seminars on foreclosure and fraud prevention.

**Center for Pan Asian Community Services, Inc.** – Using ESG funds, the agency provided services for 40 homeless Korean-speaking immigrants with little or no English skills in 2005. The services were inclusive of counseling, referrals for emergency shelter, food, transportation and medical care for clients.

**Consumer Credit Counseling, Inc.** – During 2005 Consumer Credit Counseling Services provided professional counseling services directed toward educating the consumers of DeKalb County on housing issues as they relate to money management and credit. A total of 1,311 DeKalb County citizens were served, 728 of them were low- to moderate-income.

**Decatur Cooperative Ministry, Inc.** – In 2005 this agency received a combination of ESG and CDBG funding to assist 12 families (72 persons) at Hagar's House and the Transitional Housing program served 5 families (20 persons). Services included the provision of emergency shelter, food, transitional housing and counseling services. 100% of the families served were represented by a female head of household.

**DeKalb Drug Court Emergency Housing** – Participants in DeKalb's Drug Court program were housed on an emergency basis for up to three months in 2005 with the use of CDBG funds upon their initial entry into the program. This allowed them to leave jail and participate full-time in the intensive therapy programs required in Phase 1 of the program before having to begin employment.

**DeKalb Metro Housing Counseling Center, Inc.** – In 2005, CDBG funding was used to provide 419 DeKalb County residents housing counseling. Additionally, 135 potential homebuyers attended training and 92



## GRANTS - COMMUNITY DEVELOPMENT

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received certificates for completing the weekly homebuyer seminars. Homeless prevention assistance was also provided to 24 families (54 persons) that were at-risk of becoming homeless.

**Green Forest Social Ministry** – In 2005, the agency provided homeless prevention services for 31 families (69 persons) who were at-risk of becoming homeless.

**Green Forest Community Development Corporation** – During 2005, there were 262 clients that received homebuyer's education and counseling. The agency also participated in ongoing homeowner training, foreclosure prevention and loss mitigation programs.

**Implementation Services for Senior Citizens Programs** – In 2005, a total of 3,751 seniors received services including information & assistance, case management, homemaker services, home delivered meals, congregated meals, and programming and transportation services at Senior Centers.

**Jerusalem House, Inc.** – This homeless shelter provided assistance to 28 homeless persons with HIV/AIDS during 2005. Other services included medical supervision, social service support, personal care services, counseling, and alcohol/drug recovery.

**Katrina Disaster Resource Center** – In response to the disaster on the Gulf Coast, the Community Development Department participated with a number of County Departments, public, and private partners in establishing and operating a Disaster Resource Center to provide a "One Stop" facility where evacuees could get emergency assistance for food, clothing, housing and basic needs.

**Latin American Association, Inc.** – A total of 3,105 persons were assisted by this Agency in 2005. Of those served, almost 98% were Hispanics and approximately 353 were female heads of household. Services included legal and financial counseling, medical assistance; pre-K and school enrollment; assistance to battered women; immigration referral; translation of interpretation services; DFACS referrals; tax referrals, and general information.

**Marcus Jewish Community Center of Atlanta, Inc.** – (Housemate Match Program) - During 2005, CDBG funds were utilized for salaries and benefits for the following:

- Housemate Match Program – A total of 157 persons were matched in the home-sharing program. 103 were female heads of household. Additional services included referrals for assistance from other sources.
- The Weinstein Center for Adult Day Services – A total of 54 persons with Alzheimer's disease or in need of respite care were served at the Weinstein Center. Seven (7) were female heads of household.

**Metro Fair Housing Services, Inc.** – In 2005, this agency provided fair housing services and processed 195 fair housing inquiries, validated 11 fair housing complaints, and referred 5 of the valid complaints to HUD and attorneys for further action and actively investigated 6 of the complaints.

**Nicholas House, Inc.** – The agency provided transitional housing and supportive services to 83 persons (24 families) during 2005. Of the families served, the number of female heads of household was 24.

**Our House, Inc.** – Daycare services were provided to 77 homeless children with related support services provided to their family members during 2005. Of the families served, 71 were female heads of household.

**Refugee Family Services Inc.** – The agency provided financial literacy counseling and education for female members of the refugee community. During 2005, ninety-two (92) persons received services.

**Scottdale Child Development Center** – Daycare services are provided primarily for Scottdale residents throughout the year. A total of 112 children were served during 2005

**The Sheltering Arms** – Provided affordable early childcare and education, comprehensive support services for families, professional development, and community outreach. A total of 169 children were served during 2005.

**Youth Set-Aside Program/Summer Recreation Voucher Program** – A total of 711 youth participated in the 2005 summer voucher program that included 45 different program providers.

### III. *Housing*

**Down Payment Assistance** –During 2005, DeKalb County completed a total restructuring of its first-time homebuyer assistance program. Reasons for this included having the program conform to the American Dream Down payment Initiative (ADDI) regulations and to also better prepare participants to remain in their homes

## GRANTS - COMMUNITY DEVELOPMENT

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after closing on their home. A total of 5 deferred payment loans were provided to participants in this program in 2005.

**Housing Rehab** – 108 rehab cases were set up in 2005, and 93 single-family, owner-occupied units were completed with a combination of CDBG and HOME funds.

**Creation of New Units** – During 2005, no CDBG funds were used to create new housing units.

**United Way of Metropolitan Atlanta** – CDBG funds were provided to the United Way of Metropolitan Atlanta be used as match for other funding they had in hand for an Individual Development Account (IDA) Program for first-time homebuyers. During 2005, classes and counseling continued to be offered to participants to assist them in reaching their goal of homeownership. Four (4) participants received matching funds and purchased homes during 2005.

### IV. *Economic Development*

**South DeKalb Business Incubator, Inc.** – During 2005, five and one-half (5.5) Full Time Equivalent (FTE) jobs were created.

**DeKalb Enterprise Business Corporation (DEBCO) – Economic Development Revolving Loans** – During 2005, 8 loans were closed by DEBCO. Also twenty-eight and one-half (28.5) Full Time Equivalent (FTE) jobs have been created; and twenty-six and one-half (26.5) FTE jobs are held by low- to moderate-income persons. For DEBCO's SBA Micro Loan Program, seven micro loans closed and 774 hours of technical assistance were provided to micro enterprises in DeKalb County. For the Micro Enterprise Training Program, as of December 2005, three training sessions were implemented. There are one hundred eighteen (118) total trainees.

### V. *Demolition*

**Demolition and Clearance** – Four units were demolished in 2005. Upon receipt of the owner's approval, this program demolished vacant, dilapidated housing units.

## HOME PROGRAM

The HOME program is limited to housing development, housing preservation activities and housing related support which includes: acquisition for housing development, new construction, redevelopment, rehabilitation, homeownership assistance and tenant rental assistance.

**Affordable Housing Homeownership** – During 2005, no homeownership units were constructed with HOME funds for sale to income-eligible buyers.

**Affordable Housing-Multifamily Rental** – During 2005, no new HOME funds were provided to multifamily rental projects. However, activities were carried out in 2005 on HOME rental projects funded in prior years. One involved the new construction of the Antioch Manor Estates, a 120-unit project for elderly persons which was completed in August 2005, creating 10 HOME units. The other project was the rehab of the existing Casa Rio Apartments development being carried out by the Initiative for Affordable Housing, Inc. This project has experienced delays due to additional changes in the scope of work and legal issues with the General Contractor. Negotiations were completed in late 2005 with the expectation that this project will be completed in early 2006. In addition, the DeKalb Housing Authority achieved full occupancy of its Spring Chase II elderly rental development in 2005. This project created 11 HOME units.

**HOME/CHDO Affordable Housing** – In 2005, the County only had one approved CHDO, Initiative for Affordable Housing, Inc. Discussions were undertaken during the year with other organizations seeking to possibly become DeKalb CHDOs with efforts to certify others expected to take place in 2006.

## GRANTS - COMMUNITY DEVELOPMENT

### EMERGENCY SHELTER GRANTS PROGRAM (ESG)

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless and people who are at-risk of becoming homeless. In DeKalb County, ESG funds were provided for Homeless Prevention (30%), Essential Services (Counseling) (30%), and Operational Costs (40%). In 2005, the County provided CDBG and ESG funds for 25 organizations, including 23 nonprofit agencies and two County Departments to provide assistance to the homeless population or those at-risk of becoming homeless. A total of 4,052 families or households with a total of 5,011 persons were assisted with these funds.

Homeless prevention assistance was provided to 256 households (688 persons); referrals and case management services for 3,260 households (3,389 persons); housed 17 families (45 persons) who were victims of domestic violence; provided housing and support services for 172 persons from 161 homeless households in recovery from drug and alcohol abuse; day care for 77 homeless children; transitional housing and support services for 52 households (171 persons); and referrals for 36 households (36 persons) with HIV/AIDS.

### **MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

During the 2003-2007 Comprehensive Planning process, Community Development identified three major goals which will govern the Department for the next year.

- I. To provide decent, affordable housing for low- to moderate-income persons residing in DeKalb County.
- II. To provide a suitable living environment, public facilities, infrastructure, and expanded community services, principally benefiting low- to moderate-income persons.
- III. To expand economic opportunities, increase and retain new and existing jobs, and revitalize economically depressed areas that principally serve low- to moderate-income areas.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In the last several years, the CDBG, HOME and ESG Programs have been instrumental in developing public facilities and improvements, human services, housing rehabilitation, down payment assistance, affordable rental units, and homeless facilities and services.

#### **2006**

For the 2006 Budget, the County anticipates receiving \$ 6,300,383 in CDBG funds, \$3,202,609 in HOME funds, and \$250,198 in ESGP funds. The County also will receive \$64,158 for the American Dream Down payment Initiative

#### **Future**

Assuming the continued availability of CDBG funds, the HOME program grants, and Emergency Shelter Grants, Community Development anticipates continuing to operate with greater responsibilities. A majority of funds will continue to be proposed to provide decent affordable housing, a suitable living environment, public facilities, public services, and economic opportunities, principally benefiting low to moderate income persons.

ACTIVITY MEASURES
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2006 Funding
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I. 2005 CDBG PROGRAMS
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## GRANTS - COMMUNITY DEVELOPMENT

ACTIVITY MEASURES		2006 Funding
<b>REPAYMENT OF BONDS</b>		
1. DeKalb County Senior Multi-Purpose Center		\$1,666,666
	<b>SUBTOTAL</b>	<b>\$1,666,666</b>
<b>ECONOMIC DEVELOPMENT INITIATIVES</b>		
2. DeKalb Enterprise Corporation (DEBCO) Economic Development Revolving Loan Fund		\$300,000
	<b>SUBTOTAL</b>	<b>\$300,000</b>
<b>PUBLIC FACILITIES AND IMPROVEMENT</b>		
3. Targeted Capital Improvement/Economic Development Projects Set Aside Fund 1		<b>\$1,036,069</b>
A. Metro Atlanta YMCA/South DeKalb Expansion and Redevelopment (Up to \$3,000,000 over 5-8 years, possible Pre-Awarded funding method)		
B. DeKalb Addiction Clinic (Possible Section 108 Loan)		
C. New Capital Improvement Projects developed in the priority areas (Scottsdale, Candler/McAfee, Buford Highway, Lynwood Parks Infrastructure and Municipalities located in DeKalb County)		
D. South DeKalb Business Incubator, Inc.		
E. Boys and Girls of Metro Atlanta (\$500,000), Match 100%, 7/1/2007)		
F. Clarkston Park Improvements (\$28,000, Match 100%)		
G. DeKalb County Parks and Recreation/Tobie Grant Center		
	<b>SUBTOTAL</b>	<b>\$1,036,069</b>
<b>Note:</b>		
The projected in items A-G are in various stages of development but are not to the point where a final recommendation can be made. The total of all projects listed exceeds the amount of funds available.		
The amount listed is for planning purposes only and to inform the public of the amount being considered.		
Funding for the above projects is subject to the County receiving funding from HUD. If the County does not receive HUD funding, the County is not obligated to fund these projects.		
<b>PUBLIC SERVICES</b>		
4. Atlanta Legal Aid Society, Inc.		\$65,000
5. Consumer Credit Counseling Services, Inc.		25,000
6. Decatur Cooperative Ministry, Inc.		40,000
7. DeKalb Metro Housing Counseling Center, Inc.		50,000
8. DeKalb Drug Court-Transitional Housing/Supportive Program,		58,800
9. D& E, A Financial Educational and Training Institute, Inc.		25,000
10. Green Forest Community Development Corporation		35,000
11. Implementation Services for Senior Citizens Programs		190,000
12. Jerusalem House, Inc.		35,000
13. Latin American Association, Inc.		27,570
14. Marcus Jewish Community Center of Atlanta, Inc.		27,570
15. Metro Fair Housing Services, Inc.		44,000
16. Nicholas House, Inc.		27,570
17. Our House, Inc.		27,570
18. Refugee Family Services, Inc.		25,000
19. Scottsdale Child Development and Family Resource Center, Inc.		85,000
20. Youth Voucher Program		86,975
	<b>SUBTOTAL</b>	<b>\$875,055</b>
<b>HOUSING REHABILITATION</b>		
21. Housing Authority Rehab Implementation Services		<b>\$739,168</b>
	<b>SUBTOTAL</b>	<b>\$739,168</b>
<b>OTHER</b>		
22. Katrina Relief Disaster Initiative		\$50,000
	<b>SUBTOTAL</b>	<b>\$50,000</b>

## GRANTS - COMMUNITY DEVELOPMENT

ACTIVITY MEASURES		2006 Funding
<b>PLANNING AND PROGRAM ADMINISTRATION</b>		
23. Community Development Administration		\$1,166,740
	<b>SUBTOTAL</b>	<b>\$1,166,740</b>
<b>2006 CDBG ALLOCATION</b>		
CDBG Program Income		466,685
		<b>\$6,300,383</b>
<b>2006 HOME ALLOCATION</b>		
24. HOME Program Administration (10% Set-Aside)		\$282,043
25. HOME CHDO Projects (15% Set-Aside)		423,065
26. HOME CHDO Operating (5% Reservation)		141,021
27. HOME-Eligible Projects		1,974,305
Single -Family Owner-Occupied Rehab		
Single-Family Homeownership New Construction		
Single-Family Rehab (Rental)		
Multi-Family Rehab (Rental)		
Acquisition (including assistance to homebuyers)		
Tenant-based Rental Assistance		
Any other housing development activities considered eligible under HOME Program regulations.		
28. American Dream Down-Payment Initiative (ADDI)		64,158
Home Projected Program Income		318,017
		<b>\$3,202,609</b>
<b>2006 EMERGENCY SHELTER GRANT ALLOCATION</b>		
		<b>\$250,198</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>		
		<b>\$9,753,190</b>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Community Development	\$16,073,427	\$15,008,606	\$22,814,621	\$22,814,621
	\$16,073,427	\$15,008,606	\$22,814,621	\$22,814,621

## GRANTS - COMMUNITY DEVELOPMENT

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,268,931	\$1,470,020	\$0	\$0
Purchased / Contracted Services	10,808,025	10,240,010	0	0
Supplies	39,052	39,303	0	0
Capital Outlays	376,852	1,849,265	0	0
Interfund / Interdepartmental Charges	471	18,515	0	0
Depreciation and Amortization	5,029	5,329	0	0
Other Costs	3,441,293	1,386,164	0	0
Other Financing Uses	133,774	0	22,814,621	22,814,621
	\$16,073,427	\$15,008,606	\$22,814,621	\$22,814,621

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Grant-In-Aid	\$16,068,398	\$22,814,621	\$22,814,621
Vehicle Replacement Capital Investment	5,029	0	0
	\$16,073,427	\$22,814,621	\$22,814,621

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Grants - Community Development</b>				
CD Operations Specialist	NA	1	0	0
Grant Fund Compliance Monitor	NA	0	1	1
Planner	NA	0	1	1
Asst Dir Community Dev	N/A	1	1	1
Director Community Development	N/A	1	1	1
Planning&Neighbrhd Svcs Mgr CD	32	1	1	1
Housing Programs Manager	31	1	1	1
Deputy Sr. Services Admin	31	1	1	1
Special Projects Coord Sr	29	1	1	1
Fiscal Coordinator	29	0	1	1
Grants & Administrative Mgr	28	1	1	1
Housing Program Supevisor	28	1	1	1
Housing&Finance Spec CD	28	1	1	1
Financial Officer Principal	27	1	1	1
Planner Senior	27	1	1	1
Housing Program Coord Sr.	26	2	2	2
Project Monitor	26	1	2	2
Planner	26	0	1	1

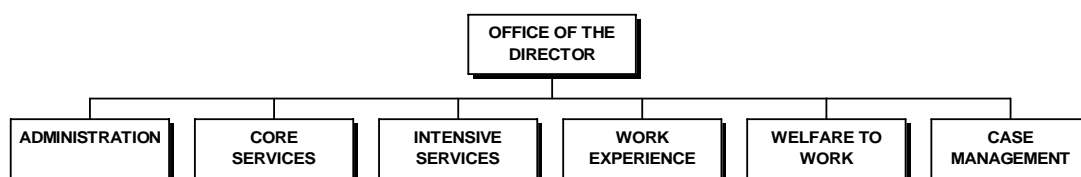
**GRANTS - COMMUNITY DEVELOPMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
Administrative Assistant II	23	1	1	1
Information & Referral Spec.	23	1	2	2
Office Spftware Specialist	23	1	2	3
Secutary Exective	23	1	1	1
Secretary Principal	21	2	0	0
Financial Assistant	23	1	1	1
Administrative Assistant I	21	1	2	2
Office Assistant Senior	19	1	1	1
Custodian Senior	18	1	1	1
Receptionist	16	3	2	2
FULL TIME Subtotal		28	31	32
PART TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		28	31	32
<b>PART TIME Total</b>		1	1	1
<b>ALL POSITIONS Total</b>		29	32	33

## GRANTS - WORKFORCE DEVELOPMENT



### CRITICAL MISSION STATEMENT AND SUCCESS FACTORS

- A. To provide workforce development services for adults (22 years and older), dislocated workers and youth between the ages of 14 and 21) who reside in DeKalb County.
- B. To promote services to businesses through the DeKalb Workforce Center Business Services Center.
- C. To administer employment and training activities that meets and exceeds the National Performance Standards under the Workforce Investment Act.

### PROGRAM DESCRIPTION

The DeKalb Workforce Development Department administers various employment and training programs funded by the U. S. Department of Labor through the Workforce Investment Act. Funding for Adults and Dislocated Workers will provide Core, Intensive, and Training Services through a triage approach utilizing the One Stop Center delivery system. Core Services include job search and placement assistance, career counseling, labor market information, initial assessment of skills and needs, and some follow up services to help customers retain their jobs once they are placed. Intensive Services will include more comprehensive assessments, development of individual employment plans, career advisement services, and short term pre-vocational services. Training Services include occupational skills training through Individual Training Accounts, On-The-Job-Training and other employer based training opportunities. Funding for youth activities will promote youth development through year-round employment and training activities in addition to summer employment and training programs. Services will be provided to both in school and out of school youth (14-21 years of age) who are economically disadvantaged. Activities will include occupational skills training, work experience, tutoring and academic enrichment activities, leadership skills, mentoring and appropriate supportive services. Youth will receive guidance and career counseling, and follow up services as well.

### MAJOR ACCOMPLISHMENTS DURING PROGRAM YEAR (PY)<sup>\*</sup>

In addition to co-sponsoring six employer-specific Youth Job Fairs for DeKalb youth ages 16-21; DeKalb provided summer youth employment and training opportunities for 743 youth targeted ages 14-18. The first DeKalb County School Board Dropout Roundup was attended by the DeKalb Workforce Youth staff where over 100 youth and their families inquired about secondary school options. A Youth Build grant from the U.S. Housing and Urban Development was awarded to Goodwill Industries of North Georgia who partnered with DWDD, the Eastlake YMCA, Initiative for Affordable Housing and DeKalb County government to train 22 youth in construction as well as provide tutoring for the GED exam. The Workforce Development Department participated in 23 Rapid Response Sessions with 3 companies who announced a major layoff or business closing. The department partnered with the DeKalb County Sheriff's Department to provide occupational skills training for 18 soon-to-be released male inmates at the jail. The DWDD collaborated with ARC, Ethica Healthcare, Department of Technical and Adult Education, and Department of Community Health to continue the Nurses Assistant to LPN Bridge program with nursing assistants preparing for enrollment into Technical College. The department, in collaboration with ARC, AARP and the Latin American Association interviewed potential bilingual (Spanish/English) DeKalb residents interested in Certified Nursing Assistant training. Town Hall meetings at area malls and agencies as well as numerous job fairs were regularly attended by Workforce Development staff.

### MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness

Provide employment and training activities with annual results that meet and exceed the National Performance Standards under the Workforce Investment Act.

Continue efforts to refine service delivery through the DeKalb Workforce Center.

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<sup>\*</sup> Programs administered by the department operate on the State Fiscal Year.



## GRANTS - WORKFORCE DEVELOPMENT

### MAJOR GOALS (cont)

Continue to provide quality employment and training services to DeKalb County residents including those living in Atlanta-in-DeKalb.

Continue to refine the comprehensive program for low income youth ages 14-21.

To expand access to workforce development services for DeKalb's international community, for persons in the Lithonia area, and for persons with special needs.

To enhance the departmental web site to promote information dissemination to potential customers.

To provide employment readiness workshops on-site

### MAJOR BUDGETARY IMPACTS

#### Previous

In Program Year (PY) 2004, DeKalb County received Workforce Investment Act Grant Awards totaling \$4,516,315 for the Program Year beginning July 2004 and ending June 2005. Individual WIA Grant Awards in the amount of \$1,578,489 for Adults, \$1,146,256 for Dislocated Workers and \$1,701,570 for Youth were received by the County. In addition, DeKalb County received an additional \$90,000 from the Georgia Department of Labor to provide summer job opportunities for low income youth ages 14-21.

#### In Program Year (PY) 2005

DeKalb County received Workforce Investment Act Grant Awards in the amount of \$1,449,007 for Adults, \$945,098 for Dislocated Workers, and \$1,558,264 for Youth. In addition, DeKalb County received an additional \$90,000 (State Funding) from the Georgia Department of Labor to provide additional summer job opportunities for low income youth ages 14-21. In September of 2005, Workforce Development received a grant in the amount of \$622,325 from U.S. Department of Labor and \$100,000 from Georgia Department of Labor to assist Hurricane Katrina evacuees.

#### Future

The federal budget for Program Year 2006 Workforce Investment Act appropriations has not been finalized at this time, however, it appears that funding for PY2006 Workforce Investment Act activities will impact 6% cut in funding compared to PY 2005. Separate bills for reauthorization of the Workforce Investment Act have been introduced in both the U.S. House of Representatives and the U. S. Senate.

ACTIVITY MEASURES			
	Actual 2003	Actual 2004	Estimated 2005
Core Services	15,000	18,000	21,000
Intensive Services	300	350	450
Training Services	180	225	200
Year Round Youth Programs	175	213	225
Summer Youth Employment Opportunities	785	784	750

## GRANTS - WORKFORCE DEVELOPMENT

### ACTIVITY MEASURES

	Program Year 2004 (7/04-6/05)	
	Negotiated Statewide Level	Actual Local Performance
<b>National Performance Measures</b>		
<u>Adult Measures</u>		
Entered Employment Rate	80.0%	72.1%
Employment Retention Rate	84.4%	85.4% Exceeded
Earnings Change	\$4,200	\$5,634 Exceeded
Employment and Credential Rate	73.4%	66.7%
<u>Dislocated Worker Measures</u>		
Entered Employment Rate	87.6%	89.30% Exceeded
Employment Retention Rate	91.4%	94.3% Exceeded
Earning Replacement Rate	89.7%	86.9%
Employment and Credential Rate	73.8%	78.4% Exceeded
<u>Youth Measures</u>		
Employment Rate	75.0%	75.0% Met
Employment Retention Rate	78.0%	86.7% Exceeded
Earnings Change	\$2,600	\$4,294 Exceeded
Employment/Credential Rate	54.0%	35.7%
Skill Attainment Rate	94.0%	96.5% Exceeded
Diploma or Equivalent Rate	82.0%	87.5% Exceeded
Retention Rate	60%	76.9% Exceeded
<u>Customer Satisfaction Measures</u>		
Participant	78.3%	78.1% Met
Employer*	75.0%	73.8% Met

**Achieving 80% of planned goal is considered meeting performance**

\* Employer Customer Satisfaction is provided by the Georgia Department of Labor for the Atlanta Region

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY GRANT CATEGORY

	Actual 2003	Actual 2004	Actual 2005
Welfare to Work	2,375	0	0
Katrina	0	0	722,325
WIA Grant - Adults	1,356,924	1,322,191	1,449,007
WIA Grant - Dislocated Workers	997,801	1,007,015	945,098
WIA Grant - Youth	1,285,504	1,662,906	1,648,264
Total Expenditures:	\$3,642,604	\$3,992,112	\$4,764,694

**GRANTS - WORKFORCE DEVELOPMENT**

**AUTHORIZED POSITIONS BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Ga. Dept. of Labor/DeKalb Workforce Development</b>				
Director, Workforce Development	36	1	1	1
Deputy Director, Workforce Development	33	1	1	1
Financial Manager	29	1	1	1
Employment/Training Supervisor	26	2	2	4
Employment/Training Analyst, Senior	25	2	1	0
Employment/Training Analyst (Vacant)	23	2	3	2
Intake Officer	23	8	9	9
Case Manager	23	2	1	1
Administrative Assistant II	23	1	1	1
MIS Technician	23	1	1	1
Office Assistant, Senior	19	3	4	3
Financial Assistant	23	1	1	2
Office Assistant (vacant)	18	1	1	1
Office Software Specialist	23	1	1	1
Juvenile Program Administrator	26	0	1	1
Case Manager	23	0	4	4
Job Developer	23	0	1	1
Total Full Time:		27	34	34

## HOTEL/MOTEL TAX FUND

### PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation for the additional 2% levy of the hotel-motel tax, which was initially approved by the Board of Commissioners (BOC) in December 1987. The law now permits the County to levy a hotel-motel tax at rate of 5%, rather than the 3% previously permitted. The additional 2% is to be used for promoting tourism, conventions, and trade shows; this revenue can be expended only through a contract or contracts with the State, a department of State government, a State authority, or a private sector nonprofit organization. The additional 2% levy of the hotel-motel tax became effective February 1, 1988; its renewal must be formally voted on by the BOC each year.

From 1988 to 1994, the County contracted with the DeKalb Chamber of Commerce, Inc. to operate the DeKalb County Convention and Visitor's Bureau (DCVB). In June 1994, the DCVB became an independent 501(c)6 organization, separate from the DeKalb Chamber of Commerce. The BOC continued to contract solely with DCVB for promoting tourism, conventions, trade shows, until 2000. From 2001 to 2004, the County also contracted with the DeKalb Council for the Arts to promote cultural tourism. Beginning in 2005, the BOC began contracting solely with DCVB again.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Economic Development

Position DeKalb County as the affordable and accessible destination for a vacation, group tour, or meeting in the Atlanta area.

Continue to promote the value of DeKalb County.

Continue to increase awareness of the arts community in DeKalb County.

### MAJOR BUDGETARY IMPACTS

#### Previous

Since 1988, the BOC has approved the renewal of the 5% hotel-motel tax, annually.

In 2003, the Board of Commissioners approved a contract authorizing payment to DCVB at 95% of the actual net collection available to promote tourism, conventions and trade shows, not to exceed \$1,947,500. Also the Board of Commissioners approved a contract authorizing payments to the DeKalb Council for the Arts at 5% of the actual net collections available to promote tourism, conventions, and trade shows.

In 2004, the Board of Commissioners approved authorizing payment to DCVB at 95% of the actual net collections available to promote tourism, conventions and trade shows, without a not-to-exceed clause. Also the Board of Commissioners approved a contract authorizing payments to the DeKalb Council for the Arts at 5% of the actual net collections available to promote tourism, conventions, and trade shows.

In 2005, the County contracted only with the DeKalb Convention and Visitors Bureau to promote tourism, conventions, and trade shows. The BOC authorized payment to DCVB at 95% of the actual net collections. The levy to support tourism, conventions and trade shows was approved for 2005.

#### 2006

In 2006, the County plans to continue contracting only with the DeKalb Convention and Visitors Bureau to promote tourism, conventions, and trade shows. The levy to support tourism, conventions and trade shows was approved for 2006.

#### Future

Continuation of the hotel-motel tax through 2007 will probably be considered by the BOC in December 2006.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Hotel / Motel Tax Fund	\$2,050,928	\$2,317,760	\$2,680,592	\$2,680,592
	\$2,050,928	\$2,317,760	\$2,680,592	\$2,680,592

**HOTEL/MOTEL TAX FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Other Costs	\$2,050,928	\$2,317,760	\$2,680,592	\$2,680,592
	\$2,050,928	\$2,317,760	\$2,680,592	\$2,680,592

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Hotel/Motel Tax	\$2,050,928	\$2,317,760	\$2,680,592
	\$2,050,928	\$2,317,760	\$2,680,592

## JUVENILE SERVICES FUND

### PROGRAM DESCRIPTION

The Juvenile Services Fund was established in 1990 in response to State legislation permitting the collection of fees for certain probation services in the Juvenile Court. The purpose for which such fees may be expended are delineated by statute as follows:

1. Housing of juveniles in non-secure facilities.
2. Educational/tutorial services.
3. Counseling and diagnostic testing.
4. Transportation to and from Court ordered services.
5. Restitution and job development programs.
6. Mediation.
7. Truancy Intervention.

### MAJOR BUDGETARY IMPACTS

#### Previous

None

#### 2006

The 2006 appropriation represents the fund balance plus anticipated supervision fees.

#### Future

No significant budgetary impact to this fund is anticipated.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Juvenile Services	\$95,604	\$12,612	\$237,965	\$240,617
	\$95,604	\$12,612	\$237,965	\$240,617

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$95,604	\$12,612	\$237,965	\$240,617
	\$95,604	\$12,612	\$237,965	\$240,617

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Juvenile Services	\$95,604	\$12,612	\$240,617
	\$95,604	\$12,612	\$240,617

## LAW ENFORCEMENT CONFISCATED MONIES FUND

### FUND DESCRIPTION

This fund was established by the Board of Commissioners in 1984 to account for monies confiscated locally in controlled substance cases. These appropriations are limited by state law to uses in the criminal justice area and may not be used for salaries or informants' fees. Beginning July 1, 1991 in accordance with Georgia law, the Board of Commissioners authorized the District Attorney to receive 10% of all locally confiscated funds with the balance of the funds going to a local police agency. Local funds are appropriated to the departments when the funds are received. This fund is also used to account for federally confiscated funds which are given to the County for use in police activities and the use of these funds comes under Federal Statutes. Federal funds are appropriated to the department designated as recipient in the court order.

### MAJOR BUDGETARY IMPACTS

#### Previous

The 2000 Budget appropriated \$133,000 for construction of an indoor firing range and a helicopter fueling station. In 2001 and 2002 \$672,639 and \$845,477 was appropriated respectively for equipment/technology purchases. In 2003 \$1,510,121 was appropriated for equipment and technology purchases. In 2004 there were no major projects funded. In 2005 \$1,000,000 was transferred to the CIP fund for construction and renovations of space for the police services Special Operations Division.

#### 2006

The Appropriation for this Fund represents the end of 2005 fund balances.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Federal Drug Funds - Police	\$295,695	\$1,637,993	\$526,024	\$563,199
Federal Drug Funds - Sheriff	99,002	0	145,924	145,924
State Drug Funds - District Attorney	123,435	121,569	148,164	155,574
State Drug Funds - Police	326,473	371,959	28,325	86,629
State Drug Funds - Sheriff	43,022	15,717	128,849	128,849
Treasury - Sheriff	21,252	21,252	26,036	30,661
	<u>\$908,880</u>	<u>\$2,168,490</u>	<u>\$1,003,322</u>	<u>\$1,110,835</u>

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$89,876	\$282,080	\$448,973	\$466,373
Supplies	140,677	252,735	0	27,869
Capital Outlays	634,397	619,072	0	62,245
Interfund / Interdepartmental Charges	2,383	0	0	0
Other Costs	28,621	12,209	554,349	554,349
Other Financing Uses	12,926	1,002,395	0	0
	<u>\$908,880</u>	<u>\$2,168,490</u>	<u>\$1,003,322</u>	<u>\$1,110,835</u>

**LAW ENFORCEMENT CONFISCATED MONIES FUND**

<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Law Enforcement Confiscated Monies	\$908,880	\$2,168,490	\$1,110,835
	\$908,880	\$2,168,490	\$1,110,835



## PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND

### PROGRAM DESCRIPTION

This fund provides for capital and facility improvements for public education and government access cable television channels and is funded by revenue from fees paid to the County by cable television franchisees. This fund was established in 1997 to provide funding for a 15-year program of maintaining, upgrading and replacing the government television infrastructure.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, the PEG Fund was designated to receive the liquidated damages paid to the County as a result of the County's lawsuit against the Cable Franchisee. Proceeds in the amount of \$500,000 were transferred to the CIP Fund to help fund Phase II of the I-Net Project. One Cable Television Office Assistant was added as a part of the settlement with the Cable Franchisee.

The 2004 Budget included \$100,000 for various items of telecommunications equipment.

#### 2006

There are no significant budgetary impacts in 2006.

#### Future

The PEG Fund will allow for the County to upgrade and maintain its governmental television infrastructure.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
PEG Support Fund	\$188,446	\$389,419	\$1,477,233	\$1,552,434
	\$188,446	\$389,419	\$1,477,233	\$1,552,434

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$14,356	\$15,912	\$30,453	\$30,453
Purchased / Contracted Services	137,736	271,005	1,328,780	1,385,431
Supplies	17,543	20,598	18,000	18,257
Capital Outlays	18,811	81,904	100,000	118,293
	\$188,446	\$389,419	\$1,477,233	\$1,552,434

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Public Education and Government Access (PEG)	\$188,446	\$389,419	\$1,552,434
	\$188,446	\$389,419	\$1,552,434

**PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>PEG Support Fund</b>				
Cable TV Office Assistant	18	0	1	1
FULL TIME Subtotal		0	1	1
<b>FULL TIME Total</b>		0	1	1
<b>ALL POSITIONS Total</b>		0	1	1

## RECREATION FUND

### PROGRAM DESCRIPTION

The Recreation Fund was established in 1975 to enable the County to provide recreational and cultural art programs to the public on a fee-for-service basis. The Board of Commissioners has delegated administrative responsibility for the fund to the Parks & Recreation Department, which in turn, receives guidance from the Parks and Recreation Advisory Board. Through this fund the County provides classes, which include but are not limited to dance, gymnastics, sewing, martial arts, dog obedience training, and physical fitness. The fund also enables the County to provide swimming lessons and organized athletic programs such as adult softball and basketball. The fund's budget is based upon revenue projections, which are monitored during the year to insure that funds are accumulating at the projected rates. The law of supply and demand governs the Fund. If enough people are interested in participating in a program, thereby covering the operating cost of that program, the program is offered. If the program does not have enough participants registered to cover the operating cost, the program will be cancelled.

### MAJOR BUDGETARY IMPACTS

#### Previous

The beginning Fund Balance for FY 2002 increased \$30,273 to \$324,182. As compared to 2002, the beginning Fund Balance for FY 2003 increased \$86,167 to \$410,349. As compared to 2003, the beginning Fund Balance for FY2004 decreased by \$104,664 to \$305,685. Recreation Revenues will no longer fund two Senior Clerk positions in the Parks and Recreation Department. In 2005, the balance in the beginning Fund Balance has dropped to \$101,542 from the previous balance of \$305,685.00. In 2006, the Fund Balance has been reduced to zero.

#### 2006

There are no significant changes for 2006.

#### Future

No significant budgetary impact is anticipated.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administrative Support	\$195,163	\$52,120	\$60,000	\$67,613
Adult Softball	101,623	161,195	181,278	190,330
Arabia Mountain	0	0	3,500	3,500
Basketball	809	84	0	0
Briarwood Rec Center	14,891	38,081	82,687	82,740
Brownsmill Rec Center	146,630	190,660	187,232	210,799
DeKalb Swim League	34,925	45,652	36,000	43,604
Gresham Rec Center	103,755	96,816	114,790	114,810
Hamilton Rec Center	43,620	41,763	120,745	121,520
Lucious Sanders Rec Center	64,825	77,116	111,639	113,625
Lynwood Rec Center	31,841	50,108	70,680	71,584
Midway Rec Center	110,520	67,985	97,096	102,483
N H Scott Rec Center	32,678	29,784	63,492	63,652
Outdoor Recreation	(8,783)	7,999	0	0
Playground Day Camp	692	2,509	4,500	4,500
Special Services	7,231	8,555	26,000	26,060
Summer Swim Lessons	7,695	45,872	25,520	25,520
Therapeutic Rec Programs	26,966	24,799	94,941	96,163
Tobie Grant Rec Center	17,323	60,027	70,836	72,929
Tucker Rec Center	287,826	306,067	315,817	324,013
Youth Sports	79,009	112,485	203,686	210,802
	\$1,299,238	\$1,419,678	\$1,870,439	\$1,946,246

## RECREATION FUND

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$806,305	\$961,165	\$1,224,287	\$1,224,287
Purchased / Contracted Services	228,739	218,442	337,014	358,932
Supplies	168,336	240,071	283,037	336,926
Capital Outlays	9,592	0	26,101	26,101
Interfund / Interdepartmental	86,267	0	0	0
	<b>\$1,299,238</b>	<b>\$1,419,678</b>	<b>\$1,870,439</b>	<b>\$1,946,246</b>

### FUNDING SOURCES

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Recreation	\$1,299,238	\$1,419,678	\$1,946,246
	<b>\$1,299,238</b>	<b>\$1,419,678</b>	<b>\$1,946,246</b>

Although the Recreation Fund has a total of 332 authorized temporary personnel positions, these are not specified in the Budget document since they do not represent bona fide County employees. The positions were established in order to provide administrative oversight and to insure compliance with Federal requirements for employer's share of FICA and Worker's Compensation. Otherwise, these employees receive no other benefits nor do they acquire status under the DeKalb County Merit System.

## REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

### PROGRAM DESCRIPTION

The Building Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay principal and interest on DeKalb County Building Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for a new Juvenile Justice Center.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of January, 2006:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aaa	AAA
General Obligation Refunding	Aaa	AAA
Certificates of Participation	Aa1	AA

### MAJOR BUDGETARY IMPACTS

#### Previous

The Board of Commissioners authorized the sale of the bonds on June 17, 2003 and the bonds were sold in 2003 at a premium. The first expenditures against this fund were made in 2003. On June 21, 2005 the BOC authorized the sale of bonds for the construction, installation and equipping of the Juvenile Justice Facility. The bonds were sold in 2005 at a premium and the first expenditures were made in 2005. The first and second interest payments due on (12/1/2005 - \$545,138 and 6/1/2006 - \$716,240) are to be funded by Capitalized Interest.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Debt Service - Revenue Bonds	\$1,078,790	\$1,911,779	\$3,022,631	\$3,022,631
	\$1,078,790	\$1,911,779	\$3,022,631	\$3,022,631

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$0	\$1,053	\$6,000	\$7,053
Debt Service	1,078,790	1,910,726	3,016,631	3,015,578
	\$1,078,790	\$1,911,779	\$3,022,631	\$3,022,631

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Revenue Bonds - Building Authority Lease Payments	\$1,078,790	\$1,911,779	\$3,022,631
	\$1,078,790	\$1,911,779	\$3,022,631

**REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND**

**2006 BUDGET OBLIGATION  
BUILDING AUTHORITY REVENUE BONDS  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 2003A	\$605,000	\$475,390	\$1,080,390
Series 2005	\$1,205,000	\$716,241	\$1,921,241
Total	\$1,810,000	\$1,191,631	\$3,001,631

**TOTAL BUDGET OBLIGATION  
BUILDING AUTHORITY REVENUE BONDS  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 2003A	\$13,830,000	\$5,595,611	\$19,425,611
Series 2005	\$35,670,000	\$17,049,969	\$52,719,969
Total	\$49,500,000	\$22,645,580	\$72,145,580

**BUILDING AUTHORITY REVENUE BONDS  
TOTAL BUDGET OBLIGATION  
REVENUE BONDS SERIES 2003A  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2006	\$1,810,000	\$1,907,871	\$3,717,871
2007	1,865,000	1,847,571	3,712,571
2008	1,945,000	1,772,771	3,717,771
2009	1,995,000	1,720,721	3,715,721
2010	2,050,000	1,664,071	3,714,071
2011	2,110,000	1,605,846	3,715,846
2012	2,200,000	1,516,377	3,716,377
2013	2,265,000	1,446,602	3,706,602
2014	2,370,000	1,347,552	3,717,552
2015	2,470,000	1,243,752	3,713,752
2016	2,560,000	1,154,903	3,714,903
2017	2,655,000	1,061,633	3,716,633
2018	2,750,000	964,083	3,714,083
2019	2,860,000	856,588	3,716,588
2020	2,970,000	744,350	3,714,350
2021	3,085,000	626,669	3,711,669
2022	3,225,000	493,969	3,718,969
2023	3,360,000	355,169	3,715,169
2024	2,425,000	207,556	2,632,556
2025	2,530,000	107,526	2,637,525
Total	\$49,500,000	\$22,645,580	\$72,145,580

## REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND

### PROGRAM DESCRIPTION

The Public Safety and Judicial Facilities Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay principal and interest on the Public Safety and Judicial Facilities Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for costs of the acquisition, construction, developing and equipping of the new Public Safety and Judicial facilities.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of January, 2006:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aaa	AAA
General Obligation Refunding	Aaa	AAA
Certificates of Participation	Aa1	AA

### MAJOR BUDGETARY IMPACTS

#### Previous

The Board of Commissioners authorized the sale of the bonds on December 14, 2004 and the bonds were sold in 2004 at a premium. The first expenditures against this fund were made in 2004.

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Debt Service - PS/Jud Rev	\$20,449,770	\$2,950,000	\$3,096,626	\$3,096,626
	\$20,449,770	\$2,950,000	\$3,096,626	\$3,096,626

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$0	\$0	\$3,096,626	\$3,096,626
Capital Outlays	20,449,770	2,950,000	0	0
	\$20,449,770	\$2,950,000	\$3,096,626	\$3,096,626

#### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Revenue Bonds - Public Safety and Judicial Authority Lease Payments	\$20,449,770	\$2,950,000	\$3,096,626
	\$20,449,770	\$2,950,000	\$3,096,626

**REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND**

**2006 BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF 1/1/2006**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$975,000	\$2,121,626	\$3,096,626
Total	\$975,000	\$2,121,626	\$3,096,626

**TOTAL BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF 1/1/2006**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$49,100,000	\$40,624,793	\$89,724,793
Total	\$49,100,000	\$40,624,793	\$89,724,793

**PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
TOTAL BUDGET OBLIGATION  
REVENUE BONDS SERIES 2004  
AS OF 1/1/2006**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2006	\$975,000	\$2,121,626	\$3,096,626
2007	1,000,000	2,092,376	3,092,376
2008	1,030,000	2,062,376	3,092,376
2009	1,065,000	2,031,476	3,096,476
2010	1,095,000	1,999,526	3,094,526
2011	1,125,000	1,966,676	3,091,676
2012	1,160,000	1,931,801	3,091,801
2013	1,200,000	1,894,101	3,094,101
2014	1,240,000	1,853,601	3,093,601
2015	1,285,000	1,810,201	3,095,201
2016	1,330,000	1,763,620	3,093,620
2017	1,380,000	1,713,745	3,093,745
2018	1,430,000	1,661,305	3,091,305
2019	1,490,000	1,605,535	3,095,535
2020	1,550,000	1,545,935	3,095,935
2021	1,610,000	1,483,935	3,093,935
2022	1,675,000	1,417,523	3,092,523
2023	1,745,000	1,347,175	3,092,175
2024	1,820,000	1,273,010	3,093,010
2025	1,900,000	1,194,750	3,094,750
2026	1,995,000	1,099,750	3,094,750
2027	2,095,000	1,000,000	3,095,000
2028	2,200,000	895,250	3,095,250
2029	2,310,000	785,250	3,095,250
2030	2,425,000	669,750	3,094,750
2031	2,545,000	548,500	3,093,500
2032	2,675,000	421,250	3,096,250
2033	2,805,000	287,500	3,092,500
2034	2,945,000	147,250	3,092,250
Total	\$49,100,000	\$40,624,793	\$89,724,793



## SPEED HUMPS MAINTENANCE FUND

### PROGRAM DESCRIPTION

The Speed Humps Maintenance Fund was established in the 2002 Budget. The Speed Humps Maintenance Fund includes the County's appropriation for the \$25 annual maintenance fee charged within the Speed Hump Districts. These funds are to be used to provide required maintenance for the Speed Hump Maintenance program.

### MAJOR BUDGETARY IMPACTS

#### Previous

This function was previously budgeted in the Roads and Drainage Department. Creation of this fund provides a separate location for monies set aside for speed humps.

#### 2006

Revenues have increased the 2005 fund balance carried forward.

#### Future

No significant changes are anticipated in the near future.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Construction / Maintenance	\$4,355	\$3,398	\$790,329	\$790,329
	\$4,355	\$3,398	\$790,329	\$790,329

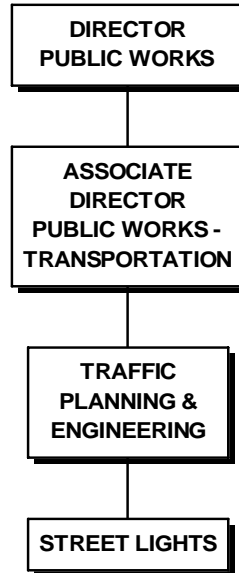
### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Supplies	\$4,355	\$3,398	\$513,323	\$513,323
Other Costs	0	0	277,006	277,006
	\$4,355	\$3,398	\$790,329	\$790,329

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Speed Humps Maintenance	\$4,355	\$3,398	\$790,329
	\$4,355	\$3,398	\$790,329

## STREET LIGHT FUND



### PROGRAM DESCRIPTION

The Street Light Fund was established in the 1995 Budget to account for all revenues and expenses associated with existing and new street light districts within the County. The fund is also responsible for petitions from citizens requesting street lights within subdivisions, verification of property, identification of locations, design and location of proposed lighting fixtures (based on street lighting standards). Street lights are installed by utility companies to ensure compliance with code.

This function was previously budgeted in the Roads and Drainage Division of the Public Works Department. The creation of this Fund provides a separate location for monies set aside for utility fees.

### MAJOR BUDGETARY IMPACTS

#### Previous

There have been no budgetary changes for this fund.

#### 2006

This fund has realized an increase in expenditures due to higher than anticipated utility cost. This unanticipated increase has contributed to a lower than normal fund balance forward for the current budget year.

#### Future

Future consideration may be given to an increase in the service rate due to the above referenced increase in cost.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Street Light Fund	\$3,238,050	\$3,581,840	\$3,287,265	\$3,295,224
	\$3,238,050	\$3,581,840	\$3,287,265	\$3,295,224

**STREET LIGHT FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$75,236	\$80,267	\$84,718	\$84,718
Purchased / Contracted Services	0	7,615	153,000	154,229
Supplies	3,162,814	3,493,959	3,048,547	3,055,277
Capital Outlays	0	0	1,000	1,000
	<u>\$3,238,050</u>	<u>\$3,581,840</u>	<u>\$3,287,265</u>	<u>\$3,295,224</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Street Light Fund	<u>\$3,238,050</u>	<u>\$3,581,840</u>	<u>\$3,295,224</u>
	\$3,238,050	\$3,581,840	\$3,295,224

**AUTHORIZED POSITIONS BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Streetlights</b>				
Engineer	28	<u>1</u>	<u>1</u>	<u>1</u>
FULL TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		<u>1</u>	<u>1</u>	<u>1</u>
<b>ALL POSITIONS Total</b>		1	1	1

## **VICTIM ASSISTANCE FUND**

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### **PROGRAM DESCRIPTION**

The Victim Assistance Fund was established in 1995. The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 5% penalty assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. When this fund was created, the Superior Court and State Court were required to assess an additional 5% penalty to every fine and forfeiture for victim assistance programs. Effective July 1, 1997, the Recorder's Court was added to the courts already collecting this assessment for victim assistance programs. This addition has significantly increased the revenues for this fund.

These funds shall be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2003, funds were appropriated in the following amounts:

\$872,971 to reimburse the costs for 14 positions, 4 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund, \$57,000 for the recurring annual contract for Women Moving On; \$30,000 for the recurring annual contract for the Rape Crisis Center, \$43,500 for the recurring annual contract for the Georgia Center for Children, \$20,000 for Safe Haven Transitional Inc. for utilities and rent, \$10,000 for International Women's House for crisis intervention services, \$18,600 to purchase 300 Polaroid cameras for the Police Department, \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order, and \$217,057 for the Reserve for Appropriation.

In 2004, funds were appropriated in the following amounts:

\$858,317 to reimburse the costs for 17 positions, 7 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund, \$92,000 for the recurring annual contract for Women Moving On, \$38,800 for the recurring annual contract for the Rape Crisis Center, \$54,000 for the recurring annual contract for the Georgia Center for Children, \$43,200 for International Women's House for crisis intervention services, \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order and \$356,882 for the Reserve for Appropriation.

In 2005, funds were appropriated in the following amounts:

\$1,075,969 to reimburse the costs for 18 positions, 7 in the District Attorney's Office and 11 in the Solicitor's Office from the Victim Assistance Fund, \$150,000 for the recurring annual contract for Women Moving On, \$43,650 for the recurring annual contract for the Rape Crisis Center, \$85,871 for the recurring annual contract for the Georgia Center for Children, \$48,000 for International Women's House for crisis intervention services, \$20,000 for Safe Haven Transitional Inc. for utilities and rent, \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order, and \$191,888 for the Reserve for Appropriation.

During FY 2005, City of Atlanta agreed to pay the DeKalb County Victim Assistance Fund for fine collections in the City of Atlanta within DeKalb County. This amount, which totals \$278,491 and covers prior years fines, was anticipated but the City of Atlanta has not paid the County as of budget adoption. The amount for the 2006 anticipations budget reflects an estimate of \$20,000 for the Atlanta Victim Assistance fees. The 2005 transfer of \$287,603 to the General Fund, to fund positions in the Solicitor's and District Attorney's offices was reduced by an adjustment correcting transfers made in prior years.

#### **2006**

Budget reflects funding of non-profit organizations in amounts recommended to the CEO by The Human Services Coordinating Committee as follows: \$150,000 for the recurring annual contract for Women Moving On, \$43,650 for the recurring annual contract for the Rape Crisis Center, \$85,871 for the recurring annual contract for the Georgia Center for Children, \$55,000 for International Women's House for crisis intervention services, \$20,000 for Safe Haven Transitional Inc., \$36,965 for the Caminar Latino, Inc. and \$15,000 for the Center for Pan Asian Community Services.

#### **Future**

The additional revenue that will be generated from this penalty in the amount of assessments will allow the County to offset some of the costs of providing assistance to victims of crime

**VICTIM ASSISTANCE FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Victim Assistance	\$1,092,639	\$837,691	\$1,936,894	\$1,960,334
	\$1,092,639	\$837,691	\$1,936,894	\$1,960,334

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$6,322	\$8,349	\$10,000	\$10,000
Other Costs	228,000	299,552	594,922	618,362
Other Financing Uses	858,317	529,790	1,331,972	1,331,972
	\$1,092,639	\$837,691	\$1,936,894	\$1,960,334

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Victim Assistance	\$1,092,639	\$837,691	\$1,960,334
	\$1,092,639	\$837,691	\$1,960,334



## **CAPITAL PROJECTS SUMMARY**

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### **PROGRAM DESCRIPTION**

DeKalb County adopted a Fiscal Policy on August 27, 1996 which addresses the capital budget by specifying that a capital project is "any project in excess of \$25,000 with an estimated useful life of five years or greater." The policy states the types of projects that capital monies should be used for, as well as the development of a five-year Capital Improvement Program (CIP), which is currently utilized to help prioritize the project selection process. The policy stresses the importance of realizing the impact of capital projects on the operating budget.

DeKalb County has twelve (12) capital project funds which are as follows: 2001 Bond Issue for Parks, 1987 Bond Issue for Parks, 1990, 1991 and 1998 Bond Issue for the Jail, 1993 Bond Issue for Health Facilities, Certificates of Participation, Capital Projects for Morgue/ Forensic Science Center, Capital Projects, (which includes all projects funded from other revenue sources), the Homestead Option Sales Tax (HOST) Capital Projects Fund, the Building Authority-Juvenile Court, Public Safety and Judicial Facilities Authority, the Greenspace Program Fund and the 2006 G.O Bonds Fund. The function of these capital projects funds is to provide a mechanism whereby appropriations and expenditures for multi-year capital projects can be accounted for separately and distinctly from other County funds. (NOTE: There are other capital projects funds for Water and Sewer, Sanitation, the DeKalb-Peachtree Airport and Stormwater Utility which can be found in the Enterprise Fund section.)

County departments submit requests for capital projects funding a few weeks earlier than they submit their operating budget requests. The Capital Projects Budget Committee reviews funding requests and makes recommendations to the Chief Executive Officer (CEO) after considering County needs and available funds. The CEO submits a proposed capital projects funding program to the Board of Commissioners (BOC) which makes the final decision. A separate account is established for each project which is approved by the BOC to insure accurate cost reporting by project. This also assists the County staff in estimating costs for similar projects in the future.

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No.1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. Therefore, they are no longer adopted as part of the County's annual budget process.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

The DeKalb County voters approved a sales tax referendum on March 18, 1997. The Homestead Option Sales Tax (HOST) increased the sales tax by one penny effective July 1, 1997. The additional revenue provides up to 100% homestead exemption for single-family residences and up to 20% of the sales tax revenue can be used for capital outlay beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose, and the Board of Commissioners decided to use this initial revenue for capital expenditures. In March 2001, the DeKalb County voters approved the issue of \$125,000,000 in Parks Bonds for parkland acquisition and development.

In 2004, the County established a new fund, the Public Safety and Judicial Facilities Authority. The funds generated from the issuance of revenue bonds are being used for a new public safety facilities including a new headquarters for Police and Fire Rescue as well as new fire stations and police precincts and related facilities. Funding will also be used for renovation of the Superior Courthouse.

In November 2005, the voters approved a bond referendum for approximately \$230,000,000 to be used for transportation, parks and greenspace, and libraries. Also in 2005, the renovation of the 330 Ponce Building was completed as well as the parking deck for the new Juvenile Court Facility.

#### **2006**

The current Capital Projects Budget is \$795,914,740. The Board appropriated \$15,677,932 in HOST funds for Capital Outlay into projects which include: traffic improvements, safety and management, match funding for state and federal grants, and sidewalk improvements. The construction is complete on the courthouse annex and the renovations to the main courthouse are set to begin in 2006.

#### **Future**

Construction is underway for the New Juvenile Court facility building on Memorial Drive. The 2006 G.O. Bond Issue will begin to be used to address county needs in the areas of transportation, park acquisition and development, as well new and existing libraries. Renovation of existing and construction of new police precincts and fire stations is also continuing. The passage of the HOST sales tax and the Board of Commissioners' decision to use the initial 18 months revenue for capital expenditures continues to allow the County to deal with infrastructure needs as well as new projects to improve services to the citizens.

## CAPITAL PROJECTS SUMMARY

### IMPACT ON OPERATING BUDGET

In 2006, DeKalb voters approved a bond issue in the amount of \$230,000,000 parks, transportation and libraries. Initially 10 positions have been created to coincide with this bond issue. As the new facilities are completed there will be future impacts on the operating budget, however those impacts have not been determined at this time.

The renovation of the courthouse as well as construction of the new Juvenile Court Facilities are currently underway and future impact on the operating budget has not been determined at this time.

Most of the other major capital improvement projects are related to maintenance projects which have little affect on the operating budget.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DEPARTMENT			
	PROJECT		
	APPROPRIATION	EXPENDITURES	
	BEGINNING 1998	BEGINNING 1998	BALANCE
Board of Commissioners	\$18,228	\$0	\$18,228
Building Authority-Juvenile Court	49,987,536	19,470,900	30,516,636
Certificates of Participation	34,403,059	23,049,285	11,353,774
Clerk of Superior Court	350,000	0	350,000
Economic Development	285,000	169,160	115,840
Extension Service	80,100	24,147	55,953
Facilities Management	11,809,186	8,226,351	3,582,835
Family & Children Services	14,200	14,030	170
Finance	8,202	1,275	6,927
Fire & Rescue Services	1,806,868	1,622,795	184,073
Geographic Information Systems	2,798,042	691,089	2,106,953
Greenspace Program	4,307,317	4,307,315	2
HOST	104,877,071	70,762,498	34,114,573
HOST Capital Outlay	65,845,961	31,168,813	34,677,148
Community Development	38,480	38,480	0
Information Systems	27,319,277	20,178,403	7,140,874
Library	55,662,366	225,000	55,437,366
Parks & Recreation	237,790,025	65,526,869	172,263,156
Police Services	2,187,036	47,906	2,139,130
Public Health	768,435	654,793	113,642
Public Safety & Judicial Facilities Authority	50,707,901	23,028,832	27,679,069
Public Works-Fleet Maintenance	2,380,501	1,219,009	1,161,492
Public Works-Roads & Drainage/Transportation	139,966,660	32,929,202	107,037,458
Sheriff's Department	2,473,289	195,781	2,277,508
Tax Commissioner	30,000	0	30,000
<b>TOTAL</b>	<b>\$795,914,740</b>	<b>\$303,551,933</b>	<b>\$492,362,807</b>



**CAPITAL PROJECTS - BOARD OF COMMISSIONERS**

**PROGRAM DESCRIPTION**

The capital project assigned to the Board of Commissioners involves the purchase of property for the purpose of beginning to establish a new County-owned facility for arts in the South DeKalb area. The property was purchased in 1996.

**IMPACT ON OPERATING BUDGET**

None

**RECENT CHANGES**

None

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Fund Balance Carried Forward	\$18,228
<b>TOTAL</b>	<b>\$18,228</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Soapstone Arts Center	\$18,228	\$0	\$18,228
<b>TOTAL</b>	<b>\$18,228</b>	<b>\$0</b>	<b>\$18,228</b>

## CAPITAL PROJECTS - BUILDING AUTHORITY

### PROGRAM DESCRIPTION

In 2003, the County established the Building Authority, which consists of a five-member board for the purpose of issuing revenue bonds for a new Juvenile Court and related facilities. The first bond issue of \$15,000,000 was for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The second issue of \$35,000,000 financed the remainder of the project, including the costs of construction and equipping the Juvenile Court.

### IMPACT ON OPERATING BUDGET

When completed and occupied the new facility will generate operating costs to the Juvenile Court that are yet to be determined.

### RECENT CHANGES

In 2005, an additional \$35,000,000 in Revenue Bonds were issued to complete the Juvenile Court. Currently, the parking deck is completed and construction on the Juvenile Court building is underway.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Miscellaneous Revenue	\$49,987,536
<b>TOTAL</b>	<b>\$49,987,536</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
New Juvenile Court Facility	\$49,987,536	\$19,470,900	\$30,516,636
<b>TOTAL</b>	<b>\$49,987,536</b>	<b>\$19,470,900</b>	<b>\$30,516,636</b>

**CAPITAL PROJECTS - CLERK OF SUPERIOR COURT**

**PROGRAM DESCRIPTION**

In 2005, a new technology project for the Real Estate Division of the Clerk of Superior was approved by the Board of Commissioners. This system is a replacement of the Mainline system and will be used for the recording, scanning and indexing of the department's documents.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Real Estate Division New Technology	\$350,000	\$0	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$350,000</b>

**CAPITAL PROJECTS - CERTIFICATES OF PARTICIPATION (C.O.P.S.)**

**PROGRAM DESCRIPTION**

In 2003, the County issued certificates of participation to fund two projects. One project consists of the acquisition, renovation, and equipping of a 6-story office building consisting of approximately 132,000 square feet located at 330 Ponce de Leon Avenue in Decatur, Georgia, together with an adjacent 273 space parking deck. The other project is the renovation and equipping of a 9-story courthouse consisting of approximately 30,000 square feet located in Decatur, Georgia.

**IMPACT ON OPERATING BUDGET**

Several county departments have been relocated to the 330 Ponce de Leon Building. The operating budget for Facilities Management has been adjusted to absorb the increase in utilities and security costs.

**RECENT CHANGES**

The renovation of the 330 Ponce De Leon building is completed. The renovation of the Courthouse is set to begin in 2006.

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interest on Investments	\$481,876
Miscellaneous Revenue	33,921,183
<b>TOTAL</b>	<b>\$34,403,059</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
COPS-RESER.FOR APPROPRIATION	\$284,694	\$0	\$284,694
COPS-COST OF ISSUANCE	366,575	362,750	3,825
COPS-DEFEASANCE	8,424,914	9,788,359	(1,363,445)
COPS-330 PONCE BUILDING	15,300,000	12,282,022	3,017,978
COPS-COURTHOUSE RENOVATION	9,545,000	616,154	8,928,846
COPS-INTEREST	481,876	0	481,876
<b>TOTAL</b>	<b>\$34,403,059</b>	<b>\$23,049,285</b>	<b>\$11,353,774</b>

**CAPITAL PROJECTS - FAMILY AND CHILDREN SERVICES**

**PROGRAM DESCRIPTION**

In 1999, \$14,200 was received from the DeKalb County Department of Family and Children Services for purchasing and installing playground equipment for the younger children at the shelter.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$14,200
<b>TOTAL</b>	<b>\$14,200</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Playground Equipment	\$14,200	\$14,030	\$170
<b>TOTAL</b>	<b>\$14,200</b>	<b>\$14,030</b>	<b>\$170</b>

## CAPITAL PROJECTS - ECONOMIC DEVELOPMENT

### PROGRAM DESCRIPTION

In 2003, the County anticipates receiving an \$80,000 Livable Centers Initiative Grant (L.C.I.) from the Atlanta Regional Commission (A.R.C.) for the study of development opportunities surrounding the Gallery at South DeKalb Mall, Perimeter East Industrial Park, & Georgia Perimeter College area. The County contributed \$20,000 as a match for this project.

### IMPACT ON OPERATING BUDGET

None.

### RECENT CHANGES

In 2005, the County received another \$80,000 L.C.I. grant for the Brookhaven-Peachtree area. The County contributed \$20,000 as a match for this project.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
State Sources	248,000
Interfund Transfers	37,000
<b>TOTAL</b>	<b>285,000</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
ARC/LCI Kensington MARTA Study	\$85,000	\$78,160	\$6,840
ARC/LCI Candler Road Study	100,000	0	100,000
ARC/LCI-Brookhaven-Peachtree	100,000	91,000	9,000
<b>TOTAL</b>	<b>\$285,000</b>	<b>\$169,160</b>	<b>\$115,840</b>

**CAPITAL PROJECTS - EXTENSION SERVICE**

**PROGRAM DESCRIPTION**

In June 2001, the Board of Commissioners approved the sale of property at 1440 Carter Road, the former site of the Extension Service Food & Nutrition Office Building. The approved property sale proceeds of \$81,000 will be used for the renovation of the Extension Service's Environmental Education Center.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$80,100
<b>TOTAL</b>	<b>\$80,100</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Extension Serv. Environ. Ed. Center	\$80,100	\$24,147	\$55,953
<b>TOTAL</b>	<b>\$80,100</b>	<b>\$24,147</b>	<b>\$55,953</b>

## CAPITAL PROJECTS - FACILITIES MANAGEMENT

### PROGRAM DESCRIPTION

The Facilities Management capital projects program consists of repairs and renovations to County facilities and maintenance of all roofs and Heating, Ventilation, and Air-Conditioning (HVAC) systems.

### IMPACT ON OPERATING BUDGET

Most of the HVAC repair projects are contracted out, having little impact on the department's operating budget. However, labor for most of the County's renovation work is provided by Facilities Management staff.

### RECENT CHANGES

Projects approved in 2006 for Facilities Management include an additional \$357,822 for the Lifecycle Replacement and Repair account. New projects approved in 2006 include \$115,000 for Finance records storage, \$800,000 for Maloof building renovations, and \$750,000 for the Trinity Place parking garage.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Miscellaneous Revenue	650,000
CIP Contributions	11,159,186
<b>TOTAL</b>	<b>\$11,809,186</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
HVAC-MEDICAL EXAMINER	\$19,787	\$19,787	\$0
LIBRARY PROCESSING CENTER	225,000	18,729	206,271
LIFECYCLE REPAIR AND REPLACEMENT	3,834,007	3,086,099	747,908
PURCHASE/RENOV-330 PONCE BLDG.	3,934,332	3,860,415	73,917
REN./RELOC. MALOOF-ROBERDS	400,000	296,758	103,242
RENOVATION TO ROBERDS	427,060	242,760	184,300
NEW FACILITIES MANAGEMENT BUILDING	657,000	654,868	2,132
CALLANWOLDE-ELEVATOR	47,000	46,934	66
FINANCE RECORDS STORAGE	115,000	0	115,000
MALOOF RENOVATIONS	800,000	0	800,000
MEMORIAL DR. ROOF	600,000	0	600,000
TRINITY PARKING DECK	750,000	0	750,000
<b>TOTAL</b>	<b>\$11,809,186</b>	<b>\$8,226,351</b>	<b>\$3,582,835</b>



## CAPITAL PROJECTS - FINANCE

### PROGRAM DESCRIPTION

The capital projects budget for the Finance Department includes continuation funding for the purchase of an additional storage shed for surplus property. The new shed that was purchased is insufficient to store all the County's surplus property. The additional shed will allow property to maintain its value until auction.

### IMPACT ON OPERATING BUDGET

None.

### RECENT CHANGES

None.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Fund Balance Carried Forward	\$8,202
<b>TOTAL</b>	<b>\$8,202</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Surplus Property Shed	\$8,202	\$1,275	\$6,927
<b>TOTAL</b>	<b>\$8,202</b>	<b>\$1,275</b>	<b>\$6,927</b>

**CAPITAL PROJECTS - FIRE & RESCUE SERVICES**

**PROGRAM DESCRIPTION**

The Department of Fire & Rescue Services provides fire protection as well as Emergency Medical Services (EMS) to the citizens of DeKalb County. A significant number of the capital projects for Fire & Rescue Services are now being funded by the HOST capital projects fund. (For additional information, see the HOST capital projects section.)

**IMPACT ON OPERATING BUDGET**

The addition of the new fire stations will increase costs to the operating budget.

**RECENT CHANGES**

In 2001, DeKalb County Fire & Rescue Services was established. The Department consists of personnel and other resources previously allocated to the DeKalb County Department of Public Safety, Bureau of Fire Services and the Emergency Medical Services Bureau. In 2005, the Misc. CIP fund was used to establish an additional Fire Station.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$1,663,868
Miscellaneous Revenue	143,000
<b>TOTAL</b>	<b>\$1,806,868</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FIRE-BURN BUILDING	\$500,000	\$489,864	\$10,136
FIRE-ESSENTIAL EQUIPMENT	169,910	107,755	62,155
FIRE-FIBER OPTIC PHASE II	82,500	0	82,500
FIRE-STATION #9 REPAIR	361,458	334,858	26,600
FIRE-UNDERGROUND FUEL TANKS	500,000	497,318	2,682
FIRE-REMOTE ACCESS	193,000	193,000	0
MISC. CIP	0	0	0
<b>TOTAL</b>	<b>\$1,806,868</b>	<b>\$1,622,795</b>	<b>\$184,073</b>

## CAPITAL PROJECTS - GREENSPACE PROGRAM

### PROGRAM DESCRIPTION

The Governor's Greenspace Program creates a mechanism for all eligible counties to apply for funding that will encourage urban counties to set an aggressive goal to permanently protect 20 percent of the County's total greenspace and establish a Community Greenspace Trust Fund. In 2001, the County received \$3,027,127 from the Georgia Department of Natural Resources for the Greenspace Program. In 2002, an additional \$3,067,915 was received for the Greenspace program. The total Greenspace funding received is \$6,095,042. Additional funds include interest that has accrued since the program's inception. The interest accrued is appropriated back into the program annually.

### IMPACT ON OPERATING BUDGET

The land acquired under this program will require maintenance. The level of effort has yet to be fully determined, but funds have been budgeted in Parks & Recreation to begin this effort.

### RECENT CHANGES

In 2004, the county completed the conversion for the new Financial Management System. Completed projects were not converted into the new system therefore decreasing the appropriations in 2005 for the Greenspace Program. Since the Greenspace Program projects have been expended, it is anticipated that this program will be closed in the next budget process.

### ANTICIPATED REVENUES

#### ANTICIPATIONS BEGINNING 1998

Use of Money and Property	\$24,342
State Sources	4,282,975
	<b>\$4,307,317</b>

### APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
2001 Greenspace Acquisition			
GREENSPACE UNINCORP. DEKALB	\$20,576	\$20,576	\$0
GREENSPACE- AVONDALE	12,530	12,530	0
GNSPACE-YELL. RIV.-EDWARDS	401,147	401,146	0
GREENSPACE-CHAMBLEE	41,621	41,621	1
GREENSPACE-CLARKSTON	34,223	34,223	0
GREENSPACE-DORAVILLE	48,309	48,309	0
GREENSPACE-LITHONIA	0	0	0
GREENSPACE-PINE LAKE	4,573	4,573	0
GREENSPACE-STONE MT.	40,594	40,594	0
GRNSPACE-ARABIA MT.-KELLY	183,694	183,694	0
GRNSPACE-DEABORN	0	0	0
GREENSPACE-GEMA MATCH FPH	249,060	249,060	0
GREENSPACE-CHESTNUT LAKES	0	0	0
GREENSPACE-KITTREDGE	114,849	114,849	0
GREENSPACE-ROCK CHAPEL	4,000	4,000	0
GRNSPACE-HORSE FARM	8,101	8,101	0
<b>Subtotal</b>	<b>\$1,163,278</b>	<b>\$1,163,277</b>	<b>\$1</b>

**CAPITAL PROJECTS - GREENSPACE PROGRAM**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING</b>	<b>BALANCE</b>
2002 Greenspace Acquisition			
GREENSPACE UNICORP DEKALD	\$751	\$751	\$0
GREENSPACE- AVONDALE	13,278	13,278	0
GREENSPACE-CHAMBLEE	48,613	48,613	0
GREENSPACE-CLARKSTON	36,162	36,162	0
GREENSPACE-DORAVILLE	46,819	46,818	0
GREENSPACE-LITHONIA	500	500	0
GREENSPACE-PINE LAKE	3,160	3,160	0
GREENSPACE-STONE MT.	2,380	2,380	0
GRNSPACE-CHESTNUT LAKES	37,250	37,250	0
GRNSPACE-DEABORN	103,000	103,000	0
GRNSPACE-HIDDEN ACRE-HEATH	137,055	137,055	0
GRNSPACE-HORSE FARM	1,127,373	1,127,372	1
GRNSPACE-TRENCHES	46,807	46,807	0
GRNSPACE-YELLOW RIVER	640,182	640,182	0
GREENSPACE-GLEN EMERALD	0	0	0
GREENSPACE-KITTREDGE	868,461	868,461	0
GREENSPACE-HOWARD	32,250	32,250	0
<b>Subtotal</b>	<b>3,144,039</b>	<b>3,144,038</b>	<b>\$1</b>
<b>TOTAL</b>	<b>\$4,307,317</b>	<b>\$4,307,315</b>	<b>\$2</b>

## CAPITAL PROJECTS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)

### PROGRAM DESCRIPTION

The GIS Department supports all county departments in the development of a fully integrated geographic data environment. In 2004, the department received approval of two projects in the Capital Improvement Projects fund (CIP) that are critical to the development of the County's I. T. infrastructure.

### IMPACT ON OPERATING BUDGET

None.

### RECENT CHANGES

None.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$2,798,042
<b>TOTAL</b>	<b>\$2,798,042</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
GIS-BASE MAPPING UPDATE	\$632,180	\$610,221	\$21,959
GIS-ZONING, LANDUSE, PROPERTY MAP	2,165,862	80,868	2,084,994
<b>TOTAL</b>	<b>\$2,798,042</b>	<b>\$691,089</b>	<b>\$2,106,953</b>

## CAPITAL PROJECTS - HOST

### PROGRAM DESCRIPTION

On March 18, 1997, the DeKalb County voters approved a sales tax referendum. The Homestead Option Sales Tax (HOST) increased the sales tax by one cent effective July 1, 1997. The additional revenue provides up to 100% Homestead Exemption for single family dwellings and up to 20% of the sales tax revenue for capital improvement projects beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose. The Board of Commissioners decided to use the initial revenue for capital expenditures. The HOST revenue estimates for DeKalb County were based on the sales tax revenue collections of the Metropolitan Atlanta Rapid Transit Authority (MARTA). The initial revenue estimate for the first 18 months was \$133,445,400. The Board of Commissioners appropriated \$26 million in 1997 (estimated to be four months of anticipated receipts). The actual total receipts for 1997 were \$19,554,622. The Board of Commissioners also created 28 time limited positions within various departments to support the HOST Capital Projects Program. Funding for these positions was provided by the sales tax revenue which was appropriated directly to the applicable operating fund.

### IMPACT ON OPERATING BUDGET

None.

### RECENT CHANGES

The new FMIS system the County implemented in 2004 allows funding from one cost center to be appropriated in projects that are located in other cost centers. As such, the project totals for the Transportation and Roads & Drainage cost centers equal total appropriations and expenditures, but to account for the total revenue funding certain projects, some revenue would be found in other cost centers.

### ANTICIPATED REVENUES

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$7,629,632
Excise Tax	78,505,258
State Government	33,723,585
Interest on Investment	261,490
HOST Revenue Cost Center Adjustment	(15,242,894)
<b>TOTAL</b>	<b>\$104,877,071</b>

### APPROPRIATIONS

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
HOST D1 FLOWERS @ N FORK	\$9,362	\$8,649	\$713
HOST D1 ASH DUNWY.JOHN.FER	30,000	21,333	8,667
HOST D4 N. INDIAN CRK/MEM	45,000	42,557	2,443
HOST D3-THOMAS RD	1,473	1,473	0
HOST D2 DRESDEN DR	30,000	30,000	0
HOST D1 MISC. DRAIN PROJEC	157,958	68,085	89,873
HOST D4 MEMORIAL DR. IMPRO	155,884	99,257	56,627
HOST D2 DCA BRIARWOOD ROAD	79,241	56,173	23,068
HOST D4 WELLBORN /STN.MTN.	100,000	174	99,826
HOST D4 NO. DESHON @ ROCK	28,630	28,630	0

## CAPITAL PROJECTS - HOST

APPROPRIATIONS			
	PROJECT	EXPENDITURES	BALANCE
	APPROPRIATION	BEGINNING	
	BEGINNING 1998	1998	
HOST D1 MCCURDY	484,924	484,924	0
HOST D2 LAVISTA RD	75,000	37,242	37,758
HOST D2 FAIR OAKS RD	215,317	167,976	47,341
HOST D4 PHILLIPS RD SOUTH	100,000	100,000	0
HOST D3-BLDRCRT RD & CLT C	26,084	26,084	0
HOST D4 CENTRAL DR/ HAMBRI	22,806	22,806	0
HOST D3-BLDRCRT RD @ KEY R	28,488	28,488	0
HOST D1 TILLY MILL RD-W	814,308	459,542	354,765
HOST D 2 EAST HILL STREET	70,200	35,100	35,100
HOST D3-GLNWD RD @ S. COL	30,000	9,906	20,094
HOST D2 CLAIRMONT RD DRES	35,000	35,000	0
HOST D3-FELL RD @ IDLEWD R	45,000	0	45,000
HOST D1 SPRINGFIELD DR.	86,764	86,764	0
HOST D 2 DISTRICT 2 CONT.	53,444	0	53,444
HOST D3-MCAF RD @ SEC AVE	14,020	14,020	0
HOST D 2 STREETScape/FREED	75,000	72,675	2,325
HOST D4 STRIPING	7,939	0	7,939
HOST D3-BLDRCRT RD @ CONST	22,310	22,310	0
HOST D5-STRIPING	58,994	13,923	45,071
HOST D5 KELY CHPL RD @ RNB	45,000	14,091	30,909
HOST D5 RAINBOW/KELLEY CHA	70,000	42,890	27,110
HOST D5-ST LIGHTS	27,801	0	27,801
HOST D5 BOULDRCRST RD @ RV	45,000	3,903	41,098
HOST D5 COLUMBIA ROAD	200,000	200,000	0
HOST D5 WESLEY CHAPEL RD-W	308,077	161,795	146,282
HOST- R & D PIPE ACCOUNT	266,838	266,838	0
HOST-FLOWERS RD-N. P'TREE	184,654	184,654	0
HOST-RESER. FOR FUTURE APP	2,289,782	1,800,000	489,782
HOST-ADA IMP-CONSULTANT	60,000	0	60,000
HOST-ADA IMPROVEMENTS	121,570	29,452	92,118
HOST D1 MERCER UNIV DR	24,579	24,579	0
HOST-ARTS CENTER/MATHIS DA	3,041,429	133,225	2,908,204
HOST-ARABIA MTN. PROP.ACQ.	1,040,524	1,031,660	8,864
HOST D1-MISC. SIDEWALKS	308,818	121,123	187,695
HOST D1-DUNWDY CLUB DR./SD	200,000	200,000	0
HOST D1-LWR'VILL HWY@N. RO	20,880	20,880	0
HOST D1-WINTER CHAP.@DWDY	55,000	2,200	52,800
HOST D1-STREET LIGHTING	8,070	0	8,070
HOST D1-STRIPING	13,403	0	13,403
HOST D4-HAMBRICK RD.SDWKS.	212,532	200,335	12,197
HOST D4-MONTREAL RD.SDWKS.	255,590	0	255,590
HOST D3-BORING RD.SDWKS.	150,206	0	150,206
HOST D2- MISC SDWALK & SAF	74,900	0	74,900
HOST D2-MISC.DRAINAGE	43,486	0	43,486
BUFORD HWY. PHASE II	2,500,000	0	2,500,000
BUFORD HWY.PHASE 1	2,500,000	0	2,500,000
HOST-JUSTICE CENTER	36,649,283	36,648,778	505
HOST-LYNWOOD PARK IMP./OSB	668,019	277,173	390,847
HOST-P/COUNTY ROADS	250,248	250,248	0
HOST-II/ROCKBRIDGE @STEPHE	70,301	69,886	415
HOST-PM-PBS&J AMD#5 98-732	19,445	19,445	0
HOST-BRDG/BRWD@N.FORK P'TR	199,732	199,217	515
HOST-GRTA AGREEMENT	1,800,000	1,800,000	0

## CAPITAL PROJECTS - HOST

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
PERIMETER CID	17,179,360	2,503,787	14,675,573
HOST D5 D0GWOOD FARM RD-E	5,000	84,673	(79,673)
HOST D5 PANOLA WOODS DR.-W	48,328	54,328	(6,000)
HOST D5-PANOLA@ROCK SPRING	328,780	328,780	0
HOST D4-STEVENSON@S.DESHON	131,177	115,498	15,679
HOST D4-RAY'S RD@ MAXEY HI	49,370	49,370	0
HOST D4-PANOLA@I-20/FARRIN	70,000	5,806	64,194
HOST D3-STRIPING	12,603	0	12,603
HOST D3-FLINTWOOD DRIVE	50,000	50,000	0
HOST D3-CLIFTON SPRG.RD-W	299,004	299,004	0
HOST D3-DOROTHY DRIVE	73,000	73,000	0
HOST D3-PENNINGTON PLACE	38,892	38,892	0
HOST D3-MILTON ST@ PONCE	25,000	25,000	0
HOST D3-BOULDERCREST @S.RI	48,559	18,584	29,975
HOST D3-FLAT SHOALS@DOOLIT	27,385	13,341	14,043
HOST D2-FREEDOM PARK	50,000	48,131	1,869
HOST D2-DRESDEN DRIVE N	373,780	356	373,424
HOST D2-BRIARCLIFF-SHERIDA	469,334	469,334	0
HOST-IS-IMAGINING SYSTEM	1,546,172	1,546,172	0
HOST D3-TERRY MILL RD-S	150,000	2,731	147,269
HOST-SUPP. PAYMENT TO CITI	43,965	43,965	0
HOST D1-MURPHY CAND.STUDY	794,057	794,057	0
HOST D1- MABRY RD SDWLKS	150,000	150,000	0
HOST D1-HENDR. RD.SDWK	162,508	103,628	58,880
HOST D1 WNTRS CHPL-PEEL	72,087	0	72,087
PERIMETER CENTER PARKWAY	11,176,527	8,237,223	2,939,305
NORRIS LAKE WAY	330	330	0
LITHONIA STREETSCAPE	2,075,958	1,267,522	808,436
HOST D2-BRIARWD@N.FORK P'T	171,485	169,571	1,914
HOST D5-TS-RIVER RD @WALDR	31,241	31,241	0
HOST D5-BOULDERCREST @PANT	30,000	17,556	12,444
HOST D5-BORING RD.-KELLY C	19,446	19,446	0
HOST-IS-TELEPHONE SYS.UPGR	1,637,569	1,562,555	75,013
HOST-IS-CASE MGMT. SYSTEM	4,445,891	4,445,891	0
HOST-CITIZENS DRAIN.PROG.	98,141	98,139	2
HOST R & D-SANDSTONE-GRAVE	124,842	124,842	0
HOST-RECONSTRUCT TENNIS CO	160,000	107,042	52,958
HOST D5-NORR LK WY	0	0	0
HOST D5-PANT @ RVR RD	251,757	5,723	246,035
HOST D5-RVR RD @ BLDCRRT	40,000	0	40,000
HOST D5-BORING RD @ FLT SH	9,906	9,906	0
HOST D5-COCK @ BORING RD	27,687	0	27,687
HOST D5 ARABIA PARK	40,000	0	40,000
HOST D5 MCAF RD@ SHANON RD	2,198	2,198	0
HOST D3-CONT	36,059	0	36,059
HOST D5 2300 PEBBLE ROCK W	3,388	3,388	0
HOST D3- ST LIGHTS	9,523	0	9,523
HOST D3-FAY RD @ TRY HILL	16,779	16,779	0
HOST D1 SDWLKS-CHMBLEE DNW	629,564	629,564	0
HOST D3-N DECATR @ E. PONC	52,447	52,447	0
HOST D4 STREET LIGHTS	17,933	0	17,933
HOST D 2 CAPITAL IMPROV.	75,000	75,000	0
HOST D1 SDWLK/BUF.HWY DRVL	499,395	499,395	0



**CAPITAL PROJECTS - HOST**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
HOST D3-BRKT RD @ COOL RD	30,299	30,299	0
HOST D 2 STRIPING	38,817	23,571	15,246
HOST D4 NORTHERN AVE S/W	204,363	204,363	0
HOST D1 WNTRS CHPL @ DNWDY	210,000	73,364	136,636
HOST D3-GLNWD RD @ MEADW L	30,000	9,906	20,094
HOST D1 TCKER MN ST STRTSC	1,050,000	125,682	924,318
HOST D3-GLNWD AVE SDWLKS	2,480,995	208,208	2,272,787
HOST D2 BRIARCLIFF RD 002	24,721	24,721	0
HOST D3-MCLD DR-W	50,000	0	50,000
HOST D2 BRIARCLIFF RD 001	25,789	25,789	0
HOST D3-MEM DR IMPR	44,547	28,365	16,182
HOST D4 WALKER @ S. STN MT	24,110	24,110	0
HOST D1 WNTRS CHPL @ PEELE	25,000	0	25,000
HOST D4 REDAN & MARTIN	34,159	34,159	0
HOST D3-4005 WOBURN DR	169	169	0
HOST D4 N. INDIAN CRK/IND.	45,000	34,891	10,109
HOST D1 DUNWOODY CLB DR	30,000	30,000	0
HOST D4 FRANKLIN @ LAKE ST	0	0	0
HOST D1 MERCER U DR @ N FR	9,362	5,243	4,119
HOST D3-CLOV/CEDRBK DRG	10,000	10,000	0
<b>TOTAL</b>	<b>\$104,877,071</b>	<b>\$70,762,498</b>	<b>\$34,114,573</b>

## CAPITAL PROJECTS - HOST CAPITAL OUTLAY

### PROGRAM DESCRIPTION

An amendment to the HOST Ordinance DeKalb County Code, Sections 2-117 through 2-129, allowed HOST funds for capital outlay projects to be included in the normal budgetary process as long as the funds are used for capital projects that are approved by the governing board. Prior to this amendment, HOST funds were distributed evenly among the five (5) commission districts.

### IMPACT ON OPERATING BUDGET

Currently there has been minimal impact. As projects mature it is anticipated that maintenance requirements will generate increased operating expenditures.

### RECENT CHANGES

In 2003, the Board of Commissioners approved use of part of the HOST proceeds for capital outlays which totaled \$16,468,517. In 2004 and 2005, the contributions were \$13,745,000 and 17,012,875 respectively. In 2006, the contribution to HOST projects is \$11,425,110.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfer	\$57,326,501
State Government	5,823,107
Local	482,694
Host Revenue Cost Center Adjustment	\$2,213,659
<b>TOTAL</b>	<b>\$65,845,961</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
HOST-ROCKBRIDGE RD. SWALKS	\$550,000	\$384,489	\$165,511
HOST MA LOCAL INITIAT	573,202	117,772	455,430
HOST PHILLIPS RD. S/WALK	357,239	357,239	0
HOST-CONTR PAVE REPR	1,589,131	1,589,131	0
HOST-MERC BRDG REH/REPL	0	0	0
HOST-BROWNS MILL RD @ KLON	600,000	159,723	440,277
HOST-HAYDEN QU RD @ TURNER	1,120,966	934,983	185,983
HOST DESHON/ROCKBRIDGE RD.	600,000	412,162	187,838
HOST-TONEY ELEMENTARY	135,000	0	135,000
HOST BIKE/PED TRLS(S.FRK)	250,000	0	250,000
HOST-RAINBOW DR @ KELLY CH	391,625	391,625	0
HOST-COLUMBIA DR. SIDEWALK	200,000	199,516	484
HOST-GDOT/LAV RD IMPR	1,575,000	352,505	1,222,495
HOST-FLAT SHOALS RD WHITE	350,000	350,000	0
HOST-SALEM RD.MID.SCHL	497,240	497,220	20
HOST - North Decatur S/wal	157,330	157,330	0
HOST-PANOLA RD THOMPSON	650,000	200,203	449,797
HOST-VILLAGE SQUARE DR	55,000	0	55,000
HOST - West Mtn. S/walks	140,000	0	140,000

## CAPITAL PROJECTS - HOST CAPITAL OUTLAY

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST-KENSINGTON RD. SCHL	100,000	100,000	0
HOST-HAMBRICK RD-APPLE TRE	190,000	190,000	0
HOST-BORING FLAT SHOALS PK	150,000	110,440	39,560
HOST-LIT IND BLVD. PH 2	200,000	0	200,000
LINECREST ROAD BRIDGE	0	0	0
HILLANDALE RD AT FAIRINGTO	1,200,000	171,903	1,028,097
HENDERSON @ MERCER UNV.	31,484	31,484	0
GUARD RAIL INSTALLATION	251,850	78,051	173,799
FLAKES MILL RD AT RIVER RD	549,999	547,003	2,996
FELLOWSHIP RD AT IDLEWOOD	800,088	321,567	478,521
EMORY VILLAGE STREETScape	2,867,000	527,321	2,339,679
CANDLER RD STREETScapeS-PH	1,533,014	491,714	1,041,300
BOULDERCREST RD AT RIVER R	500,000	449,762	50,238
TRAFFIC STUDY-S.STONE MT.	30,000	0	30,000
ROCKBRIDGE@STEWART MILL	210,000	0	210,000
N.AVENUE-CHURCH ST.-RAILRO	30,000	0	30,000
TRAFFIC STUDY-I-85-N.DRUID	50,000	0	50,000
TRAFFIC STUDY-I-85 SHALLOW	30,000	0	30,000
COVINGTON HWY. SIDEWALKS	613,000	198,875	414,125
WILKINS ROAD-EXISTING SDWL	25,000	0	25,000
PHILLIPS(PH4)-REDAN PARK	200,000	0	200,000
DOGWOOD FARM SAFE.IMPROV.	100,000	0	100,000
DEKALB MED.PKY.-COVING.-MI	300,000	217,344	82,656
REDAN RD. S.HAIR-ALLGOOD	250,000	249,999	1
MAIN ST. PARK-MILLER-S. HA	50,000	0	50,000
S.INDIAN CK.-ROCK-SABLE	74,230	74,230	0
RAYS RD.-MEMORIAL-ABINGDON	278,490	278,481	9
MARKET STREET SIDEWALKS	150,000	0	150,000
CENTRAL DR.-ALPINE-RAYS	200,000	0	200,000
WESLEY CHAP.-GREG.-COVINGT	110,000	0	110,000
KNOLLWOOD ELEM. AREA SDWLK	125,000	0	125,000
TILSON RD-MARK TRAIL-COLLI	250,000	0	250,000
SECOND AVE.-GLENWD-MACFEE	185,799	20,799	165,000
MCNAIR HIGH AREA	125,000	0	125,000
PANGHORN-COUNTRY SQ.-KAHAN	250,000	0	250,000
BRIARLAKE RD.-BRIAR-LAKESI	150,000	0	150,000
OAK GROVE RD-LAVISTA/WOODL	200,000	0	200,000
DRESDEN/ELEM.SCH.CROSS	40,000	0	40,000
DRESDEN/BUFORD HWY/PLAZA	150,000	0	150,000
CLIFTON/N.DECATUR/CLIFTON	125,000	0	125,000
WINTER CHAP./PEEL/PEACH	100,000	0	100,000
SPAULDING DR./FULTON/CH.DN	111,728	70,104	41,624
DNWDY CLUB DR./HAPPY/GWINN	225,000	60,170	164,831
DNWDY CLUB DR/BROOK/HAPPY	250,000	0	250,000
CHAM.DNWDY HS. TO HARTS MI	250,000	224,922	25,078
ATL-TO-STONE MT.PERIM.COL.	250,000	0	250,000
LOCAL MATCH-GDOT SYS.OPS.	500,000	0	500,000
KLONDIKE BIKE/PED	150,000	10,498	139,502
ROCKBRIDGE RD.-SCENIC CORR	250,000	0	250,000
HOST-CLIFTON SPRGS.SDWLKS	65,000	65,000	0
HOST-MILLER ROAD SDWLKS	225,000	225,000	0
HOST-DOGWOOD FARMS	250,000	250,000	0

## CAPITAL PROJECTS - HOST CAPITAL OUTLAY

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST D3-HOSEA/KIRKWOOD STR	75,000	75,000	0
GDOT-ATLANTA DECATUR TRAIL	885,578	770,204	115,374
HOST D2 -DECATUR RR DEPOT	25,000	25,000	0
HOST CAP.OUT.-PAY TO CITIE	517,875	404,847	113,028
WELLBORN / S STONE MTN LIT	650,000	75,349	574,651
UPGRADE TRAFFIC OPS CTR	70,000	15,514	54,486
TRAFFIC SIGNALIZATION	1,475,000	1,271,879	203,121
TRAFFIC & INTER CONT DESIG	1,866,567	1,487,656	378,911
STREET LIGHTING SAFETY	150,000	26,625	123,375
STEPHENSON ROAD CORRIDOR	205,319	121,213	84,106
SCHOOL WARNING LIGHTS	267,070	167,070	100,000
SCHOOL SIGNAGE SAFETY	150,000	118,536	31,464
S DESHON AT S STONE MTN LI	128,046	128,046	0
ROCKBRIDGE RD AT MARTIN RD	110,000	58,657	51,343
RIVER ROAD AT OAKVALE RD	450,000	405,152	44,848
R/W ACQUISITION	1,355,852	1,145,186	210,666
PHILLIPS RD AT MARBUT RD	571,279	506,808	64,471
PANTHERSVILLE AT OAKVALE	205,747	136,679	69,068
PANTHERSVILLE AT BOULDERCR	1,668,171	858,853	809,318
PANOLA ROAD AT I-20	987,127	780,449	206,678
NORTHLAKE AREA PED IMPR	400,000	261,780	138,220
N DRUID HILLS AT CLAIRMONT	262,448	96,169	166,279
N DECATUR RD AT WINN WAY	550,000	550,000	0
N DECATUR AT LULLWATER	462,448	461,796	652
MEMORIAL DRIVE STREETScape	2,218,583	1,296,631	921,952
ALLGOOD RD AT REDAN RD	925,075	178,293	746,783
ADA/PED SAFETY UPGRADES	300,000	297,290	2,710
19 COUNTYWIDE SIDEWALKS	2,200,000	1,953,261	246,739
HOST- ARTERIAL PANOLA	2,900,000	1,658,195	1,241,805
HOST-FLAT SHOALS RD ELEMEN	100,000	0	100,000
HOST-ROADWAY STRIPING	200,000	132,556	67,444
HOST-INDIAN CREEK ELEMENTA	100,000	0	100,000
HOST-YOUNG RD. & MEADOWBK	200,000	124,101	75,899
HOST BIKE/PED TRL(ARABIA M	1,545,766	1,251,321	294,445
HOST-W.AUSTIN RD LAKESPUR	20,000	0	20,000
HOST-EVANS MIL RD REL @ I-	459,550	2,948	456,602
HOST - Winters Rd S/walks	80,000	0	80,000
HOST-MARBUT RD @ WELLB	130,000	49,739	80,261
HOST-WESLEY CHAPEL ROAD-WE	100,000	79,687	20,313
HOST-CENTRAL DR @ RAYS RD	170,000	105,858	64,142
HOST-TRANSP PLN	2,548,257	1,836,676	711,581
HOST-BK/PED-ST. MTN. PH. 1	191,721	191,721	0
HOST-FLAKES MILL SWALKS	605,010	398,556	206,453
HOST-RAINBOW DR-COLUMBIA	244,947	244,947	0
HOST-BK/PED - PERIMETER	250,000	0	250,000
2006 HOST (to be determined)	11,425,110	0	11,425,110
<b>TOTAL</b>	<b>\$65,845,961</b>	<b>\$31,168,813</b>	<b>\$34,677,148</b>

**CAPITAL PROJECTS - COMMUNITY DEVELOPMENT**

**PROGRAM DESCRIPTION**

Improvements at the senior center facilities will consist of emergency repairs that address health, security, and ADA compliance renovation issues at the Bruce Street, DeKalb/Atlanta, South DeKalb and Mountain View senior facilities. The improvements will also include installation of exterior security lights and restroom renovations in facilities owned by DeKalb County that serve low and moderate income elderly persons.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

The Human Services is a separate department from Community Development.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$38,480
<b>TOTAL</b>	<b>\$38,480</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
CD-DeKalb/ATLANTA HSC IMPROVE.	\$38,480	\$38,450	\$0
<b>TOTAL</b>	<b>\$38,480</b>	<b>\$38,450</b>	<b>\$0</b>

**PROGRAM DESCRIPTION**

The capital projects budget for the Information Systems Department includes funding for the acquisition and upgrade of major systems and equipment that are critical elements of the County's information technology infrastructure.

**IMPACT ON OPERATING BUDGET**

Proper maintenance of the information technology infrastructure will enable operating departments to better use information in conducting daily operations.

**RECENT CHANGES**

The following projects received additional funding as part of the 2006 Budget: Tax Assessor System-\$500,000, State Court Case Management- \$350,000, AIX Consolidation Hardware-\$350,000, and APS/FMIS-\$1,910,413.

**CAPITAL PROJECTS - LIBRARY**

<b>ANTICIPATED REVENUES</b>	
<b>ANTICIPATIONS</b>	
<b><u>BEGINNING 1998</u></b>	
Interfund Transfers	\$27,319,277
<b>TOTAL</b>	<b>\$27,319,277</b>

<b>APPROPRIATIONS</b>			
	<b>PROJECT</b>		
	<b>APPROPRIATION</b>	<b>EXPENDITURES</b>	<b>BALANCE</b>
	<b><u>BEGINNING 1998</u></b>	<b><u>BEGINNING 1998</u></b>	
IS- MACHINE ROOM IMPROV.	\$62,300	\$62,300	\$2,245
IS-2002 CTIP PURCHASES	800,000	796,181	3,819
IS-2003 CTIP PURCHASES	1,000,000	547,597	452,403
IS-APS/FMIS SYSTEM	11,393,006	9,772,242	1,620,764
IS-AUTO. PURCH. PROCEDURES	2,000,000	523,400	1,476,600
IS-CASE MGMT. RELEASE 4.0	160,000	17,350	142,650
IS-COMBINED BILLING	955,000	893,145	61,855
IS-CONSOLIDATED PURCHASE	2,409,074	2,229,781	179,293
IS-CRIMINAL JUSTICE SYSTEM	150,000	0	150,000
IS-I-NET PHASE II & III	2,110,121	1,796,403	313,718
IS-JAIL MGMT. SYSTEM	775,966	716,203	59,763
IS-KRONOS LEASE PURCHASE	598,649	422,141	176,508
IS-PC LIFECYCLE REPLACEMENT	2,016,598	1,490,169	526,429
IS-PROP. APPRAIS. SYSTEM	250,000	0	250,000
IS-NETWORK BACKUP STOR.	401,636	229,450	172,186
IS-IMAGINING-RECORDER'S COURT	594,177	239,291	354,886
IS-CASE MGMT.-RECORDERS CT	442,750	442,750	0
IS-AIX CONSOLIDATION HARDWARE	350,000	0	350,000
IS-STATE CT CSE MGT & FIN SYS	350,000	0	350,000
IS TAX ASSESSOR SYSTEM	500,000	0	500,000
<b>TOTAL</b>	<b>\$27,319,277</b>	<b>\$20,178,403</b>	<b>\$7,140,874</b>

**CAPITAL PROJECTS - LIBRARY**

**CAPITAL PROJECTS FUND**

**PROGRAM DESCRIPTION**

In 2004 Budget, a project in the amount of \$225,000 was approved for Library Site Expansion. These funds will be utilized to acquire needed property adjacent to County libraries for expansion purposes. .

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$225,000
<b>TOTAL</b>	<b>\$225,000</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
Library Site Expansion	\$225,000	\$0	\$225,000
<b>TOTAL</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$225,000</b>

**2006 BOND ISSUE**

**PROGRAM DESCRIPTION**

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$54,540,000 for the acquisition of land to build new libraries, the renovation and expansion of existing libraries, replacement of libraries and facility upgrades.

**IMPACT ON OPERATING BUDGET**

As expansion develops, additional Library personnel will be required for maintenance and daily operation of new and expanded facilities.

**RECENT CHANGES**

Passage of the bond issue will result in a major expansion of facilities.

**CAPITAL PROJECTS - LIBRARY**

**ANTICIPATED REVENUES**

	<u>ANTICIPATIONS BEGINNING 1998</u>
2006 G. O. BOND	\$55,437,366
<b>TOTAL</b>	<b>\$55,437,366</b>

**APPROPRIATIONS**

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
EXPANSION OF EXISTING LIBRARIES	\$12,800,000	\$0	\$12,800,000
NEW LIBRARIES	18,015,000	0	18,015,000
REPLACEMET LIBRARIES	23,350,000	0	23,350,000
FACILITY UPGRADE	375,000	0	375,000
RESERVE & CONTIGENCY	897,366	0	897,366
<b>TOTAL</b>	<b>\$55,437,366</b>	<b>\$0</b>	<b>\$55,437,366</b>



## CAPITAL PROJECTS - LIBRARY

### PROGRAM DESCRIPTION

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$54,540,000 for the acquisition of land to build new libraries, the renovation and expansion of existing libraries, replacement of libraries and facility upgrade.

### IMPACT ON OPERATING BUDGET

The implementation of the 2006 G.O. Bond program will require the creation of a Library Bond Administrator position. As expansion develops additional Library personnel will be required for maintenance and daily operation of new and expanded facilities.

### RECENT CHANGES

Enter text

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
2006 G. O. BOND	\$55,437,366
<b>TOTAL</b>	<b>\$55,437,366</b>

### APPROPRIATIONS

	<u>PROJECT</u>		<u>BALANCE</u>
	<u>APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	
EXPANSION OF EXISTING LIBRARIES	\$12,800,000		
NEW LIBRARIES	18,015,000		
REPLACEMENT LIBRARIES	23,350,000		
FACILITY UPGRADE	375,000		
RESERVE & CONTINGENCY	897,366		
<b>TOTAL</b>	<b>\$55,437,366</b>		

## CAPITAL PROJECTS - PARKS AND RECREATION

### PROGRAM DESCRIPTION

Parks and Recreation is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park acreage, and the repairing, renovation, and construction of recreation centers, youth sports association facilities, and swimming pools. Funding for this department's capital improvements program is accounted for in three funds: the 1987 Bond Issue for Parks; the 2001 Bond Issue for Parks; and the Capital Projects Fund. Some projects are also now being funded by the HOST Capital Projects Fund. (For additional information, see the HOST Capital Projects section.)

### 1987 BOND ISSUE

#### PROGRAM DESCRIPTION

In 1987, the voters of DeKalb County approved a \$33 million bond issue for the acquisition and development of park land for county parks. The County has chosen to expand the scope of the original \$33 million bond issue by appropriating interest earned on these monies (in excess of \$7.8 million) to additional projects.

#### IMPACT ON OPERATING BUDGET

During implementation of the 1987 bond issue, most of the park development, facility renovation, swimming pool construction, and design were contracted out to private companies. However, some of the design and minor construction was accomplished in-house with little impact on the departmental operating budget.

In order to operate the expanded parks, recreation, and athletic facilities resulting from the bond issue, 87 full-time and 13 temporary positions were added since 1989. The cost to maintain and staff the facilities for these expanded services was estimated to be \$3.5 million annually.

By 1996, due to budget cut-backs, 29 positions were eliminated which directly affected the expanded programs. As of 2003, a majority of the projects in the 1987 Bond Issue has been phased-out and the only new funding appropriated is the interest on the unexpended balance that accrues yearly. Therefore, the impact on the operating budget from the 1987 Bond Issue has been significantly reduced.

#### RECENT CHANGES

None.

### ANTICIPATED REVENUES

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	\$176,190
Interest on Investment	31,270
<b>TOTAL</b>	<b>\$207,460</b>

### APPROPRIATIONS

<b>PROJECT DESCRIPTION</b>	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ATHLETIC LIGHTING RENOVATIONS	\$111,190	\$19,332	\$91,857
DAVID.-ARABIA MTN.NATURE PRESERVE	65,000	27,579	37,421
87 PARK BONDS UNALLOCATED INTEREST	31,270	0	31,270
<b>TOTAL</b>	<b>\$207,460</b>	<b>\$46,911</b>	<b>\$160,548</b>

## CAPITAL PROJECTS - PARKS AND RECREATION

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### 2001 BOND ISSUE

#### PROGRAM DESCRIPTION

In March 2001, the citizens of DeKalb County approved a Special Recreation Tax District General Obligation Bond issue in the amount of \$125,000,000.00 to provide for the acquisition of land for additional parks and natural areas, the preservation of green space, the protection of clean water, the improvement of existing parks and development of new facilities to be located in the unincorporated portion of DeKalb County. Three (3) bond funded positions were added to assist with the administration of the bond funds.

#### IMPACT ON OPERATING BUDGET

The land acquired under this program will require maintenance. The level of effort has yet to be specifically quantified, but funds have been budgeted in Parks & Recreation to begin this effort, and 17 maintenance positions were added to the department's operating budget.

#### RECENT CHANGES

In 2003, the Parks Bond Program received a total of \$600,000 from the Arthur Blank Foundation. Of these funds, \$500,000 has been used to acquire property and \$100,000 is currently being used for development of acquired properties. In 2004, the Parks Bond Program received an additional \$1,355,000 from the Arthur Blank Foundation of which \$1,250,000 was used to acquire property and \$105,000 was used to develop existing parks. In 2005, the Parks Bond Program received \$25,000 from the Omni Community Development Corporation for park development and a \$7,560 contribution for the Dunwoody Nature Center.

ANTICIPATED REVENUES	
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	<u>ANTICIPATIONS BEGINNING 1998</u>
Bond Issue Proceeds	\$130,310,033
Use of Money and Property	6,216,994
Other Agencies	1,987,560
<b>TOTAL</b>	<b>\$138,514,587</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Program Management Expense	\$1,902,605	\$1,482,891	\$419,714
District 1 Land Acquisition Projects	7,868,702	7,370,674	498,028
District 2 Land Acquisition Projects	7,868,702	919,994	6,948,708
District 3 Land Acquisition Projects	7,868,702	2,758,112	5,110,590
District 4 Land Acquisition Projects	7,868,702	2,874,657	4,994,045
District 5 Land Acquisition Projects	7,868,702	5,148,919	2,719,783
District 6 Land Acquisition Projects	7,868,702	6,609,363	1,259,339
District 7 Land Acquisition Projects	7,868,702	4,427,360	3,441,342
County-wide Acquisition Projects	37,411,127	12,799,442	24,611,685
County-wide Development Expense	9,742,829	7,482,103	2,260,726
District 1 Development Projects	4,278,018	1,590,998	2,687,020
District 2 Development Projects	4,278,018	2,108,297	2,169,721
District 3 Development Projects	4,278,018	796,840	3,481,178
District 4 Development Projects	4,278,018	2,636,031	1,641,987
District 5 Development Projects	4,278,018	972,984	3,305,034
District 6 Development Projects	4,278,018	1,641,117	2,636,901
District 7 Development Projects	4,278,018	1,689,878	2,588,140
Omni Com.Dev.Corp. Parks Bond	25,000	0	25,000
Dunwoody Nature Ctr.	7,560	7,560	0
2001-Parks Bond Interest	2,443,426	0	2,443,426
Arthur Blank Foundation	1,955,000	1,846,865	108,135
<b>TOTAL</b>	<b>\$138,514,587</b>	<b>\$65,164,086</b>	<b>\$73,350,501</b>

**2006 BOND ISSUE**

**PROGRAM DESCRIPTION**

In November 2005, DeKalb County residents approved a \$230 million bond referendum with approximately \$98 million dedicated to parks for land acquisitions and development at existing county parks.

**IMPACT ON OPERATING BUDGET**

The implementation of the 2006 G.O. Bond Program will require the creation of three new Park Project Managers positions. As expansion develops additional parks personnel will be required for the maintenance and daily operation of the new facilities.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
2006 G.O. Bond Referendum Program	<b>\$98,047,090</b>
<b>TOTAL</b>	<b>\$98,047,090</b>

## CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS			
	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Major Park Development Program	\$40,210,000	\$0	\$40,210,000
Phase IV of Dekalb Beltway Path	3,000,000	0	3,000,000
Land Acquisition Projects	28,000,000	0	28,000,000
Neighborhood Park Develop. Program	13,000,000	0	13,000,000
Atheletic Complex Renovations	7,000,000	0	7,000,000
Dam Renovations	2,000,000	0	2,000,000
Arts & Cultural Centers	3,250,000	0	3,250,000
Reserve & Contingency	1,461,443	0	1,461,443
Issuance Costs	125,647	0	125,647
<b>TOTAL</b>	<b>\$98,047,090</b>	<b>\$0</b>	<b>\$98,047,090</b>

### CAPITAL PROJECTS FUND

#### PROGRAM DESCRIPTION

The Parks & Recreation capital projects program is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park lands, the repairing, renovation and construction of recreation centers, youth sports association facilities, and swimming pools. Most of the park development, facility renovation, and swimming pool construction is contracted out to private companies, while much of the design and minor construction is accomplished in-house.

#### IMPACT ON OPERATING BUDGET

Most of the capital projects funded in recent years have been for contractual purchase and installation items, or small design and construction jobs, with little, if any, impact on the departmental operating budget.

#### RECENT CHANGES

Due to the 2001 and 2006 Parks Bond issue, which has provided funds for County-wide acquisition and development projects, it has not been necessary for County taxes to fund capital improvement projects for this department.

ANTICIPATED REVENUES	
State Sources	\$299,543
Miscellaneous Revenue	108,098
Interfund Transfers	613,247
<b>TOTAL</b>	<b>\$1,020,888</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

<b>APPROPRIATIONS</b>			
<b>PROJECT</b>	<b>APPROPRIATION</b>	<b>EXPENDITURES</b>	
	<b>BEGINNING 1998</b>	<b>BEGINNING 1998</b>	<b>BALANCE</b>
ARABIA INTERPRETATION CENTER	\$50,000	\$48,492	\$1,508
DAVID-ARABIA MOUNTAIN	10,000	9,399	601
DEARBORN PARK	75,000	60,000	15,000
DNR/ARABIA MT. DAVID	10,000	9,761	239
DNR/HIDDEN ACRES PARK	165,000	90,000	75,000
DRESDEN PARK	138,557	0	138,557
EPD-NON-POINT SOURCE	139,543	3,306	136,237
HIDDEN ACRES PRESERVE	10,000	0	10,000
LAURELWOOD SITE	22,000	13,400	8,600
MASTER PLAN	24,173	0	24,173
REDAN RESTROOM	74,453	74,273	180
REPAIRS & RENOVATIONS	208,823	2,000	206,823
DAVID-ARABIA MT. PRESERVE	5,241	5,241	0
REDAN CONCESSION STAND	18,750	0	18,750
GRESHAM PICNIC PAVILION.	11,348	0	11,348
LYNWOOD BASKETBALL COURTS	20,000	0	20,000
BROOK RUN IMPROV.	38,000	0	38,000
<b>TOTAL</b>	<b>\$1,020,888</b>	<b>\$315,872</b>	<b>\$705,016</b>

## CAPITAL PROJECTS - POLICE SERVICES

### PROGRAM DESCRIPTION

The Department of Police Services provides law enforcement, as well as investigative and protective services to the citizens of DeKalb County. Police Services also has capital projects funded by the HOST capital projects fund. (For additional information, see the HOST capital projects section.)

### IMPACT ON OPERATING BUDGET

The addition of two new mini precincts will add additional costs to the operating budget.

### RECENT CHANGES

In 2001, the Office of Public Safety Director was abolished and the Public Safety Department was integrated into two separate departments-Police Services and Fire Rescue Services. In 2004, in preparation for the new FMIS system, all the completed police projects were closed and all unreceived grants were unappropriated which significantly reduced the amount of projects in the Police capital projects budget. In the 2006 Budget, the Police Department received \$1,000,000.00 to fund a new project to upgrade the Microwave Loop Platforms.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$2,187,036
<b>TOTAL</b>	<b>\$2,187,036</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
POLICE-MINI POLICE PRECINCT	\$50,000	\$0	\$50,000
POLICE-EQUIPMENT-TECH	137,036	47,906	89,130
POLICE-MICROWAVE LOOP PLATFORMS	1,000,000	0	1,000,000
POLICE-CSI UNIT	1,000,000	0	1,000,000
<b>TOTAL</b>	<b>\$2,187,036</b>	<b>\$47,906</b>	<b>\$2,139,130</b>

## CAPITAL PROJECTS - PUBLIC HEALTH

### PROGRAM DESCRIPTION

Funding for Public Health's capital projects is accounted for in the 1993 Bond Issue for Health Facilities. The DeKalb voters approved a \$29.7 million bond issue in November, 1992, for the purchase of three rented health facilities, the construction of four additional health facilities, and the renovation of other existing facilities. These bonds were sold and appropriated in June, 1993.

In 1999, \$990,000 was approved for information technology needs related to Y2K improvements. Also, \$155,000 was designated for renovation and repair of the South DeKalb Health Center, \$25,000 was approved for repair of the HVAC system for the Fox Recovery Center, and \$100,000 was approved for renovation of the DeKalb Workshop. Funds were appropriated in 2001 for renovations to the Winn Way Mental Health Center (\$37,886), the DeKalb Crisis Center (\$18,941) and the Richardson and Vinson Health Facilities (\$56,827). In 2004, only projects that had current year appropriations were converted into the new financial management system. This accounts for the significant decrease in fund balance carried forward from 2003.

### IMPACT ON OPERATING BUDGET

The County did not increase its contribution to the Health Department as a result of these facilities. However, because they are owned and maintained by the County, Facilities Management has responsibility for maintenance within its normal operations budget.

### RECENT CHANGES

None.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Fund Balance Carried Forward	\$751,291
Interest on Investment	17,144
<b>TOTAL</b>	<b>\$768,435</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
WINN WAY MENTAL HEALTH CTR	\$37,886	\$30,288	\$7,598
HEALTH FACILITY IMPROVEMENTS	62,703	54,770	\$7,933
CONSTR.HOLD. ACCT.(INTEREST)	545,482	528,338	\$17,144
HEALTH-RICHARDSON RENOV.	122,363	41,397	\$80,966
<b>TOTAL</b>	<b>\$768,435</b>	<b>\$654,793</b>	<b>\$113,641</b>



## CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY

### PROGRAM DESCRIPTION

In 2004, the County established the Public Safety and Judicial Facilities Authority which consists of a five member board for the purpose of issuing revenue bonds for new Public Safety and Judicial facilities. The first bond issue of \$50,000,000 will be used for the purchase of a Police and Fire headquarters building, renovation of existing fire and police stations and precincts, a Police & Fire centralized warehouse, and the renovation of the Courthouse.

### IMPACT ON OPERATING BUDGET

As the facilities are completed and occupied, operational cost as yet to be determined will be assumed by the using department.

### RECENT CHANGES

The renovation of the Courthouse is set to begin in 2006.

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Bond Proceeds	\$50,707,901
<b>TOTAL</b>	<b>\$50,707,901</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
POLICE & FIRE HEADQUARTERS	\$27,756,548	\$20,253,392	\$7,503,156
EQUIP. & MAINTENANCE FAC.	5,300,000	2,519,734	2,780,266
COURTHOUSESE RENOVATIONS	10,400,000	28,024	10,371,976
FIRE STATIONS	4,200,000	183,278	4,016,722
POLICE STATIONS	1,000,000	0	1,000,000
AUTHORITY CONTINGENCY	1,801,353	0	1,801,353
POLICE AND FIRE WAREHOUSE	250,000	44,404	205,596
<b>TOTAL</b>	<b>\$50,707,901</b>	<b>\$23,028,832</b>	<b>\$27,679,069</b>

**CAPITAL PROJECTS - PUBLIC WORKS - FLEET MAINTENANCE**

**PROGRAM DESCRIPTION**

The Underground Fuel Tanks and Petroleum Fuel Tanks projects are needed to meet Federal and State requirements for environmental protection. In 2004, \$70,000 was included in the budget for a new vehicle lift system. This new system will improve mechanic efficiency & quality considerably.

**IMPACT ON OPERATING BUDGET**

As a result of funding a new North Lot Shop, the County departments will realize a time and cost savings in the future when vehicles are not out of use for long periods of time.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$1,518,957
Fund Balance Carried Forward	861,544
<b>TOTAL</b>	<b>\$2,380,501</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FLEET-CAMP RD./REPAIR CRACK	\$15,000	\$0	\$15,000
FLEET-LIFT SYSTEM	70,000	0	70,000
FLEET-NORTH LOT SHOP	889,457	10,962	878,495
FLEET-PETROLEUM FUEL TANKS	65,000	23,450	41,550
FLEET-UNDERGROUND FUEL TANKS	779,185	788,157	(8,972)
FLEET-UNDERGROUND STOR.TANKS	561,859	396,440	165,419
<b>TOTAL</b>	<b>\$2,380,501</b>	<b>\$1,219,009</b>	<b>\$1,161,492</b>

## CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

### CAPITAL PROGRAM DESCRIPTION

The Transportation/Roads and Drainage capital projects programs are responsible for constructing new roads, paving unpaved roads, obtaining right-of-way (ROW) for road improvements, installing traffic signals, drainage improvements, bridge improvements, providing for necessary utility relocations, and making improvements to departmental operating facilities. Traditionally, funding for these improvements has been appropriated in the Capital Projects Fund, coming primarily from state contracts, MARTA, and transfers from other funds. However, the majority of funding for Transportation/Roads and Drainage projects since 1997 has occurred within the HOST capital projects fund. (For additional information, see the HOST capital projects and HOST Capital Outlay sections.) Because the funding DeKalb receives from outside sources for Transportation/Roads and Drainage improvements generally becomes available throughout the year, most of this department's projects are established during the year instead of upon approval of the annual budget.

### IMPACT ON OPERATING BUDGET

While a portion of the road resurfacing, paving, and drainage improvements is accomplished with County forces, large jobs are contracted out due to lack of staffing or technical expertise, particularly in the area of drainage.

### RECENT CHANGES

The new FMIS system the County implemented in 2004 allows funding from one cost center to be appropriated for projects that are located in other cost centers. As such, the project totals for the Transportation and Roads & Drainage cost centers equal total appropriations and expenditures, but to account for the total revenue funding certain projects, some revenue is found in other cost centers. This amount is reflected in the Cost Center Adjustment in the revenue summary.

### ANTICIPATED REVENUES

#### ANTICIPATIONS BEGINNING 1998

State Government	\$20,995,372
Other Agencies	16,443,691
Interfund Transfers	7,665,569
CIP Fund Revenue Cost Center Adjustment	14,562,214
<b>TOTAL</b>	<b>\$59,666,846</b>

### APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TS/BRIARCLIFF RD. @ MARCUS	\$13,160	\$13,160	\$0
TS/E PONCE DE LEON / SCOTT	263,971	44,400	219,572
TS/SR124/RK CHAPEL RD @ PL	17,024	0	17,024
TS/CHAMB - DUNWDY RD @ GRA	4,658	4,658	0
TS/E PONCE DE LEON AVE @	29,024	0	29,024
TS/LK HEARN DEV	0	0	0
TS/D'TWN DECATUR SIG SYS	40,438	0	40,438
TS/E PONCE DE LEON AVE @ I	10,084	0	10,084
TS/LAWR HWY (LYNB RN. L	4,375	4,375	0
TS/INSTL/TUR HILL RD AT	0	0	0

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

<b>APPROPRIATIONS</b>			
<b>PROJECT</b>	<b>APPROPRIATION</b>	<b>EXPENDITURES</b>	<b>BALANCE</b>
	<b>BEGINNING 1998</b>	<b>BEGINNING 1998</b>	
TS/CLAIRMT RD @ CENTURY CE	5,400	5,400	0
TS/BRIARCLF RD @ SOUTHLAND	0	0	0
TS/E PONCE DE LEON @ RCK M	115,250	115,250	0
TS/N DRUID HILLS RD SIGN	110,053	0	110,053
TS/PANOLA RD / I-20 SIG SY	91,193	49,207	41,986
TS/ASHF DUNWDY & ASHF	0	0	0
TS/CANDL RD SIGNAL SYS	145,622	47,227	98,395
TS/TRAF SIGNAL UPGRD	1,345,771	1,077,074	268,697
INTERSECT/SIDEWALK MATERIA	0	0	0
TS/PERIM CTR @ PERI	0	0	0
TS/TRAF IMPR/MARTA/REARR F	120,465	0	120,465
TS/TRAFFIC CONTROL CNTR	8,236	8,236	0
ARC/LCI TUCKER STUDY	75,000	75,000	0
DOT-PERIMETER CID INTER/SW	1,250,000	1,178,940	71,060
S.RIV.GREENWAY TRL.	1,285,000	0	1,285,000
TRANS.-ROAD IMPROV.RESERVE	35,153	0	35,153
CD-LUDOVIE LANE SDWLKS	98,124	98,124	0
CD/CITIZENS DRAINAGE PROGR	316,424	316,424	0
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
CLIFTON RD. BRIDGE CSX	1,600,000	0	1,600,000
CD-BUFORD HIGHWAY SDWLK	46,590	46,590	0
DCA-ZONOLITE/BRIARCLIFF	10,000	0	10,000
TSI/LAVISTA ROAD	236,648	217,029	19,620
SIGNAL SYSTEM/I-20	0	0	0
TS/CHAM.TUCKER/I-285	129,091	126,623	2,468
TS/LAVISTA RD. SIGN.SYST.	16,384	0	16,384
TS/CHURCH ST@CLAIRMONT OAK	26,286	26,286	0
TRANS.-STORMWATER SAMPLING	19,656	19,656	0
TRANS.-ROCKBRIDGE OVER SNA	441,531	237,466	204,065
TRANS.-ALLGOOD RD. DRAINAG	189,400	0	189,400
GDOT-STONE MT. INDUST.PARK	116,320	67,116	49,204
TRANS. MAJOR R.O.W. PURCHA	962,118	961,888	230
INTERSEC.COV. HWY@PHILLIPS	110,261	0	110,261
STONE MTN / ATLANTA TRAIL	800,000	611,487	188,513
STONE MT. LITHONIA@S.DESHON	0	96,428	(96,428)
SNAPFINGER ROAD WIDENING	550,000	449,823	100,177
SIDEWALKS-PERIMETER CENTER	439,316	439,316	0
PROGRAM MANAGEMENT SERVICE	2,196,102	2,012,341	183,762
PANOLA @ FARRINGTON-SNAPFING	0	4,241	(4,241)
OLMSTED LINEAR PARK	800,000	800,000	0
LYNWOOD PARK REVITALIZATIO	329,826	214,364	115,462
LITHONIA IND BLVD - PHASE II	5,700,000	512,048	5,187,952
LITHONIA IND BLVD - PHASE I	3,629,600	313,332	3,316,268
KENILWORTH LAKE DAM	690,000	663,885	26,115
INTERSECTION/SIDEWALK MATE	2,201,219	1,876,564	324,655
E.PONCE DE LEON @ MCCLENDO	769,116	599,545	169,571
E.PONCE DE LEON @ HAMBRICK	741,720	267,355	474,365
CHAM DUNWOODY STSCPE	853,065	749,245	103,820
CANDLER STREETSCAPES - PH	1,561,219	1,173,042	388,177
BUFORD HIGHWAY STREETSCAPE	2,388,238	1,342,568	1,045,670
BUENA LAKE VISTA DAM	876,041	113,695	762,346
AVONDALE MIDDLE SCHOOL	145,000	143,120	1,880
ARABIA MTN TRAIL - PHASE 1	1,125,000	1,125,000	0

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

<b>APPROPRIATIONS</b>			
<b>PROJECT</b>	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
BOULDERCREST RD @S RIVE	302,533	212,991	89,542
ASHF DUNWDY @ NANCY CRE	400,000	400,000	0
DOT/MURP CANDL LK-DEEPE	1,463,813	1,463,813	0
TS/N HAIR. @ STGATE IND	0	0	0
TS/EQUIPMENT-TRAFFIC SIGNA	1,420,185	1,117,282	302,903
TS/CHAM DUNWDY SIGNAL SYS	51,115	17,296	33,819
TS/WES CHAPEL RD & I-20 SI	103,938	47,145	56,793
TS/HENDR MILL & BRCLF	0	0	0
TS/NEW TRAF SIGNALS	94,921	94,921	0
TS/SR124/RK CHAPEL RD @ MA	41,223	0	41,223
TS/P'TREE IND P'TREE RD	284,412	208,900	75,512
TS/ROCKBRIDGE RD	85,298	10,700	74,598
TS/NO. DECATUR RD & LAWR	30,903	15,598	15,305
TS/CHAM TCKR RD & CUM	15,268	10,591	4,677
TS/E. PONCE DE LEON @ RAYS	16,539	9,917	6,622
TS/DOT/WINTERS CHAPEL-OAKC	83,011	79,206	3,805
<b>SUBTOTAL</b>	<b>\$39,512,725</b>	<b>\$21,935,887</b>	<b>\$17,576,838</b>
 <b>ROADS &amp; DRAINAGE PROJECTS</b>			
R & D SPEED HUMPS PROGRAM	286,297	123,325	\$162,973
HAZARD MITIGATION-3-14-00	96,100	0	96,100
GEMA-FPH-MCJENKINS	116,363	116,363	0
RESURF.COLD SPR/JANICE	18,642	18,642	0
RESURF.LITHONIA-IDA ST.@RO	9,636	9,605	31
RESURF.AVONDALE-CLAREN.	35,785	35,785	0
RESURF.CAPTAIN, CARMEL, HI	26,945	22,495	4,450
MARTA/SAM'S CROSS BRDG	75,000	72,765	2,235
DCA /FLOOD PRONE HOMES	6,667,732	3,580,468	3,087,264
RESURF-LITHONIA RANDAL	7,794	0	7,794
RESURF./BERKLEY RD./AVONDA	17,937	14,852	3,084
DORAVILLE MARTA STATION RO	12,719,672	6,987,358	5,732,314
RESURFACE-AVONDALE/MAJ	16,642	0	16,642
RESURF./LITHONIA/ARABIA MT	7,518	0	7,518
RESURF./LITHONIA/ALBERT/JO	11,101	0	11,101
RESURFACE-HARTS/JOHN FERRY	15,855	7,552	8,303
CHAM.-MANDENHALL ST. & N.	25,100	4,104	20,996
<b>SUBTOTAL</b>	<b>\$20,154,120</b>	<b>\$10,993,315</b>	<b>\$9,160,805</b>
 <b>TOTAL</b>	 <b>\$59,666,845</b>	 <b>\$32,929,202</b>	 <b>\$26,737,643</b>

**2006 BOND ISSUE**

**PROGRAM DESCRIPTION**

The citizens of DeKalb County approved a G. O. Bond issue in the amount of \$80,299,815 for the acquisition, construction, renovation and equipping of certain transportation projects.

**IMPACT ON OPERATING BUDGET**

The implementation of the 2006 G.O. Bond program will require the creation of one Accounting Technician Senior and one Engineering Technician Senior position.

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
G. O. BOND REVENUE	\$80,299,815
<b>TOTAL</b>	<b>\$80,299,815</b>

**APPROPRIATIONS**

	<b>PROJECT</b>		<b>BALANCE</b>
	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	
MAJOR ARTERIAL ROAD IMPROVEMENT	\$23,000,000	\$0	\$23,000,000
CONGESTION MGT IMPROVEMENT	3,000,000	0	3,000,000
INTERSECTION IMPROVEMENT	7,000,000	0	7,000,000
SIDEWALKS/PEDESTRIAN/BICYCLE FACS.	26,000,000	0	26,000,000
STREET RESURFACING PROJECTS	20,000,000	0	20,000,000
RESERVE & CONTINGENCY	1,299,815	0	1,299,815
<b>TOTAL</b>	<b>\$80,299,815</b>	<b>\$0</b>	<b>\$80,299,815</b>

## CAPITAL PROJECTS - G.O. BONDS - TRANSPORTATION

### PROGRAM DESCRIPTION

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$80,299,815 for the acquisition, construction, renovation and equipping of certain transportation projects.

### IMPACT ON OPERATING BUDGET

The implementation of the 2006 G.O. Bond program will require the creation of a Transportation Bond Administrator position.

### RECENT CHANGES

Enter text

### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
G. O. BOND REVENUE	\$80,299,815
<b>TOTAL</b>	<b>80,299,815</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
MAJOR ARTERIAL ROAD IMPROVEMENT	\$23,000,000	\$0	\$23,000,000
CONGESTION MGT IMPROVEMENT	3,000,000	0	3,000,000
INTERSECTION IMPROVEMENT	7,000,000	0	7,000,000
SIDEWALKS/PEDESTRIAN/BICYCLE FACS.	26,000,000	0	26,000,000
STREET RESURFACING PROJECTS	20,000,000	0	20,000,000
RESERVE & CONTIGENCY	1,299,815.00		\$1,299,815
<b>TOTAL</b>	<b>80,299,815.00</b>	<b>0.00</b>	<b>80,299,815</b>

### PROGRAM DESCRIPTION

Funding for this department's capital improvements program is accounted for in two funds: the G. O. Bonds-Jail Fund and the Capital Projects Fund. In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

### G. O. BONDS-JAIL FUND

In late 1989, DeKalb voters approved a \$100,000,000 G. O. bond issue for the design and construction of a new jail. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995.

### IMPACT ON OPERATING BUDGET

The new jail began operating in 1995 and almost immediately upon opening began experiencing higher than anticipated prisoner populations. The 1995 budget provided funding to support the operation of the new jail with an average daily population (ADP) of 1,800. The latest 2006 ADP is estimated to be 3,330. The 2006 budget for Jail operations is \$48,655,720 and includes 549 authorized positions.

### RECENT CHANGES

The 2006 budget includes the allocation of \$400,000 for a new project, New Jail Equipment Repair Replacement.

**CAPITAL PROJECTS - SHERIFF**

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	\$2,473,289
<b>TOTAL</b>	<b>\$2,473,289</b>

**APPROPRIATIONS**

	<b>PROJECT</b>		<b>BALANCE</b>
	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	
JAIL BONDS-1991 ISSUE	\$121,031	\$40,274	\$80,757
'91 JAIL-UNALLOC.INTEREST	65,936	0	65,936
JAIL BONDS-1998 ISSUE	1,544,297	151,286	1,393,011
UPGRADE DRAINAGE SYSTEM	16,738	4,221	12,517
'98 JAIL-UNALLOC.INTEREST	325,287	0	325,287
NEW JAIL EQUIP. REPAIR & REPLACE.	400,000	0	400,000
<b>TOTAL</b>	<b>\$2,473,289</b>	<b>\$195,781</b>	<b>\$2,277,508</b>



## CAPITAL PROJECTS - TAX COMMISSIONER

### PROGRAM DESCRIPTION

The capital projects assigned to the Tax Commissioner involve the physical facilities and/or equipment used in the operation of the Tax Commissioner's department.

### IMPACT ON OPERATING BUDGET

It is anticipated that the efficiency of current business processes will be improved.

### RECENT CHANGES

The budget includes funds to rebuild the Tax Commissioner's Remittance Processor.

#### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Interfund Transfers	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>

#### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
REMITTANCE PROCESSOR	\$30,000	\$0	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>



## FUNDS GROUP: Enterprise

### FUNDS GROUP DESCRIPTION

The Enterprise Funds Group accounts for the self-supporting enterprises that operate in the same manner as private enterprises. These enterprises provide service including water treatment and distribution, sewerage treatment and disposal, garbage pick-up and disposal, a general aviation airport, and stormwater system maintenance.

This fund accounts for the operating and capital improvement budgets for Water and Sewer Funds, Sanitation Fund, the Airport Fund, and the Stormwater Utility Fund.

The sources of Revenue for the Water and Sewer Fund and the Sanitation Fund are fees (rates) set by the Board of Commissioners. The Airport Fund operates essentially on income from leased spaces. The Stormwater Utility Fund is funded through a service charge set by the Board of Commissioners.

**The appropriation and anticipation amounts reported in this document for the “Approved Budget 2006” reflect the effect of prior year encumbrance balances carried forward at every level of the reporting hierarchy (fund, department, and cost center).**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$59,007,440	\$62,620,333	\$71,923,484	\$71,923,605
Purchased / Contracted Services	11,210,613	16,702,876	20,263,748	23,690,750
Supplies	16,472,701	22,020,104	18,863,916	21,941,194
Capital Outlays	421,090	504,406	473,000	538,053
Interfund / Interdepartmental	26,214,966	37,445,696	33,244,713	33,299,094
Other Costs	13,731,518	13,619,004	14,827,150	15,567,774
Debt Service	31,507,571	32,125,708	32,172,197	32,173,381
Other Financing Uses	66,807,258	91,224,930	75,354,466	75,354,466
Total Expenditures	\$225,373,156	\$276,263,058	\$267,122,674	\$274,488,317
Projected Fund Balance			19,897,374	19,896,190
Total Budget			\$287,020,048	\$294,384,507

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Water & Sewer Operating	\$119,597,724	\$149,615,772	\$149,864,005	\$153,019,381
Water & Sewer Sinking	31,507,571	32,125,708	40,200,246	40,200,246
Sanitation Operating	63,923,846	64,111,318	73,573,136	74,313,650
Airport Operating	2,640,289	3,671,910	4,486,685	5,188,296
Stormwater Operating	7,703,726	26,738,350	18,895,976	21,662,934
Total Expenditures	\$225,373,156	\$276,263,058	\$287,020,048	\$294,384,507

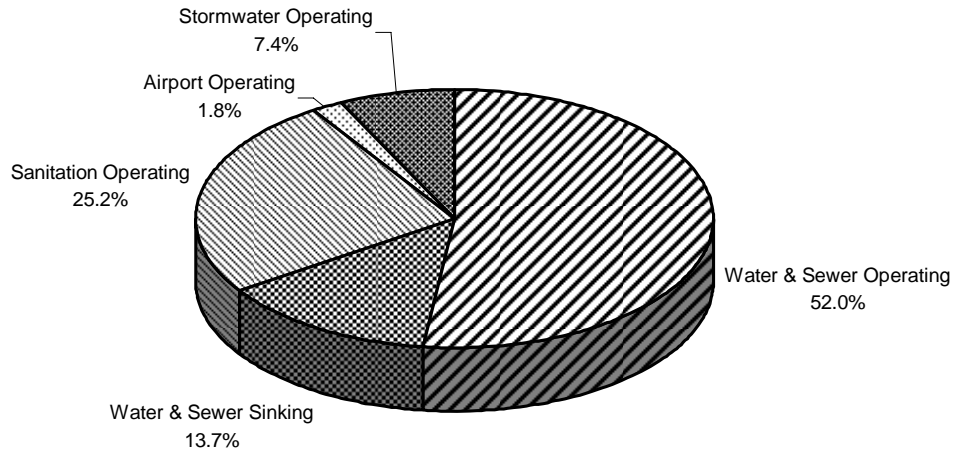
Note: Projected Fund Balance included in Total 19,897,374      19,896,190

## FUNDS GROUP: Enterprise

SUMMARY OF REVENUE BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>WATER &amp; SEWER OPERATING FUND</b>				
Licenses And Permits	\$0	(\$136)	\$0	\$0
Intergovernmental	64	0	0	0
Charges For Services	120,278,886	145,985,559	142,772,500	142,772,500
Investment Income	221,401	425,513	325,000	325,000
Miscellaneous	80,741	49,459	65,000	65,000
Fund Balance Carried Forward	5,624,929	9,856,881	6,701,505	9,856,881
TOTAL	\$126,206,020	\$156,317,277	\$149,864,005	\$153,019,381
<b>WATER &amp; SEWER SINKING FUND</b>				
Investment Income	\$69,485	\$208,074	\$100,000	\$100,000
Other Financing Sources	32,187,012	32,491,629	31,778,271	31,778,271
Fund Balance Carried Forward	6,996,608	7,746,796	8,321,975	8,321,975
TOTAL	\$39,253,104	\$40,446,499	\$40,200,246	\$40,200,246
<b>SANITATION OPERATING FUND</b>				
Charges For Services	\$54,114,543	\$56,956,323	\$68,646,164	\$69,471,100
Investment Income	425,692	1,070,015	824,936	824,936
Miscellaneous	1,122,188	1,159,143	565,741	565,741
Fund Balance Carried Forward	14,224,949	7,637,196	3,536,295	3,451,873
TOTAL	\$69,887,372	\$66,822,677	\$73,573,136	\$74,313,650
<b>AIRPORT FUND</b>				
Investment Income	\$31,344	\$147,555	\$65,000	\$65,000
Miscellaneous	3,214,630	3,633,691	3,122,500	3,122,500
Fund Balance Carried Forward	544,950	1,189,849	1,299,185	2,000,796
TOTAL	\$3,790,924	\$4,971,096	\$4,486,685	\$5,188,296
<b>STORMWATER UTILITY OPERATING FUND</b>				
Charges For Services	\$15,948,556	\$16,553,405	\$17,700,000	\$17,700,000
Investment Income	48,595	311,915	0	0
Fund Balance Carried Forward	80,193	11,069,006	1,195,976	3,962,934
TOTAL	\$16,077,344	\$27,934,325	\$18,895,976	\$21,662,934
<b>GRAND TOTAL</b>	\$255,214,765	\$296,491,874	\$287,020,048	\$294,384,507

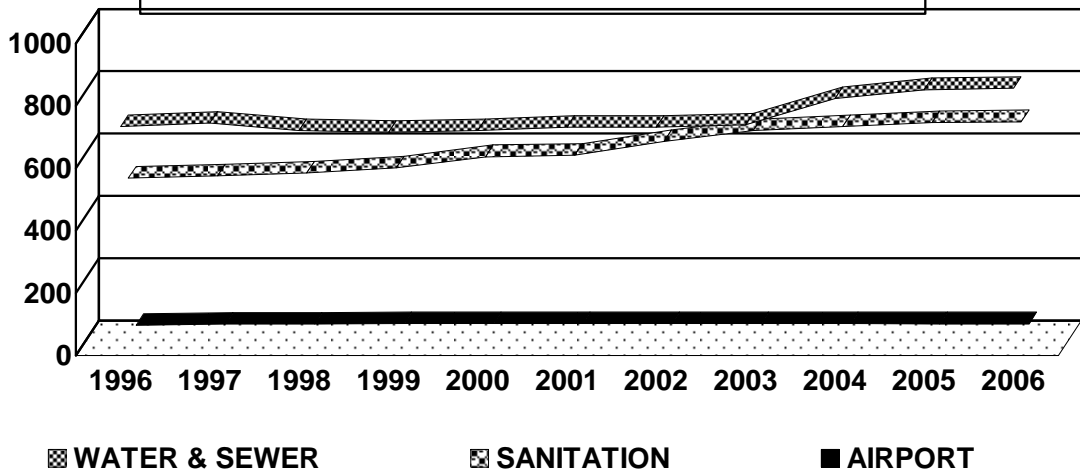
# FUNDS GROUP: Enterprise

## INTERNAL SERVICE FUND OPERATING BUDGET DOLLAR 2006



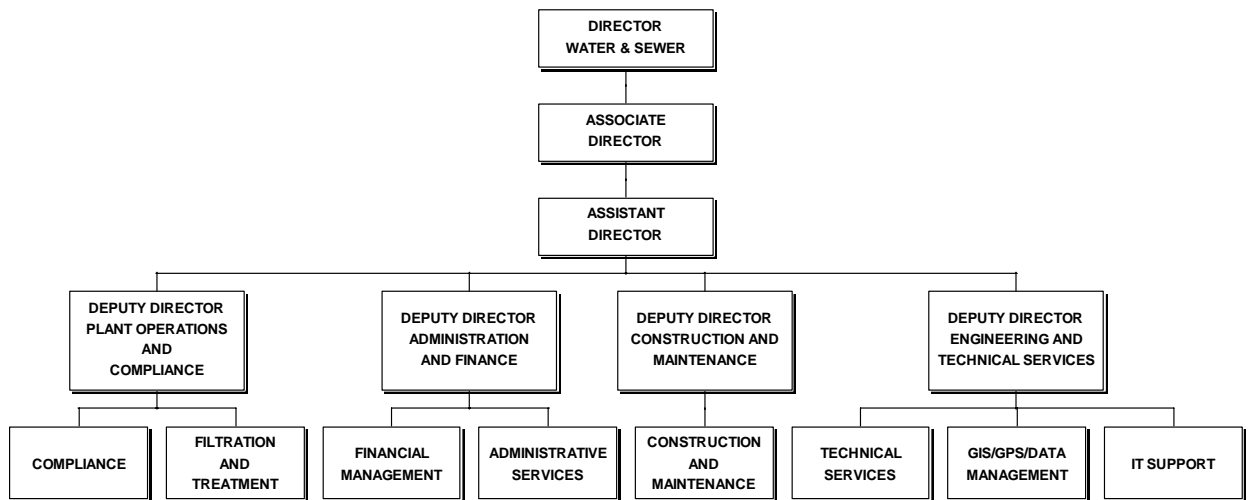
## SUMMARY OF AUTHORIZED POSITIONS

### TOTAL AUTHORIZED POSITIONS ENTERPRISE FUNDS - OPERATING



Increases in positions are related to workload and service level issues, including additional collection crews added in Sanitation in 2002, 2003, and 2004. Also, Water & Sewer - Revenue and Collections positions were transferred from the General Fund to Water & Sewer in the 2004 budget.

## WATER & SEWER OPERATING FUND



### MISSION STATEMENT

The DeKalb County Water and Sewer Department protects public health, safety and welfare through the provision of safe drinking water and advanced wastewater treatment. Our services provide a base for ensuring the quality of life both now and in the future.

### PROGRAM DESCRIPTION

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Operating Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Operating Fund reflects the daily operations of the County's water and sewerage system. It includes those expenses and charges which are made for the purpose of operating, maintaining, and repairing the system. The Water and Sewer Department is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in this fund. The fund also includes the costs of the Revenue Collections Cost Center which is managed by the Finance Department's Division of Treasury and Accounting Services, and is responsible for billing and collection of water and sewer charges.

The Water and Sewer Assistant Director's Office is responsible for the administration and policy direction of the Department, and for coordination of the operating budget. The Administration Division is responsible for payroll, personnel, purchasing, inventory control, and grounds keeping at all water and sewer facilities.

The Technical Service Division is responsible for Water and Sewer's computerized mapping, information technology, compliance, acquisition, data base management, and coordination with the County's Geographic Information System.

The Operations Division manages and maintains the system's water production and sewerage treatment facilities. It is responsible for the production and distribution of potable water and the collection, treatment and disposal of wastewater in accordance with applicable state and federal quality standards and regulations.

The Construction and Maintenance Division is primarily responsible for the maintenance of, and improvements to, the system's water distribution and sewage collection systems. The maintenance function entails both emergency repair and preventive maintenance.

## WATER & SEWER OPERATING FUND

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
Complaints/Service Calls Per 10,000 Customers	< 1,100/year	729	715	694
% Of Unbilled Water	< 15%	11.8%	12.5%	5.6%
Water Main Failures Per 1,000 Miles Of Water Main	< 275/year	21	21	93
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Administrative Division</b>				
Procurement Purchase Amount	\$16,717,232	\$15,271,530	N/A	\$16,000,000
<b>Filtration &amp; Treatment Division</b>				
Number of Water Customers	286,100	289,843	293,407	297,500
Number of Sewer Customers	254,357	257,907	261,502	265,000
<b>Filtration &amp; Treatment Division-Water</b>				
Water Pumped (Billions of Gallons)	28.23	28.79	28.57	29.10
Plant Capacity (Millions Gallons/Day)	128	128	128	150
Daily Average Consumption (Millions of Gallons)	N/A	67.95	72.34	70.00
<b>Filtration &amp; Treatment Division-Sewer</b>				
No. of Lift Stations	53	57	57	65
Gal. of Wastewater Treated (Millions)	14,353	14,357	15,768	14,965
Avg. Gallons Wastewater Treated Per Day (Millions)	39.3	39.2	43.2	41.0
Laboratory Samples Tested/Analyzed	15,163	14,365	15,015	15,000
Stormwater Discharge Characterization (All Sources)	156	62	138	125
<b>Construction &amp; Maintenance Division</b>				
<b>Water</b>				
Meters Repaired/Repl.	7,175	2,841	1,963	2,000
Renewed Water Service	2,416	1,383	1,432	1,500
Mains Installed (Ft.)	N/A	67,137	73,792	75,000
Mains Installed (Ft) Developer	87,351	96,741	91,041	95,000
Meters Installed (New)	3,465	2,764	2,517	2,550
<b>Sewer</b>				
Mains Inspected/ Cleaned (Ft.) (Contra	989,783	1,116,817	811,683	1,200,000
Mains Installed (Ft) Developer	111,055	71,542	94,183	100,000
<b>Support</b>				
Landscape Projects	4,865	6,212	4,305	4,500
Manholes Raised	2,136	1,132	1,074	1,200

## **WATER & SEWER OPERATING FUND**

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### **MAJOR ACCOMPLISHMENTS IN 2005**

The Water and Sewer Department completed construction of the 150/200 million gallons per day (MGD) drinking water production plant, and began operating the new raw water reservoirs which resulted in giving the County 1 billion gallons of off-stream storage. Design was completed on upgrades for the Chattahoochee River water supply intake, pump station and transmission line to the reservoirs including completion of Rights-of-Way (ROW) acquisition and permitting. Implementation was nearing completion on the Department's Strategic Information Systems Master Plan, which networks the county's collection and distribution facilities for the first time. The department continued the implementation and coordination of the Watershed Management Plan for the South River basin, and assessment for the proposed CIP for future wastewater treatment. Also, the organization continued major programs for the identification and reduction of infiltration and inflow to the County's collection system, and for comprehensive inventory of collection system for preventive maintenance. There was an expanded implementation of the computerized maintenance management system with an interface to GIS database as well as to Oracle Financial and Purchasing Systems.

### **MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

#### **Infrastructure**

Production of the highest quality drinking water in sufficient quantities to provide for all the needs of DeKalb County; and treatment of wastewaters in accordance with all federal and state mandates to provide a clean and supportive environment for our citizens and neighbors.

Operation of modernized infrastructure supporting distribution and collection systems throughout the County, including replacement of aging systems to protect and serve our existing neighborhoods as well as the installation of new systems to encourage growth and development.

#### **Human Services**

Provision of efficient and accountable service to all inhabitants of DeKalb while maintaining the lowest possible cost to our customers.

#### **Organizational Effectiveness**

Development and support of additional safety and training programs to enhance job knowledge and synergy with other Department goals.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2003, three positions were added to the organization, two FOG inspectors and one Administrative Assistant.

In FY 2004, nineteen positions were added including 1 Deputy Director, 1 Data Base Manager, 4 Engineering Technicians, and 13 positions to expand compliance inspections and rehabilitation of sewers. 6 Construction Inspector III positions have been transferred from Transportation to Water and Sewer. Also, a new cost center was established for Compliance Inspections and rehabilitations of sewers. As part of a reorganization realignment, the 57 positions in cost center 2130 (Finance - Revenue Collections) and 2 positions from cost center 2120 (Finance - Accounting Services) were transferred to a new cost center 2132 (Finance - Treasury) which is directly funded by the Water and Sewer Operating Fund.

In 2005, nineteen positions were added including: 1 Project Compliance Manager, 2 General Foremen, 6 Crew Supervisors, 1 Equipment Operator, and 9 Crew Workers for meter testing; expansion and rehabilitation of the County sewer mains, services, and reduction of sanitary sewer overflow; and to staff a weekend Construction Crew. Effective January 1, 2005, a rate increase for the water and sewer commodity charges increased the water charge to \$2.19 per 1,000 gallons and the sewer charge to \$3.22 per 1,000 gallons. By a November 2005 Administrative Order, Water and Sewer was separated from the Public Works Department, and became an independent operating department.

#### **2006**

In 2006, one Engineer is added to work on water and sewer projects, in-house studies, and DOT projects to assist in the supervision of County Contracts' contractors, and design of small in-house projects. The Scott Candler Water Treatment Plant is anticipated to come online during 2006.

#### **Future**

There are no significant budgetary impacts for the immediate future.



## WATER & SEWER OPERATING FUND

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$7,887,886	\$7,571,364	\$7,662,997	\$7,739,874
Capitalization	(5,390,859)	(5,454,359)	(5,680,000)	(5,680,000)
Construction and Maintenance	30,164,491	34,565,700	35,487,423	35,837,249
Data Management	2,338,502	2,982,666	3,906,485	4,194,206
Director's Office	2,346,368	3,217,807	3,488,977	3,777,753
Discounts Taken	(346)	(3,397)	0	0
Filtration and Treatment	32,064,359	34,267,735	37,826,377	39,969,332
Revenue / Expenditure Clearing	(28)	0	0	0
Revenue and Collections	4,805,176	5,541,136	6,559,936	6,569,156
Transfers and Reserves	45,382,175	66,927,120	60,611,810	60,611,810
	\$119,597,724	\$149,615,772	\$149,864,005	\$153,019,381

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$35,572,338	\$37,192,399	\$43,661,931	\$43,661,931
Purchased / Contracted Services	8,567,014	10,287,614	11,465,023	12,932,674
Supplies	11,948,688	15,187,436	13,831,692	15,384,834
Capital Outlays	55,054	197,369	135,550	152,600
Interfund / Interdepartmental Charges	5,104,099	7,924,537	6,246,479	6,298,882
Other Costs	12,968,356	11,899,297	18,251,677	18,316,807
Other Financing Uses	45,382,175	66,927,120	56,271,653	56,271,653
	\$119,597,724	\$149,615,772	\$149,864,005	\$153,019,381

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Water & Sewer Operating	\$119,597,724	\$149,615,772	\$153,019,381
	\$119,597,724	\$149,615,772	\$153,019,381

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Director's Office</b>				
Dep Dir W&S Const & Maint	AI	1	1	1
Dep Dir W&S Eng & Construction	AI	1	2	2
Dep Dir W&S Plant Operations	AI	1	0	0

**WATER & SEWER OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Director's Office (cont)</b>				
Deputy Director W&S -Fin&Admin	AI	1	1	1
Asst. Director Water & Sewer	AH	1	1	1
Assoc Dir PW Water&Sewer	AF	1	1	1
Project Funds Mgr W&S	30	1	1	1
Special Projects Coordinator	28	1	1	1
Accountant Senior	26	1	1	1
Departmental Safety Coord	26	1	1	1
Administrative Coordinator	25	1	1	1
Project Analyst W&S	25	1	1	1
W&S Certification Instructor	25	1	1	1
Asst Departmental Safety Coord	24	1	1	1
Public Education Specialist	23	1	1	1
Administrative Assistant I	21	1	2	2
Secretary Principal	21	1	0	0
Accounting Tech Senior	19	1	1	1
FULL TIME Subtotal		18	18	18
<b>Admin &amp; Fiscal Control</b>				
Admn Services Mgr W&S	33	1	1	1
Admin Operations Mgr	28	1	1	1
General Foreman Public Works	26	1	1	1
Crew Supervisor CDL	24	3	3	3
Administrative Assistant II	23	1	1	1
Heavy Equipment Truck Mechanic	23	1	1	1
Requisition Supervisor	23	1	1	1
WQC Electrical Specialist	23	1	1	1
Requisition Coordinator	22	1	1	1
Carpenter Senior	21	1	1	1
Painter, Senior	21	1	1	1
Payroll Personnel Tech Sr	21	3	1	1
Requisition Technician	21	2	2	2
Equipment Operator Senior	19	1	1	1
Payroll Personnel Technician	19	0	2	2
Crew Worker Senior	18	12	10	10
Crew Worker	16	3	5	5
FULL TIME Subtotal		34	34	34
<b>Warehouse</b>				
Inventory Warehouse Supervisor	25	1	1	1
Supply Specialist Senior	24	1	1	1
Office Assistant Senior	19	1	1	1
Stockworker	18	5	5	5
FULL TIME Subtotal		8	8	8
<b>GPS/GIS/Data Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	3	3	3

## WATER & SEWER OPERATING FUND

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>GPS/GIS/Data Management (cont)</b>				
Engineer	28	1	1	1
Crew Supervisor CDL	24	1	1	1
Engineering Technician Senior	24	20	19	19
GIS Specialist Senior	24	2	2	2
Engineering Technician	23	1	2	2
Administrative Assistant I	21	1	1	1
Crew Worker Senior	18	1	1	1
FULL TIME Subtotal		31	31	31
<b>IT Support</b>				
Network Administrator	29	1	1	1
Departmental Microsystems Spec	28	5	5	5
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		7	7	7
<b>F&amp;T Admin &amp; Supervision</b>				
WQC Manager	33	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		2	2	2
<b>P&amp;M Admin &amp; Supervision</b>				
Water Production Pollution Control Branch	31	1	1	1
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Engineer, Senior	29	1	0	0
Engineer	28	0	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		4	4	4
<b>Water Production Operations</b>				
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
WQC Operator, Principal	23	2	2	2
WQC Operator Senior	21	16	14	14
WQC Operator	19	2	4	4
General Maintenance Worker, Sr	18	3	3	3
FULL TIME Subtotal		29	29	29
<b>Water Maintenance</b>				
Instrmentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	1	1	1
Supply Specialist Senior	24	1	0	0
WQC Maintenance Asst Supv	24	1	1	1
Electronic Technician Senior	23	2	2	2

**WATER & SEWER OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Water Maintenance (cont)</b>				
Water Maintenance Mech Sr	23	3	3	3
WQC Electrical Specialist	23	2	2	2
WQC Maintenance Coord	23	2	2	2
Contractural Service Inspector	21	1	1	1
Electronic Tech	21	1	1	1
Equipment Operator Principal	21	2	2	2
Supply Specialist	21	0	1	1
Water Maintenance Mechanic	21	9	9	9
Crew Worker Senior	18	2	1	1
Crew Worker	16	0	1	1
General Maintenance Worker	16	0	0	3
FULL TIME Subtotal		30	30	33
<b>Water Laboratory</b>				
Chemist, Senior	26	1	1	1
Chemist	24	1	1	1
Microbiologist	24	1	1	1
Water Wastewater Lab Tech, Sr	23	3	4	4
Water Wastewater Lab Tech	21	2	2	2
FULL TIME Subtotal		8	9	9
<b>Sewer Lab Admin &amp; Supervision</b>				
Lab Monitor Supervisor	30	1	1	1
Lab Monitor Asst Supv	28	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		3	3	3
<b>Sewer Laboratory</b>				
Biologist	24	1	1	1
Chemist	24	2	2	2
Water Wastewater Lab Tech, Sr	23	7	5	5
Water Wastewater Lab Tech	21	2	4	4
FULL TIME Subtotal		12	12	12
<b>Sewer Monitoring</b>				
Environmentalist, Senior	25	1	1	1
Environmentalist	24	1	1	1
Environmental Tech, Sr	23	1	2	2
Environmental Technician	21	5	4	4
FULL TIME Subtotal		8	8	8
<b>WPC Snapfinger Plants</b>				
Water Production Pollution Control Branch	31	1	1	1
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Engineer	28	1	1	1

## WATER & SEWER OPERATING FUND

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>WPC Snapfinger Plants (cont)</b>				
WQC Plant Supervisor	26	2	2	2
Crew Supervisor CDL	24	1	1	1
WQC Foreman	24	6	6	6
Water Wastewater Lab Tech, Sr	23	1	1	1
WQC Operator, Principal	23	2	2	2
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	2	2	2
WQC Operator Senior	21	7	6	6
WQC Operator	19	3	4	4
Crew Worker Senior	18	4	3	3
Crew Worker	16	1	1	1
FULL TIME Subtotal		33	32	32
<b>WPC Pole Bridge Creek Plant</b>				
Water Production Pollution Control Branch	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
Administrative Assistant I	21	1	1	1
WQC Operator Senior	21	3	3	3
WQC Operator	19	1	1	1
FULL TIME Subtotal		12	12	12
<b>WPC Pole Bridge Maintenance</b>				
WQC Maintenance Supv	26	1	1	1
WQC Maintenance Asst Supv	24	1	1	1
Electronic Technician Senior	23	1	1	1
Water Maintenance Mech Sr	23	1	0	0
Water Maintenance Mechanic	21	0	1	1
Crew Worker Senior	18	0	1	1
Water Maintenance Mech, Asst	18	1	1	1
Crew Worker	16	2	1	1
FULL TIME Subtotal		7	7	7
<b>WPC Facilities Maintenance</b>				
Instrmentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
WQC Maintenance Asst Supv	24	1	1	1
Electronic Technician Senior	23	1	1	1
Water Maintenance Mech Sr	23	3	4	4
WQC Electrical Specialist	23	1	1	1
WQC Maintenance Coord	23	1	1	1
Electronic Tech	21	1	1	1
Water Maintenance Mechanic	21	5	9	9
Office Assistant Senior	19	1	1	1
Water Maintenance Mech, Asst	18	5	0	0
FULL TIME Subtotal		21	21	21

**WATER & SEWER OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>C &amp; M Div Management &amp; Admin</b>				
Construction & Maint Mgr W&S	33	1	1	1
Customer Support Administrator	28	1	1	1
Production Control Manager	28	1	1	1
Environmental Project Coord	24	1	1	1
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	1	1	1
Customer Support Assistant	21	1	1	1
FULL TIME Subtotal		7	7	7
<b>Technical Services</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	2	2	2
Engineer	28	1	1	2
Production Control Manager	28	1	1	1
General Foreman Public Works	26	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	10	10	10
Cross Connection Control Spec	24	1	1	1
Engineering Technician Senior	24	1	1	1
GIS Specialist Senior	24	3	3	3
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	10	10	10
Cross Connect Control Spc Asst	23	2	2	2
Engineering Technician	23	1	1	1
GIS Specialist	23	3	3	3
Specification Coordinator	23	1	1	1
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	2	2	2
Crew Worker Senior	18	1	0	0
FULL TIME Subtotal		45	44	45
<b>District 1 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Public Works	26	4	4	4
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	15	15	15
Supply Specialist Senior	24	1	1	1
Equipment Operator Principal	21	6	6	6
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	3	3
Crew Worker Senior	18	38	35	35
Crew Worker	16	6	8	8
FULL TIME Subtotal		76	75	75
<b>Construction</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Public Works	26	5	6	6

## WATER & SEWER OPERATING FUND

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Construction (cont)</b>				
Construction Inspector	25	2	2	2
Construction Supervisor	24	6	6	6
Crew Supervisor CDL	24	17	21	21
Electronic Technician Senior	23	1	1	1
Equipment Operator Principal	21	6	6	6
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	4	4
Field Service Representative	19	2	2	2
Crew Worker Senior	18	34	37	37
Meter Mechanic	18	4	4	4
Crew Worker	16	23	24	24
FULL TIME Subtotal		105	115	115
<b>District 2 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Public Works	26	5	6	6
Construction Inspector	25	2	2	2
Crew Supervisor CDL	24	18	19	19
Public Works Dispatch, Supv	23	1	1	1
Equipment Operator Principal	21	8	8	8
Service Request Technician	20	1	1	1
Dispatcher	19	7	7	7
Equipment Operator Senior	19	2	2	2
Crew Worker Senior	18	35	40	40
Maintenance Mechanic	18	1	1	1
Crew Worker	16	12	11	11
FULL TIME Subtotal		93	99	99
<b>District 3 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Public Works	26	5	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	15	15	15
Heavy Equipment Truck Mechanic	23	3	3	3
Equipment Operator Principal	21	8	8	8
Welder Senior	21	1	2	2
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	4	4	4
Welder	19	1	0	0
Crew Worker Senior	18	30	31	31
Office Assistant	18	1	1	1
Crew Worker	16	7	7	7
FULL TIME Subtotal		78	79	79
<b>Compliance</b>				
Asst Dir PW, Finance & Admin	AE	0	1	1
Dep Dir W&S - Comp & Trtmt Ops	31	1	1	1

**WATER & SEWER OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Compliance (cont)</b>				
Engineer, Senior	29	1	1	1
Compliance Division Supv., W&S	26	3	3	3
Construction Inspector	25	6	6	6
Compliance Inspector	24	9	9	9
GIS Specialist Senior	24	1	1	1
Crew Supervisor	23	4	5	5
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	12	14	14
Crew Worker	16	2	2	2
FULL TIME Subtotal		42	46	46
<b>FULL TIME Total</b>		<b>713</b>	<b>732</b>	<b>736</b>
<b>ALL POSITIONS Total</b>		<b>713</b>	<b>732</b>	<b>736</b>

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections and Treasury Cost Centers. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 121 full-time positions assigned to Water and Sewer activities.



## WATER AND SEWER CONSTRUCTION FUND

### PROGRAM DESCRIPTION

The Water and Sewerage Construction Fund was created in 1990 to account for expenditures made from the proceeds of the 1990 and 1993 Revenue Bond issues, and local government contributions associated with the construction projects. As part of the 1996 budget, the remaining 1990 projects were transferred to the Renewal and Extension Fund. Payments from the Construction Fund are made in accordance with the bond resolution and local government agreements. State law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process.

### MAJOR BUDGETARY IMPACTS

#### Previous

The County issued bonds in 1993 in order to fund its pro rata participation in the City of Atlanta's Phosphorous Reduction Program. Subsequent to issuing the bonds, the City abandoned the initial design and revised the treatment plan to include an expansion of the existing Clayton Plant facilities at a significantly higher cost. In 1997, the County paid its share of the prior project cost to Atlanta. In 1999 a rate increase was adopted which enabled a bond issue to raise funds to cover the added cost of the County's portion of the R. M. Clayton Plant upgrade, and to construct an additional raw water reservoir. In 2000, the County completed the Series 2000 Bond Issue which yielded \$214,525,000. These funds allowed an expansion of the Scott Candler Filter Plant. In 2002, the contract was signed and the construction was begun on the Scott Candler Water Filter Plant. In 2003, Design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MGD water supply intake, 200 MGD pump station and 96" transmission line to reservoirs.

#### 2006

During 2006, it is anticipated that there will be a \$97 million bond sale: approximately \$52 million for a raw water pumping station and transmission line, approximately \$35 million for wastewater plant expansion and engineering, and approximately \$10 million for the east side sewer capacity expansion.

#### Future

The County is continuing to develop improvements in the water treatment capacities of the system. Projects will be added to this fund as further improvements to the system are required.

### FUNDING SOURCES

#### ANTICIPATIONS BEGINNING 1998

Construction Fund	\$375,456,441
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### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Capital Projects	\$401,176,103	\$374,188,679	\$26,987,424
Interfund Transfers	1,267,762	1,267,762	0
<b>TOTAL</b>	<b>\$402,443,865</b>	<b>\$375,456,441</b>	<b>\$26,987,424</b>

## **WATER AND SEWER RENEWAL AND EXTENSION FUND**

### **PROGRAM DESCRIPTION**

The Water and Sewerage Renewal and Extension (R&E) Fund is a separate fund to permit accounting for funds in excess of operating and debt service requirements used to renew or extend the current system. Expenditures from the Renewal and Extension Fund are made for replacements, additions, extensions and improvements or paying any obligations incurred for such purposes or paying the costs of any engineering studies, surveys or plans and specifications pertaining to future development or expansion of the system. State Law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process. The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 1997, a new account was established to handle physical plant renovations at the sewer plants which are more than maintenance items, but not large enough to warrant individual project status. Also, starting in 1997 computer equipment for Water and Sewer is no longer being purchased through this fund, but is now being provided by the Water and Sewer Operating Fund. In 1999 a rate increase was adopted which funded a bond issue, and increased the funds available for transfer to this fund. In 2000, \$1,188,739 was budgeted for additional equipment. In 2001, all equipment for Water and Sewer except desktop computers was funded from the Renewal and Extension Fund. In 2001, \$13,323,486 was budgeted for this purpose. The funding transfer from the Operating Fund was budgeted at \$16,146,178 for 2001. In 2002, \$228,050 was budgeted for computers and \$27,123,194 was transferred from the Operating Fund. In 2003, \$1,570,767 was budgeted for computers, and \$11,508,764 was transferred from the Operating Fund. In 2004, \$2,173,439 was budgeted for equipment with the exception of desktop computers. In 2005, \$2,173,439 was budgeted for all equipment except desktop computers. The funding transfer from the Operating Fund was budgeted at \$23,246,516 for 2005.

#### **2006**

All equipment including desktop computers for Water and Sewer is funded from the Renewal and Extension Fund. In 2006, \$1,676,400 has been budgeted for by-pass pumps and \$652,475 for computer equipment and major software. The funding transfer from the Operating Fund is budgeted at \$14,474,663 for 2006.

#### **Future**

The present rate structure and recent demand history indicate that the Water and Sewer System will be able to meet its operating and capital requirements for the foreseeable future.

<b>FUNDING SOURCES</b>	
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	<b>ANTICIPATIONS BEGINNING 1998</b>
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Renewal and Extension Fund	
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	\$311,330,689
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**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Equipment	\$56,512,203	\$43,178,928	\$13,333,275
Capital Projects	280,637,622	252,984,735	27,652,887
Interfund Transfers	125,943	125,943	0
<b>TOTAL</b>	<b>\$337,275,768</b>	<b>\$296,289,606</b>	<b>\$40,986,162</b>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY**

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Policy Projects	19,716,574	19,426,269	290,305
Reimbursable Projects	608,815	608,815	0
Miscellaneous Projects	260,438,176	233,075,594	27,362,582
Non-Project Expenditures	56,512,203	43,178,928	13,333,726
<b>TOTAL</b>	<b>337,275,768</b>	<b>296,289,606</b>	<b>40,986,613</b>

## WATER & SEWER SINKING FUND

### PROGRAM DESCRIPTION

The Water & Sewerage Sinking Fund is a separate fund specifically designated to pay principal and interest payments on Revenue Bond issues and to maintain required reserves. Revenue is derived from a transfer of funds from the Water & Sewerage System Revenue Fund and from earnings on Sinking Fund investments. The Water & Sewerage System's financial condition is sound as demonstrated by the ratings of its bonds as of year end:

	Moody's Investors Service	Standard & Poor's
Water & Sewerage System Revenue	Aa2	AA

### ACTIVITY MEASURES

	1/1/03	1/1/04	1/1/05	1/1/06
Principal Balance (000's)	\$446,580	\$619,700	\$497,815	\$490,900

### MAJOR BUDGETARY IMPACTS

#### Previous

The County issued revenue bonds in the amounts of \$145,665,000 and \$34,200,000 during 2003. The proceeds of these bonds will be utilized to make water plant improvements, renovation and reconstruction of trunk sewers and construction of a new Administration Building. As well, part of these funds will be used to refund the Series1993 Revenue Bonds maturing 2005 through 2023.

#### Future

The County currently expects to issue additional bonds in 2006 and 2007 for various Water & Sewer projects.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Other Costs	\$0	\$0	\$8,028,049	\$8,028,049
Debt Service	31,507,571	32,125,708	32,172,197	32,172,197
	\$31,507,571	\$32,125,708	\$40,200,246	\$40,200,246

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Water & Sewer Sinking	\$31,507,571	\$32,125,708	\$40,200,246
	\$31,507,571	\$32,125,708	\$40,200,246

**WATER & SEWER SINKING FUND**

**2006 BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF 1/1/2006**

	<u>Principal</u>	<u>Interest</u>	<u>Total P&amp;I</u>
Series 1997 (Ref.)	\$5,955,000	\$372,188	\$6,327,188
Series 1999	0	4,774,733	4,774,733
Series 2000	920,000	11,004,138	11,924,138
Sreies 2003 A & B	440,000	8,646,138	9,086,138
Total	\$7,315,000	\$24,797,197	\$32,112,197

**TOTAL BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF 1/1/2006**

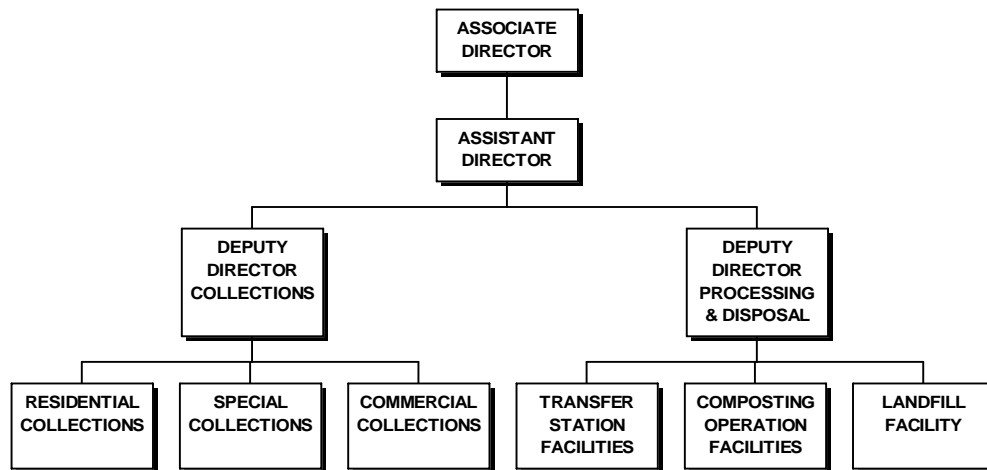
	<u>Principal</u>	<u>Interest</u>	<u>Total P&amp;I</u>
Series 1997 (Ref.)	\$5,955,000	\$372,188	\$6,327,188
Series 1999	96,345,000	87,885,173	184,230,173
Series 2000	209,605,000	209,473,854	419,078,854
Sreies 2003 A & B	178,995,000	165,213,350	344,208,350
Total	\$490,900,000	\$462,944,565	\$953,844,565

**WATER & SEWER SINKING FUND**

<b>WATER &amp; SEWERAGE SINKING FUND TOTAL BUDGET OBLIGATION WATER &amp; SEWERAGE REVENUE BONDS, ALL SERIES AS OF 1/1/2006</b>
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	<u>Principal</u>	<u>Interest</u>	<u>Total P&amp;I</u>
2006	\$7,315,000	\$24,797,197	\$32,112,197
2007	5,550,000	24,374,809	29,924,809
2008	8,910,000	24,160,039	33,070,039
2009	9,445,000	23,802,476	33,247,476
2010	9,835,000	23,414,113	33,249,113
2011	10,245,000	22,999,787	33,244,787
2012	10,740,000	22,506,756	33,246,756
2013	11,265,000	21,979,769	33,244,769
2014	11,840,000	21,401,294	33,241,294
2015	12,440,000	20,809,394	33,249,394
2016	13,085,000	20,164,844	33,249,844
2017	13,760,000	19,486,819	33,246,819
2018	14,475,000	18,767,444	33,242,444
2019	15,225,000	18,023,819	33,248,819
2020	16,005,000	17,241,625	33,246,625
2021	16,820,000	16,419,306	33,239,306
2022	17,695,000	15,547,306	33,242,306
2023	18,600,000	14,646,206	33,246,206
2024	19,765,000	13,698,994	33,463,994
2025	20,770,000	12,692,618	33,462,618
2026	21,830,000	11,635,044	33,465,044
2027	22,930,000	10,533,506	33,463,506
2028	24,085,000	9,376,456	33,461,456
2029	19,375,000	8,161,119	27,536,119
2030	20,355,000	7,178,813	27,533,813
2031	21,385,000	6,146,806	27,531,806
2032	22,470,000	5,062,575	27,532,575
2033	23,640,000	3,891,825	27,531,825
2034	24,875,000	2,660,025	27,535,025
2035	26,170,000	1,363,781	27,533,781
Total	\$490,900,000	\$462,944,565	\$953,844,565

## PUBLIC WORKS - SANITATION OPERATING FUND



### MISSION STATEMENT

- A. To collect, transport and dispose of all solid waste generated in the unincorporated areas of DeKalb County for both commercial and residential customers.
- B. To manage the County's landfills and composting operations.
- C. To mow the rights of way in unincorporated DeKalb County and all County owned vacant lots.
- D. To respond to citizen's/customer's calls for service for all sanitation related matters.
- E. To implement policies that are in compliance with all state and federal regulations.
- F. To maintain present recycling levels and to increase these percentages in order to reach state goals through implementing new, innovative and the best management procedures economically practical.

### PROGRAM DESCRIPTION

The Residential Collections Division provides twice-a-week curbside and back door collection of solid waste. It also provides once-a-week curbside recycling, once-a-week yard debris collection, MARTA stop and litter collection services. It includes a Special Collections Section, which provides periodic pickup and proper management of appliances, bulky items, and passenger tires and deceased animals for residents, and also provides for the collection and proper management of trash illegally discarded on all rights of way in unincorporated DeKalb.

The Commercial Collections Division provides six days per week collection of front load compactor container, and roll-off container services. It also provides mixed paper and recycling drop-off location Collection Services. This division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way and Municipalities assigned. It is also responsible for mowing all County owned vacant lots.

The Processing and Disposal Division provides for the accumulation and processing of solid waste generated by County and Municipal collection vehicles at four transfer facilities, and transport of the waste to an approved disposal site. It also provides for the accumulation and removing of yard debris generated by County and Municipal collection vehicles at two transfer stations, and its transport to the Seminole Composting Facility. It operates a Municipal Solid Waste Landfill, a Construction and Demolition Landfill, tire storage and a groundwater leachate and methane monitoring control systems. It also manages a mining permit and a solid waste-handling permit to insure compliance with local, state and federal regulations.

**PUBLIC WORKS - SANITATION OPERATING FUND**

<b>PERFORMANCE INDICATORS</b>				
	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
COST OF RES REFUSE COLL *	\$72	\$51.22	\$62.51	\$82.85
COST OF RES SPECIAL COLL*.	\$90	N/A	N/A	\$89.32
COST OF COMM. REFUSE COLL*	\$35	N/A	\$28.12	\$42.96
COST OF REFUSE PROCESSED*	\$12	\$180.50	\$10.99	\$13.06
COST OF YARD DEBRIS COMPOSTED*	12	N/A	N/A	\$11.33
COST OF REFUSE DISPOSED*	\$8	\$6.25	\$7.22	\$8.88
COMPLAINTS PER 10,000 CUST	25	20	25	20
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	25%	23%	23%	32%

\*Per ton



**PUBLIC WORKS - SANITATION OPERATING FUND**

**ACTIVITY MEASURES**

	<b>Actual 2003</b>	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Estimated 2006</b>
<b>Collections:</b>				
Commercial Accounts	10,123	10,245	8,129	8,373
Total Commercial Tonnage	170,088	195,345	147,235	151,652
Residences Served	163,987	165,116	153,748	158,360
Total Residential Tonnage	293,930	286,702	198,854	204,820
Appliances Collected	7,325	7,523	9,287	9,566
Dead Animals Collected	6,687	6,854	5,862	6,038
<b>Recycling:</b>				
Scrap Metal (Tons)	1,447	1,438	1,503	1,548
Newspaper (Tons)	434	422	412	400
Mixed Papers Tons)	928	1,846	2,450	3,200
Aluminum Cans (Tons)	0	0	1	1
Glass (Tons)	22	161	102	80
CFC (Units)	1,070	987	1,071	1,150
Yard Debris (Tons)	123,930	94,897	123,534	125,000
Recycling Revenue	91,449	143,918	280,250	300,000
<b>Processing:</b>				
Buford Plant Tonnage	126,524	123,038	130,490	134,405
Central Transfer Tonnage	98,204	89,239	81,616	40,000
East Transfer Tonnage	63,987	62,272	68,482	70,536
Seminole Plant Tonnage	11,067	6,800	4,263	4,500
Pathological	308	312	204	210
<b>Disposal:</b>				
Seminole Landfill (Tons)	507,119	483,391	577,095	594,408

**MAJOR ACCOMPLISHMENTS IN 2005**

Reorganized the Residential Collection Section into two separate collection operations: household garbage and special collections. Received major modification approval for the Seminole Road Landfill that will extend the site life from 2017 to 2071. Increase average density at the landfill from 1350 to 1525 pounds of msm per cubic yard in place. Completed Environmental Impact Study of dismantling the Central Transfer Station. Completed relocating the administration office staff in two trailers. Completed remodeling the administration building. Completed relocating the Natural Gas Line from the future cell development to the buffer around the facility. Completed the stream relocation project through the future cell development around the facility. Began construction of Phase 3 unit 1 landfill disposal cell. We received BOC approval for a Power Purchasing Agreement with Georgia Power. Began a comprehensive subscription residential curbside-recycling program. Received 98% of reimbursement request form GEMA for Hurricane Ivan regarding Sanitation cleanup and proper disposal effort. Completed the ten-year Solid Waste Management Plan submittal to ARC.

**MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

**Organizational Effectiveness**

Receive BOC approval for Rate Increase for next five years.

**Infrastructure**

Complete Phase 3 unit 1 Cell Development.

Complete Demolition and new Road Access of Central Transfer Station.

## **PUBLIC WORKS - SANITATION OPERATING FUND**

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### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

In 2003, 29 positions and 7 vehicles were added to allow for residential routes of fewer than 1,000 residences. Two positions and 3 vehicles were added to expand the roll-off service. Two positions and 2 vehicles were included to add 2 commercial routes. A Collections Superintendent was created to better manage the commercial activities of the Division. 1 Administrative Assistant and 1 Assistant Superintendent-Landfill Operations were added to ease administrative workload.

In 2004, two Deputy Directors, two Safety and Training Officers, two more Roll-Off crews, and two more Collection Crews were added.

In 2005, ten positions were added to provide better service; 1 Landfill Equipment Operator, 1 Collections Superintendent, 1 PIO, 4 Field Supervisors, 1 Supervisor Customer Service, 1 Senior Customer Rep., and 1 Roll-Off Cont. Operator,

#### **2006**

Funding in the amount of \$666,221 was approved to add another Compost Facility at the Landfill to help us process compost faster to keep up with the demand. This includes equipment, (1) Crew Supervisor, (1) Landfill Equipment Operator, and (1) Senior Equipment Operator.

Also included in the 2006 budget are contributions to Capital Projects for the following:

<b>PROJECT</b>	<b>AMOUNT</b>
Solid Waste Management System	\$310,000
Major Modifications Phase 3&4	1,500,000
Phase III Unit 1 Development	10,000,000
North Sanitation	2,025,000
Central Transfer Station Replacement	1,350,000
Crymes Landfill	500,000
Green Energy Project	1,864,000
Oracle Implementation Costs	433,813
Seminole Land Acquisition & Soil Management	300,000
TOTAL	\$18,282,813

#### **Future**

The rate increase of 2006 will enable the Division to add the staff necessary to meet the increased service demand due to housing development in the County. The capital costs associated with the operation of the landfill remain significant. The new rate increase will provide some relief, but the financial requirements of the Sanitation Fund will have to be closely monitored to insure that the Division will be able to meet its service requirements.

**PUBLIC WORKS - SANITATION OPERATING FUND**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Administration	\$24,583,460	\$19,037,838	\$25,933,759	\$26,285,700
Commercial Roll-Off Services	1,120,391	1,432,745	1,541,906	1,543,412
Commercial Support	4,547,576	4,761,132	5,065,456	5,133,397
Discounts Taken	0	(34)	0	0
Disposal	4,137,246	5,187,469	5,019,016	5,106,898
Mowing	1,371,022	1,570,935	1,526,211	1,528,211
Processing and Transporting	6,451,584	8,516,234	9,203,951	9,337,125
Residential Collection	21,482,676	16,981,419	16,794,632	16,875,908
Revenue Collection	229,892	214,605	231,517	231,517
Special Colliction	0	6,408,975	8,256,688	8,271,482
	<b>\$63,923,846</b>	<b>\$64,111,318</b>	<b>\$73,573,136</b>	<b>\$74,313,650</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$22,318,069	\$24,255,622	\$26,985,590	\$26,985,711
Purchased / Contracted Services	1,861,354	2,700,832	3,666,944	4,067,097
Supplies	1,638,508	2,087,232	2,121,544	2,413,901
Capital Outlays	333,188	278,140	307,550	353,455
Interfund / Interdepartmental				
Charges	17,148,010	20,042,986	18,698,212	18,700,190
Other Costs	674,717	796,507	3,510,483	3,510,483
Other Financing Uses	19,950,000	13,950,000	18,282,813	18,282,813
	<b>\$63,923,846</b>	<b>\$64,111,318</b>	<b>\$73,573,136</b>	<b>\$74,313,650</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Public Works - Sanitation Operating	\$63,923,846	\$64,111,318	\$74,313,650
	<b>\$63,923,846</b>	<b>\$64,111,318</b>	<b>\$74,313,650</b>

**AUTHORIZED POSITION LIST BY COST CENTER**  
(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Administration</b>				
Asst Director Sanitation	AJ	1	1	1
Assoc Dir PW Sanitation	AF	1	1	1
Dep Dir San-Disposal Divisions	32	1	1	1
DepDirSan-Collection Divisions	32	1	1	1
Admin Operations Mgr	28	1	1	1

**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration (cont)</b>				
Departmental Microsystems Spec	28	1	1	1
Customer Account Supervisor	24	0	1	1
Administrative Assistant II	23	2	2	2
Public Education Specialist	23	0	1	1
Sanitation Inspector Senior	23	1	1	1
Sanitation Route Coordinator	23	1	1	1
Administrative Assistant I	21	1	1	1
Payroll Personnel Tech Sr	21	0	1	1
Roll Off Container Oper.	21	0	1	1
Sanitation Inspector	21	3	3	3
Customer Service Rep Sr	19	6	9	9
Office Assistant Senior	19	4	5	5
Payroll Personnel Technician	19	1	0	0
Sanitation Route Analyst	19	1	1	1
FULL TIME Subtotal		26	33	33
<b>Keep DeKalb Beautiful</b>				
Dir Keep DeKalb Beautiful Prg	25	1	1	1
Coor Keep DeKalb Beautfl Prg	21	1	1	1
FULL TIME Subtotal		2	2	2
<b>North Transfer Station</b>				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	2	2	2
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	5	5	5
San Tractor/Trailer Operator	21	15	15	15
Welder Senior	21	2	2	2
Equipment Monitor	19	1	0	0
Office Assistant Senior	19	0	1	1
San Tractor/Trailer Oper Train	19	1	1	1
Solid Waste Plant Operator	19	1	1	1
Crew Worker Senior	18	7	7	7
Scale Operator	18	2	2	2
FULL TIME Subtotal		38	38	38
<b>Seminole Compost Facility</b>				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	1	1	1
Crew Supervisor	23	0	0	1
Landfill Equipment Operator	21	3	4	5
Roll Off Container Oper.	21	4	4	4
Solid Waste Plant Mechanic	21	3	3	3
Welder Senior	21	2	2	2
Equipment Operator Senior	19	0	0	1
Crew Worker Senior	18	7	5	5

**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Seminole Compost Facility (cont)</b>				
Crew Worker	16	0	2	2
FULL TIME Subtotal		21	22	25
<b>Central Transfer Station</b>				
Processing & Disposal Supt	31	1	1	1
Processing&Disposal Asst Supt	28	1	1	1
Solid Waste Plant Supv	24	2	2	2
Electrician Senior	23	1	1	1
San Tractor/Trailer Operator	21	6	5	5
Transfer Station&Inciner Oper	21	3	3	3
Equipment Monitor	19	1	0	0
Equipment Operator Senior	19	0	1	1
Office Assistant Senior	19	1	0	0
San Tractor/Trailer Oper Train	19	0	1	1
Crew Worker Senior	18	2	2	2
Office Assistant	18	1	0	0
Scale Operator	18	2	2	2
FULL TIME Subtotal		21	19	19
<b>East Transfer Station</b>				
Solid Waste Plant Supv	24	1	1	1
Landfill Equipment Operator	21	2	2	2
San Tractor/Trailer Operator	21	7	6	6
San Tractor/Trailer Oper Train	19	0	1	1
Crew Worker Senior	18	2	1	1
Scale Operator	18	1	1	1
Crew Worker	16	0	1	1
FULL TIME Subtotal		13	13	13
<b>North Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	4	2	2
Supply Specialist	21	1	1	1
Equipment Monitor	19	2	2	2
San Driver Crew Leader	19	30	20	20
San Driver Special Collections	19	3	0	0
Refuse Collector Senior	18	41	29	29
San Driver Crew Leader Trainee	18	6	3	3
Refuse Collector	16	31	21	21
FULL TIME Subtotal		119	79	79
<b>North Special Collection</b>				
Sanitation General Foreman	26	0	1	1
Sanitation Supv Field	23	0	2	2
San Driver Crew Leader	19	0	12	12

**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>North Special Collection (cont)</b>				
San Driver Special Collections	19	0	3	3
Refuse Collector Senior	18	0	15	15
San Driver Crew Leader Trainee	18	0	1	1
Refuse Collector	16	0	7	7
FULL TIME Subtotal		0	41	41
<b>Central Residential</b>				
Sanitation Res Collection Supt	31	1	1	1
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1
Sanitation Supv Field	23	4	2	2
Supply Specialist	21	1	1	1
Equipment Monitor	19	3	2	2
Office Assistant Senior	19	1	0	0
San Driver Crew Leader	19	24	17	17
San Driver Special Collections	19	5	0	0
Refuse Collector Senior	18	30	23	23
San Driver Crew Leader Trainee	18	7	3	3
Refuse Collector	16	31	17	17
FULL TIME Subtotal		109	68	68
<b>Central Special Collection</b>				
Sanitation Res Collection Supt	31	0	1	1
Sanitation General Foreman	26	0	1	1
Sanitation Supv Field	23	0	2	2
Equipment Monitor	19	0	1	1
San Driver Crew Leader	19	0	10	10
San Driver Special Collections	19	0	5	5
Refuse Collector Senior	18	0	10	10
San Driver Crew Leader Trainee	18	0	1	1
Refuse Collector	16	0	11	11
FULL TIME Subtotal		0	42	42
<b>East Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	4	2	2
Supply Specialist	21	1	1	1
Equipment Monitor	19	2	1	1
San Driver Crew Leader	19	26	20	20
San Driver Special Collections	19	2	0	0
Refuse Collector Senior	18	24	23	23
San Driver Crew Leader Trainee	18	8	3	3
Refuse Collector	16	43	24	24
FULL TIME Subtotal		111	75	75

**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>East Special Collection</b>				
Sanitation General Foreman	26	0	1	1
Sanitation Supv Field	23	0	2	2
Equipment Monitor	19	0	1	1
San Driver Crew Leader	19	0	10	10
San Driver Special Collections	19	0	2	2
Refuse Collector Senior	18	0	6	6
San Driver Crew Leader Trainee	18	0	1	1
Refuse Collector	16	0	14	14
FULL TIME Subtotal		0	37	37
<b>South Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	4	2	2
Supply Specialist	21	1	1	1
Equipment Monitor	19	2	1	1
San Driver Crew Leader	19	24	20	20
San Driver Special Collections	19	2	1	1
Refuse Collector Senior	18	44	30	30
San Driver Crew Leader Trainee	18	11	2	2
Refuse Collector	16	26	18	18
FULL TIME Subtotal		115	76	76
<b>South Special Collection</b>				
Sanitation General Foreman	26	0	1	1
Sanitation Supv Field	23	0	2	2
Equipment Monitor	19	0	1	1
San Driver Crew Leader	19	0	9	9
San Driver Special Collections	19	0	1	1
Refuse Collector Senior	18	0	16	16
San Driver Crew Leader Trainee	18	0	4	4
Refuse Collector	16	0	6	6
FULL TIME Subtotal		0	40	40
<b>Mowing &amp; Herbicide</b>				
Sanitation General Foreman	26	1	1	1
Crew Supervisor CDL	24	1	1	1
Crew Supervisor	23	5	5	5
Equipment Operator Senior	19	17	17	17
Herbicide Equipment Operator	19	1	1	1
Maintenance Mechanic	18	1	1	1
FULL TIME Subtotal		26	26	26
<b>Roll-Off Services</b>				
Sanitation Res Collection Supt	31	1	1	1
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1

**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Roll-Off Services (cont)</b>				
Roll Off Container Oper.	21	7	7	7
Comm Front End Loader Oper	19	1	0	0
Comm Front End Loader Op Trne	18	0	1	1
FULL TIME Subtotal		11	11	11
<b>Commercial Support</b>				
Welder Supervisor	23	1	1	1
Equipment Operator Senior	19	2	2	2
Painter	19	1	1	1
Welder	19	4	4	4
Crew Worker Senior	18	6	6	6
FULL TIME Subtotal		14	14	14
<b>North Commercial</b>				
Sanitation Supv Field	23	1	1	1
Comm Front End Loader Oper	19	8	8	8
FULL TIME Subtotal		9	9	9
<b>Central Commercial</b>				
Sanitation Supv Field	23	1	1	1
Comm Front End Loader Oper	19	7	9	9
Comm Front End Loader Op Trne	18	2	0	0
FULL TIME Subtotal		10	10	10
<b>South Commercial</b>				
Sanitation Supv Field	23	1	1	1
Comm Front End Loader Oper	19	7	7	7
FULL TIME Subtotal		8	8	8
<b>East Commercial</b>				
Sanitation Supv Field	23	1	1	1
Comm Front End Loader Oper	19	8	7	7
Comm Front End Loader Op Trne	18	0	1	1
FULL TIME Subtotal		9	9	9
<b>Seminole Landfill</b>				
Landfill Management Supt	31	1	1	1
Landfill Operations Asst Supt	26	4	4	4
Landfill Equipment Operator	21	14	14	14
Equipment Operator Senior	19	5	5	5
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	8	7	7
Scale Operator	18	4	4	4



**PUBLIC WORKS - SANITATION OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Seminole Landfill (cont)</b>				
Crew Worker	16	0	1	1
FULL TIME Subtotal		37	37	37
<b>FULL TIME Total</b>		699	709	712
<b>ALL POSITIONS Total</b>		699	709	712

## PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

### PROGRAM DESCRIPTION

Because the Sanitation Department is a self-supporting enterprise, any county funds required to meet its capital needs come from the Sanitation Fund. In 2006, the following projects were approved for additional funding: \$500,000 for Crymes Landfill, \$10,000,000 for Phase III Unit I, \$1,350,000 for the Central Transfer Station, \$2,025,000 for the North Sanitation Station, \$1,500,000 for Major Modifications 3 and 4, \$310,000 for Sanitation Management Information System, \$300,000 for Seminole Land Acquisition & Soil Management, \$1,864,000 for Green Energy Project, and \$433,813 for Oracle Implementation Costs.

### IMPACT ON OPERATING BUDGET

There will be no direct impact on the operating budget. The services required to implement these programs are either contracted out or Sanitation employees provide the services.

### RECENT CHANGES

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No. 1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. Therefore, they are no longer adopted as part of the County's annual budget process.

### ANTICIPATED REVENUES

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$66,720,924
Fund Balance Carried Forward	0
<b>TOTAL</b>	<b>\$66,720,924</b>

### APPROPRIATIONS

	<b>PROJECT</b>		<b>BALANCE</b>
	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	
North Transfer Station	\$2,025,000	\$0	\$2,025,000
Sanitation Management System	310,000	0	310,000
Green Energy Project	5,364,000	3,500,000	1,864,000
Major Mods/Phases 3 & 4	4,875,000	3,291,531	1,583,469
Central Transfer Station	12,925,000	0	12,925,000
Phase III Unit I	26,350,000	10,000,000	16,350,000
South Lot	415,000	401,982	13,018
Methane Extraction System	5,931,145	5,182,159	748,986
Crymes Landfill	1,025,000	23,154	1,001,846
Oracle Implementation Costs	433,813	0	433,813
Seminole Land Acquisition	2,041,966	1,117,260	924,706
Multi-use Trail	920,000	854,623	65,377
North Lot Facility	30,000	23,088	6,912
Addition to Administration Building	320,000	255,902	64,098
Linecrest Road Extension	2,695,000	516,642	2,178,358
Vehicle/Equipment Fueling Facility	560,000	467,079	92,921
Rogers Lake Property/Addition	500,000	409,839	90,161
<b>TOTAL</b>	<b>\$66,720,924</b>	<b>\$26,043,259</b>	<b>\$40,677,665</b>

## STORMWATER UTILITY OPERATING FUND

### PROGRAM DESCRIPTION

The Stormwater Utility Fund was established in the 2003 Budget. The Fund includes the County's appropriation for the annual fee charged to residents and commercial property owners as a stormwater utility fee. This fee is collected by the Tax Commissioner as part of the yearly property tax billing process. This Fund will be used to maintain the County's stormwater infrastructure and meet Federal requirements in the area of water initiatives, and address flood plain and green space issues.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2004, eighteen positions were added in the Roads & Drainage Department; these positions were assigned to perform work related to stormwater projects. In 2004 \$3,436,247 was transferred from the Stormwater Utility Operating Fund to the Special Tax District Roads and Drainage Department to reimburse personnel and other costs related to the Stormwater Program.

In 2005, a net of 28 positions were added in the Roads and Drainage Department including a Stream Cleaning Crew. Sixty one positions in Roads and Drainage were reimbursed by the Stormwater Utility Fund. \$8,891,977 was transferred from the Stormwater Utility Fund to the Special Tax District-Roads & Drainage to reimburse costs related to the Stormwater Program in 2005. A Stormwater Utility CIP Fund was created and \$10 million was transferred from the Stormwater Operating Fund to the CIP Fund in 2005.

#### 2006

In 2006 \$7,683,380 will be transferred from this Fund to Special Tax District - Roads and Drainage to reimburse the costs related to the Stormwater Program.

#### Future

To be proactive to all stormwater issues including drainage, citizens complaints, stream pollution, and flooding.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Discounts Taken	\$0	(\$15)	\$0	\$0
Stormwater Administration	7,703,726	26,738,364	18,895,976	21,662,934
	\$7,703,726	\$26,738,350	\$18,895,976	\$21,662,934

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$722,368	\$3,596,248	\$5,000,000	\$6,542,302
Supplies	2,670,028	4,502,314	2,620,561	3,845,216
Interfund / Interdepartmental				
Charges	3,436,247	8,891,978	7,691,439	7,691,439
Other Costs	0	0	3,583,976	3,583,976
Other Financing Uses	875,083	9,747,810	0	0
	\$7,703,726	\$26,738,350	\$18,895,976	\$21,662,934

**STORMWATER UTILITY OPERATING FUND**

<b>FUNDING SOURCES</b>			
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Stormwater Management Operating	\$7,703,726	\$26,738,350	\$21,662,934
	\$7,703,726	\$26,738,350	\$21,662,934

## STORMWATER UTILITY FUND - CAPITAL PROJECTS

### PROGRAM DESCRIPTION

Because the Stormwater Utility CIP Fund is a self supporting enterprise, any county funds required to meet its capital needs come from the stormwater assessment fee. In 2005, the Fund was created and \$10,000,000 was transferred from the Stormwater Utility Fund.

### IMPACT ON OPERATING BUDGET

There will be no direct impact on the operating budget. Any appropriations used by this fund will be transferred from the Stormwater Utility fund.

### RECENT CHANGES

The fund was activated in 2005.

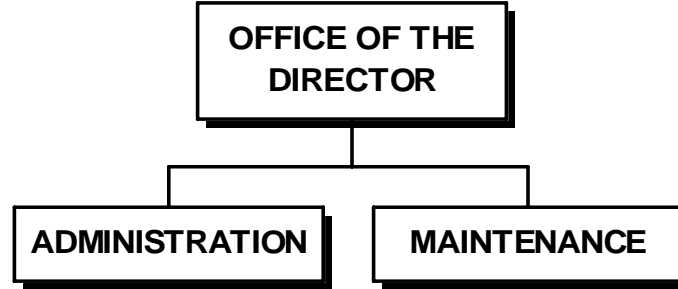
### ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING 1998</u>
Inter Fund Transfer	\$10,747,810
State	3,769,554
<b>TOTAL</b>	<b>\$14,517,364</b>

### APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
STORMWATER-RESERVE FOR APPROP.	\$6,851,706	\$0	\$6,851,706
REHAB-STORWATER PIPES & STRUC.	500,000	0	500,000
STORM DRAIN. SYSTEM CONSTR.	500,000	0	500,000
MATCH/ENGINEERS STDY	300,000	0	300,000
FEMA PDMC 10/25/2005	5,026,072	0	5,026,072
STMWATER-FEM FPH MATCH	1,076,977	257,530	819,447
STORM.MGT.FAC. PHASE1	262,609	97,828	164,781
<b>TOTAL</b>	<b>\$14,517,364</b>	<b>\$355,358</b>	<b>\$14,162,006</b>

## AIRPORT OPERATING FUND



### MISSION STATEMENT

To operate a business-oriented airport in a safe, efficient, and fiscally responsible manner, and to preserve the quality of life, recognizing a partnership between residential and general aviation interests.

### PROGRAM DESCRIPTION

The Airport Department operates and maintains the DeKalb Peachtree Airport; acts as liaison with the Federal Aviation Administration, Georgia DOT, A.R.C., F.C.C., and numerous other government agencies; prepares the Airport Master Plan, Airport Layout Plan and assists in preparation of land use plans for those areas surrounding the Airport; performs security at the Airport; presents requests for federal and state assistance, and administers grants under the FAA Airport Improvement Program; participates on aviation boards and committees under the authority and direction of the County Board of Commissioners, leases airport land and facilities; provides noise abatement policies and procedures; provides airport/aviation staff assistance to the Airport Advisory Board and acts as general aviation information center for the public.

### PERFORMANCE INDICATORS

	TARGET	2003	2004	2005
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	104.8%	110.1%	117.0%

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Total Flight Operations	224,188	215,172	202,251	210,000
Open House Visitors	8,000	7,000	-	8,000
Airport Tenants	315	315	315	315
Based Aircraft	590	608	608	608
Acres Maintained	840	650	650	650
Buildings Maintained	14	14	14	14
Corporate Employees on Airport	1,100	1,100	1,100	1,100

### MAJOR ACCOMPLISHMENTS IN 2005

Continued implementation of the FAR Part 150 Noise Compatibility Study noise abatement recommendations. Continued work on Environmental Assessment to institute formal, published departure procedures for jet aircraft for the south side of the airport to concentrate aircraft noise over industrial versus residential areas. Implemented a 14-degree offset approach from the north which concentrates aircraft noise over a major transportation corridor. Completed 2003 Pavement Project.

## AIRPORT OPERATING FUND

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Infrastructure

Continue proactive noise abatement actions above those recommended in FAR Part 150 Study, e.g., Formalized Departure Procedures to the South and Arrival Procedures from the North. Accomplish major CIP projects on the airside of the airport, specifically the continuation of the taxiway concrete rehabilitation project and enhancements to the Runway Safety Area (RSA) for Runways 02R / 20L. Accomplish landside infrastructure improvements to existing infrastructure including the Airport Administration Building, parking areas, T-Hangers, and community park.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2003, \$3,086,537 was approved for basic operating expenses. \$2,875 was approved for additional equipment.

In 2004, \$13,300 in replacement equipment was approved. \$600,000 was recommended for nine CIP projects, including tree and obstruction removal, drainage improvements, rubber removal airport landside repair and improvement, airport noise operations monitor (ANOM), T-hangars/ T-sheds, runway taxiway repairs, object free area clearance and the airport master plan.

During 2004, a Crew Worker Senior position was deleted. In 2005, \$13,300 in replacement equipment was recommended. \$600,000 was recommended for nine CIP projects, including tree and obstruction removal, drainage improvements, rubber removal, airport landside repair and improvement, airport noise operations monitor (ANOM), T-hangars/T-sheds, runway taxiway repairs, object free area clearance and the airport master plan.

#### 2006

\$21,400 in replacement equipment was recommended which included \$7,400 for a general purpose utility vehicle for the Environmental Noise Abatement Analyst. \$800,000 was recommended for eight CIP projects, including rubber removal, tree and obstruction removal, runway/taxiway repairs, drainage improvements, airport noise operations monitoring, airport landside repair and improvements, T-hangars/T-sheds, and environmental studies.

#### Future

Improvement of the Airport's infrastructure and revenue generation will continue to be a priority. Continued emphasis will also be placed on the buyout of land required for the Runway Protection Zone, for the noise abatement program and executing the Master Plan for Airport development. Additionally, with the possibility of new terrorist threats, airport security will continue to be of great importance.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Administration	\$1,958,883	\$2,378,574	\$3,692,678	\$4,388,072
Maintenance	681,406	1,293,336	794,007	800,226
	\$2,640,289	\$3,671,910	\$4,486,685	\$5,188,297

## AIRPORT OPERATING FUND

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Personal Services and Benefits	\$1,117,032	\$1,172,312	\$1,275,963	\$1,275,963
Purchased / Contracted Services	59,878	118,183	131,781	148,676
Supplies	215,477	243,123	290,119	297,243
Capital Outlays	32,848	28,897	29,900	31,998
Interfund / Interdepartmental Charges	526,609	586,195	608,583	608,584
Other Costs	88,444	923,201	1,350,339	2,025,833
Other Financing Uses	600,000	600,000	800,000	800,000
	<u>\$2,640,289</u>	<u>\$3,671,910</u>	<u>\$4,486,685</u>	<u>\$5,188,297</u>

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Airport Operating	<u>\$2,640,289</u>	<u>\$3,671,910</u>	<u>\$5,188,297</u>
	\$2,640,289	\$3,671,910	\$5,188,297

### AUTHORIZED POSITION LIST BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Administration</b>				
Asst Director Airport	AJ	1	1	1
Director Airport	AG	1	1	1
Env Noise Abatement Analyst	25	1	1	1
Security Supv Airport	24	1	1	1
Administrative Assistant II	23	0	1	1
Secretary Executive	23	1	0	0
Administrative Assistant I	21	0	1	1
Secretary Principal	21	1	0	0
Accounting Tech Senior	19	1	1	1
Security Guard Airport	19	6	6	6
FULL TIME Subtotal		13	13	13
<b>Maintenance</b>				
Maintenance Coordinator	26	1	1	1
Construction Supervisor	24	2	2	2
Electrician Senior	23	1	1	1
Crew Worker Lead	21	2	2	2
Crew Worker Senior	18	5	5	5
Custodian Senior	18	1	1	1
Grounds Service Technician	18	1	1	1
Maintenance Mechanic	18	1	1	1
FULL TIME Subtotal		14	14	14



**AIRPORT OPERATING FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
FULL TIME Total		27	27	27
ALL POSITIONS Total		27	27	27

## AIRPORT - CAPITAL PROJECTS

### PROGRAM DESCRIPTION

Because the Airport is a self-supporting enterprise, any County funds required to meet its capital needs come from the Airport Enterprise Fund instead of from the Tax Funds.

### IMPACT ON OPERATING BUDGET

The Airport has a maintenance staff of 15, which is responsible for maintenance and repairs on Airport grounds. However, major construction and renovation projects are either contracted out to private companies or accomplished with County forces from other departments.

### RECENT CHANGES

The 2006 Budget provided an additional \$100,000 for Rubber Removal, \$50,000 for Tree Obstruction/Removal, \$350,000 for Runway/Taxiway Repairs, \$50,000 for Drainage/Improvements, \$50,000 for Airport Noise Operation Monitor, \$100,000 for Landside Repair/Improvements, \$75,000 for T-Hangars/T-Sheds and \$25,000 for Environmental Studies.

### ANTICIPATED REVENUES

#### ANTICIPATIONS BEGINNING 1998

Local	\$24,855
Federal Government	11,703,108
State Sources	617,014
Interfund Transfers	6,108,157
Miscellaneous Revenue	3,964,395
<b>TOTAL</b>	<b>\$22,417,529</b>

### APPROPRIATIONS

PROJECT	APPROPRIATIO	EXPENDITURES	BALANCE
	BEGINNING 1998	BEGINNING 1998	
2001-FAA/DOT-PAVEMENT PROJECT	\$1,961,584	\$1,937,679	\$23,905
2003-FAA/DOT/RUNWAY SAFETY	747,250	587,876	159,374
2003-FAA/DOT/TAXI REHABILITATION	1,654,078	1,539,709	114,369
2000 TAXIWAY REHABILITATION	25,000	0	25,000
DOT-TAXI K REHABILITATION	186,750	165,556	21,194
DRAINAGE IMPROVEMENTS	729,355	365,182	364,173
ENVIRONMENTAL STUDIES	147,131	91,586	55,545
FAA/LAND ACQ.(NCP8)	3,895,849	1,913,616	1,982,233
GROUNDS/FACILITY REPAIR	1,134,417	558,231	576,186
MAINTENANCE FACILITY	946,637	921,325	25,312
MASTER PLAN	595,422	83,094	512,328
NOISE MONITOR SYSTEM	750,000	545,094	204,906
OBJECT FREE ZONE	111,200	0	111,200
RUBBER REMOVAL	426,091	256,423	169,668
RUNWAY-TAXIWAY REPAIR	2,881,059	1,438,111	1,442,948
SOUND INSTALLATION	111,111	0	111,111
T- SHED HANGARS	490,010	158,700	331,310

**AIRPORT - CAPITAL PROJECTS**

<b>APPROPRIATIONS</b>			
<b>PROJECT</b>	<b>PROJECT APPROPRIATIO BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
2001-FAA/DOT-PAVEMENT PROJECT	\$1,961,584	\$1,937,679	\$23,905
TREE OBSTRUCTION REMOVAL	250,186	102,953	147,233
2002-FAA/DOT PAVEMENT PROJECT	2,003,992	1,821,599	182,393
RESERVE FOR APPROPRIATION	3,370,407	0	3,370,407
<b>TOTAL</b>	<b>\$22,417,529</b>	<b>\$12,486,734</b>	<b>\$9,930,795</b>



## FUNDS GROUP: Internal Service

### FUNDS GROUP DESCRIPTION

The purpose of the Internal Service Funds is to finance and account for services provided by designated departments to other County departments and various insurance services. Those departments so designated are Vehicle Maintenance, the Vehicle Replacement Fund, the Risk Management Fund, and Workers' Compensation Fund.

Revenue to support the Vehicle Maintenance Fund is obtained via interdepartmental and interfund transfers ("user charges") from those departments receiving these services. The financial objective of the fund is to recover the complete costs of operations resulting in a "break-even" status for the fund.

The Vehicle Replacement Fund is maintained as a separate group of accounts to ensure sufficient funding for the replacement of each vehicle in the County's fleet when its useful life has expired. Due to the variations in replacement cycles, significant fluctuations may occur in the reserve for appropriation from year-to-year.

The Risk Management Fund is also maintained as a separate group of accounts to ensure that there will be sufficient funds to meet claims, premiums and reserves for the various insurance coverages of the County. Revenues are generated by interfund charges to the various departmental budgets.

The Workers' Compensation Fund accounts for all financial transactions related to the County's Workers' Compensation activity. Prior to 2004, this activity was reported as part of the Risk Management Fund.

**The appropriation and anticipation amounts reported in this document for the "Approved Budget 2006" reflect the effect of prior year encumbrance balances carried forward at every level of the reporting hierarchy (fund, department, and cost center).**

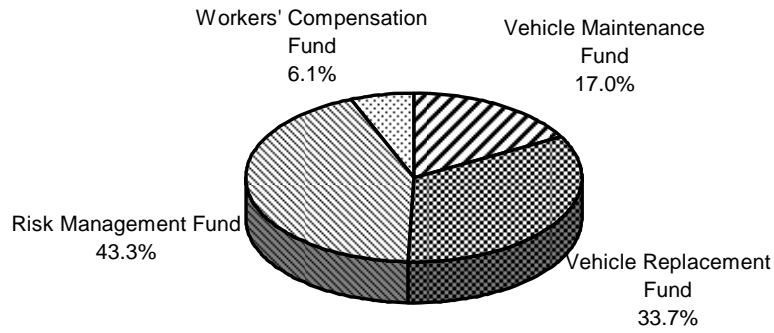
<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$7,106,294	\$7,711,926	\$8,423,974	\$8,423,974
Purchased / Contracted Services	10,275,044	10,301,731	7,742,621	10,024,265
Supplies	11,197,325	16,309,951	16,082,965	17,237,380
Capital Outlays	23,437,465	36,646,777	16,276,560	37,762,214
Interfund / Interdepartmental	4,392,381	5,195,276	7,270,785	7,282,343
Other Costs	692,291	973,847	579,981	579,981
Other Financing Uses	69,325	0	0	0
Payroll Liabilities	55,832,691	60,028,367	64,899,460	64,899,460
Total Expenditures	\$113,002,816	\$137,167,875	\$121,276,346	\$146,209,617
Projected Fund Balance			38,090,641	38,090,641
Total Budget			\$159,366,987	\$184,300,258

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND</b>				
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Vehicle Maintenance Fund	\$21,647,008	\$27,323,514	\$29,487,502	\$31,354,081
Vehicle Replacement Fund	28,318,141	41,869,954	39,722,564	62,035,961
Risk Management Fund	59,783,058	63,655,558	79,661,587	79,748,399
Workers' Compensation Fund	3,254,608	4,318,849	10,495,334	11,161,817
Total Expenditures	\$113,002,816	\$137,167,875	\$159,366,987	\$184,300,258

Note: Projected Fund Balance included in Total 38,090,641      38,090,641

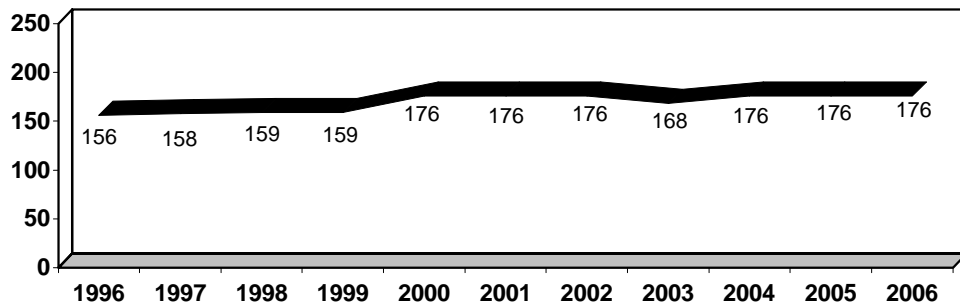
## FUNDS GROUP: Internal Service

### INTERNAL SERVICE FUND OPERATING BUDGET DOLLAR 2006



### SUMMARY OF AUTHORIZED POSITIONS

#### AUTHORIZED POSITIONS INTERNAL SERVICE FUNDS

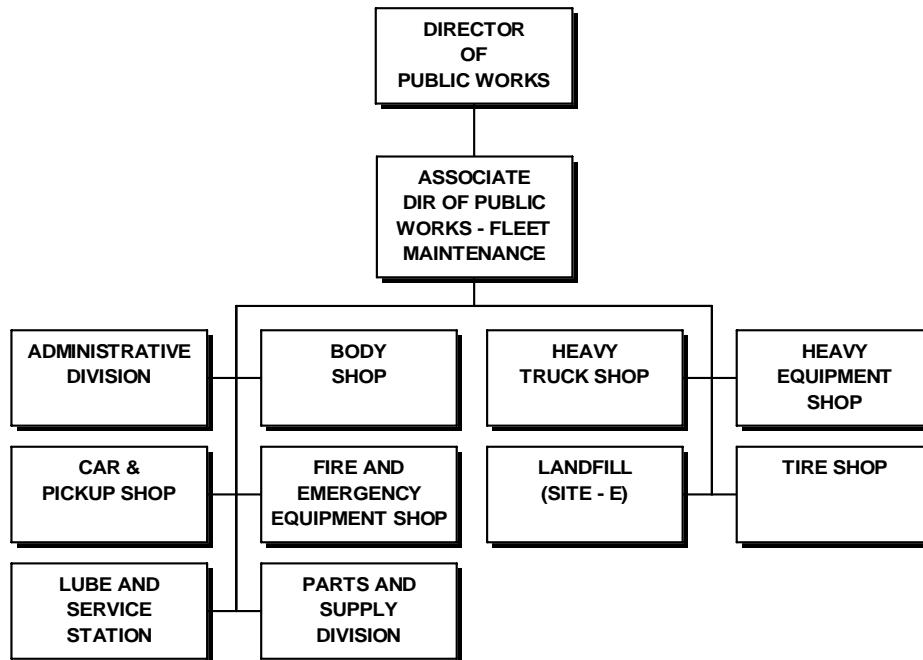


The only positions in the Internal Service Funds are in Fleet Maintenance. Increases are for increased workload and an additional facility funded in 1999. In 2003, as part of the Purchasing reorganization, the Fleet Maintenance - Purchasing unit was reorganized and 8 positions were abolished. In 2004, 3 positions were added.

## FUNDS GROUP: Internal Service

SUMMARY OF REVENUE BY FUND				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>VEHICLE MAINTENANCE FUND</b>				
Intergovernmental	\$71,237	\$122,330	\$90,000	\$90,000
Charges For Services	20,964,761	25,288,974	28,559,858	28,559,858
Miscellaneous	273,340	371,846	150,000	150,000
Fund Balance Carried Forward	1,743,489	2,228,008	687,644	2,554,223
TOTAL	\$23,052,827	\$28,011,158	\$29,487,502	\$31,354,081
<b>VEHICLE REPLACEMENT FUND</b>				
Charges For Services	\$19,559,053	\$21,792,159	\$15,765,176	\$15,765,176
Investment Income	408,154	1,213,187	500,000	500,000
Miscellaneous	0	200	50,000	50,000
Other Financing Sources	798,172	1,159,329	600,000	600,000
Fund Balance Carried Forward	28,398,438	40,512,467	22,807,388	45,120,785
TOTAL	\$49,163,816	\$64,677,342	\$39,722,564	\$62,035,961
<b>RISK MANAGEMENT FUND</b>				
Charges For Services	\$3,600,808	\$4,578,242	\$3,912,341	\$3,912,341
Miscellaneous	647	0	0	0
Payroll Deductions And Matches	55,661,411	62,507,957	68,008,323	68,008,323
Fund Balance Carried Forward	4,819,543	4,310,282	7,740,923	7,827,735
TOTAL	\$64,082,409	\$71,396,481	\$79,661,587	\$79,748,399
<b>WORKERS' COMPENSATION FUND</b>				
Charges For Services	\$3,289,004	\$4,958,488	\$6,523,854	\$6,523,854
Fund Balance Carried Forward	3,031,597	3,331,842	3,971,480	4,637,963
TOTAL	\$6,320,601	\$8,290,329	\$10,495,334	\$11,161,817
<b>GRAND TOTAL</b>	\$142,619,653	\$172,375,311	\$159,366,987	\$184,300,258

## PUBLIC WORKS - FLEET MAINTENANCE FUND



### MISSION STATEMENT

To support, specify, recommend, and provide County departments with the most efficient and economical vehicles and equipment available, and to maintain, repair, and service vehicles and equipment as efficiently and economically as possible with the least amount of downtime, while reducing harmful emissions and protecting the environment.

### PROGRAM DESCRIPTION

The Fleet Maintenance Division of the Public Works Department is responsible for maintaining, repairing, and providing necessary operating supplies and services for the County's fleet of vehicles and ancillary equipment. The department also requisitions replacement vehicles according to an established schedule and additional vehicles as approved by the Board of Commissioners.

The department operates from four facilities. The Warren Road facility houses the heavy truck, heavy equipment, and body shops, as well as the administrative and purchasing activities of the department. The Camp Road facility houses the car/pickup shop, the fire/rescue shop, and also the lubrication, service station and wash facilities. The Seminole Landfill facility services specialized heavy equipment, particularly landfill units. In addition to these facilities, satellite operations are also maintained at the North, Central and East lots of the Sanitation Department, and the Tire Shop at the Memorial Drive Complex.

The Fleet Maintenance organization and activities are broken down into various divisions and locations which include: (1) Body Shop; (2) Car and Pickup Shop (up to 10,000 lbs. GVW); (3) Heavy Equipment; (4) Preventive Maintenance; (5) Heavy Truck; (6) Fire and EMS; (7) The Special Services division that includes the Tire Shop, Lubrication, Fuel Facilities, and Car Wash. In addition to the main facilities, there are satellite operations covering on-site repairs and thirty-one (31) fuel sites throughout the County. The department also has a site that supports the landfill operations. On-site preventive maintenance is provided to County departments with off-road equipment, and on-site tire repairs are made in large department locations, as well as emergency road calls throughout the County.

The cost of the Fleet Maintenance Purchasing Unit is also charged to the Fleet Maintenance Fund. However, this activity is under the responsibility of the Purchasing Department. Due to reorganization of the Purchasing Department, this cost center has no appropriations for 2006 and any 2005 activity is the result of previous-year encumbered expenditures.



**PUBLIC WORKS - FLEET MAINTENANCE FUND**

PERFORMANCE INDICATORS				
	TARGET	2003	2004	2005
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	99.10%	87.04%	83.10%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE	Contract price lower than retail	\$ 0.81	\$ 0.81	\$ 0.58
TOTAL UNITS PER MECHANIC RATIO	30 Units	38	38	38
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	\$ 30.17	\$ 34.15	\$ 34.85

ACTIVITY MEASURES				
	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
<b>Body Shop</b>				
Number of Employees	6	6	6	6
Number of Repair Orders	634	558	598	628
Hours	8,142	6,354	9,052	9,505
<b>Car and Pick-up Shop</b>				
Number of Employees	19	19	19	19
Number of Repair Orders	6,535	5,754	6,317	6,633
Hours	23,037	17,327	23,306	24,471
<b>Heavy Equipment Shop</b>				
Number of Employees	18	19	19	19
Number of Repair Orders	2,630	2,676	3,052	3,205
Hours	25,305	27,506	26,440	27,762
<b>Heavy Truck Shop</b>				
Number of Employees	45	46	46	46
Number of Repair Orders	8,091	6,716	6,317	6,633
Hours	58,169	61,364	64,074	67,278
<b>Fire Equipment Shop</b>				
Number of Employees	16	17	17	17
Number of Repair Orders	2,095	2,377	2,604	2,734
Hours	15,304	18,792	19,746	20,733
<b>Tire Shop</b>				
Number of Employees	10	12	12	12
Number of Repair Orders	6,740	6,528	7,029	7,310
Hours	20,900	18,479	21,061	22,114

## PUBLIC WORKS - FLEET MAINTENANCE FUND

### MAJOR ACCOMPLISHMENTS IN 2005

Successful 2005 Annual County Auction.

Architect design and construction documents secured for new Fleet Maintenance Facility.

Maintained less than 5% out-of-service for the entire fleet.

Reclassified all mechanical positions to four (4) classifications.

### MAJOR GOALS FOR 2006 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

#### Organizational Effectiveness:

Proceed with the development, construction, and renovations of the new Fleet Maintenance Facility.

Maintain a less than 5% out-of-service standard for all County vehicles.

Ensure that 95% of preventive maintenance tasks are completed on time.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2002 there were no major budgetary impact additions.

In 2003 funding was appropriated in the amount of \$24,779 for the addition of one Auto Mechanic Supervisor.

In 2004 funding was appropriated in the amount of \$66,067 for the addition of three Heavy Equipment Mechanic positions for the Fire & Rescue Division. \$70,000 was appropriated for a Heavy Mobile Vehicle Lift apparatus. As part of the Purchasing Department reorganization, 5 positions were transferred from Purchasing to Fleet Maintenance in June, 2004. The positions are: 2 Fleet Parts Transport Clerks, 1 Office Asst. Senior, 1 Buyer, and 1 Departmental Microsystems Specialist.

In 2005 the Mid-Year Budget Resolution included an additional \$1,000,000 appropriation for diesel fuel to address unforeseen increases in costs. In June, 2005, the Board of Commissioners approved organizational changes to 133 Fleet Maintenance positions; approximately 10% of the personnel actions resulted in an elevation in salary grade.

#### 2006

\$31,354,081 is approved for basic operations.

Phase I of the new Fleet Maintenance Facility, which will be located in the former facilities of Royal Oldsmobile on Memorial Drive, includes the relocation of the Fire/Rescue Shop and the administrative offices. This transition is planned to begin in early Fourth Quarter of 2006. Funding for the purchase and build-out of this facility is being provided primarily from the 2004 DeKalb County Public Safety and Judicial Facilities Authority Revenue Bonds.

#### Future

The Fleet Maintenance Division will continue to be impacted by air quality, energy, and environmental legislation.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Fleet Maintenance	\$21,516,386	\$27,313,235	\$29,487,502	\$31,353,865
Purchasing - Fleet Maintenance *	130,622	5,319	0	216
Motor Pool	0	5,048	0	0
Discounts Taken	0	(88)	0	0
	\$21,647,008	\$27,323,514	\$29,487,502	\$31,354,081

\* This cost center has been phased out; the only 2005 and 2006 activity is the result of prior-year encumbered expenditures.

**PUBLIC WORKS - FLEET MAINTENANCE FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Personal Services and Benefits	\$7,106,294	\$7,711,926	\$8,423,974	\$8,423,974
Purchased / Contracted Services	2,863,477	3,423,238	3,308,886	3,992,541
Supplies	11,197,325	16,309,951	16,082,965	17,237,380
Capital Outlays	32,095	71,869	89,400	117,909
Interfund / Interdepartmental	(8,130)	(703,951)	385,703	385,703
Other Costs	385,948	510,481	1,196,574	1,196,574
Other Financing Uses	70,000	0	0	0
	<b>\$21,647,008</b>	<b>\$27,323,514</b>	<b>\$29,487,502</b>	<b>\$31,354,081</b>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Public Works - Fleet Maintenance	\$21,647,008	\$27,323,514	\$31,354,081
	<b>\$21,647,008</b>	<b>\$27,323,514</b>	<b>\$31,354,081</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Fleet Maintenance</b>				
Asst Dir Fleet Maintenance	AJ	1	1	1
Assoc Dir PW Fleet Maint	AG	1	1	1
Fleet Specification Specialist	29	1	1	1
Admin Operations Mgr	28	1	1	1
Fleet Service Superintendent	28	5	5	5
Network Coordinator	26	1	1	1
Accounting Supervisor	24	1	1	1
Automotive Body Repair Spvsr	24	1	1	1
Fleet Parts Supervisor	24	1	1	1
Fleet Service Supervisor	24	14	17	17
Administrative Assistant II	23	0	1	1
Auto Body Repair WorkerSenior	23	1	1	1
Auto Service Supervisor	23	3	0	0
Fleet Service Technician IV	23	0	68	68
Heavy Equipment Truck Mechanic	23	69	0	0
Secretary Executive	23	1	0	0
Automotive Body Repair Worker	21	4	4	4
Equipment Operator Principal	21	2	2	2
Fleet Parts Assistant Supv	21	2	2	2
Fleet Parts Expediter	21	3	3	3
Fleet Service Technician III	21	18	23	23
Accounting Tech Senior	19	3	2	2
Automotive Mechanic	19	4	0	0
Fleet Parts Technician	19	8	9	9
Office Assistant Senior	19	4	4	4
Payroll Personnel Technician	19	1	1	1

**PUBLIC WORKS - FLEET MAINTENANCE FUND**

**AUTHORIZED POSITION LIST BY COST CENTER**

(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2004	2005	2006
<b>Fleet Maintenance (cont)</b>				
Accounting Tech	18	3	3	3
Fleet Parts Transport Clerk	18	2	2	2
Fleet Service Technician II	18	5	10	10
Fleet Service Technician I	16	11	11	11
Auto Service Worker	14	5	0	0
FULL TIME Subtotal		176	176	176
<b>FULL TIME Total</b>		176	176	176
<b>ALL POSITIONS Total</b>		176	176	176

## VEHICLE REPLACEMENT FUND

### PROGRAM DESCRIPTION

The Vehicle Fund is maintained as a separate group of accounts within the Internal Services Fund. It was established to ensure that sufficient capital exists to replace each unit in the County fleet when replacement criteria indicate replacement is warranted. Revenues to the fund are vehicle replacement charges and contributions for additions to the fleet that are provided by other funds. All expenditures for purchase of County fleet units are made from the Vehicle Fund.

Vehicle replacement charges are based upon the cost and useful life of each unit in the County's fleet. These charges are assessed each year and are held in reserve until the replacement purchase is made. Any temporarily idle funds are invested to provide additional income as a hedge against inflation and unexpected or unusual price increases. Vehicle replacement decisions are based upon mileage (or hours of operation) and age and/or repair costs. The Associate Director of Public Works-Fleet Maintenance is responsible for requisitioning vehicle replacements as required.

Additions to the fleet must be specifically approved by the Board of Commissioners. Funding for additional fleet units is initially appropriated in the applicable department and transferred to the Vehicle Fund.

### ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2005	Estimated 2006
Vehicle Replacement				
Units Scheduled	292	222	348	220
Units Replaced	290	246	371	240
Vehicle Addition				
Units Added - Purchase	22	119	83	10
Units Added - Lease Purchase	0	40	1	8
Vehicles in Fleet	2,759	2,918	3,002	3,020

### MAJOR BUDGETARY IMPACTS

#### Previous

In FY2002, funds totaling \$18,785,912 were appropriated for the replacement of 295 vehicles and 1 police helicopter. The addition of 23 new and 1 replacement vehicles were approved under terms of the Master Lease agreement. Twelve of the new vehicles were Sanitation vehicles. The appropriation included reserves for future replacement of \$16,696,533.

In FY2003, funds totaling \$12,189,298 were appropriated for the replacement of 292 vehicles and 1 landfill compactor. The addition of 40 new and 19 replacement vehicles were approved under terms of the Master Lease agreement. In addition 22 new vehicles were appropriated for purchase with funding of \$1,743,833. Seventeen of these were Sanitation vehicles. The appropriation included reserves for future replacement of \$25,995,742.

In FY2004, funds totaling \$13,780,242 were appropriated for the replacement of 221 vehicles and 1 police helicopter. The addition of 54 new and 8 replacement vehicles were approved under terms of the Master Lease agreement. In addition 39 new vehicles were appropriated for purchase with funding of \$2,159,605. The appropriation included reserves for future replacement of \$30,381,016.

In FY2005, funds totaling \$22,449,140 were appropriated for the replacement of 348 vehicles, including 25 under the terms of the Master Lease. \$1,714,636 was appropriated for the addition of 36 vehicles, including 1 under terms of the Master Lease agreement. The appropriation included reserves for future replacement of \$15,427,757.

#### 2006

\$15,788,000 is appropriated for the replacement of 220 vehicles, including 12 under the terms of the Master Lease. \$1,465,048 is appropriated for the addition of 18 vehicles, including 8 under terms of the Master Lease agreement. The appropriation includes reserves for future replacement of \$21,659,322.

#### Future

The Vehicle Fund will continue to be impacted as the County takes steps to comply with the mandates of the Clean Air Act.

**VEHICLE REPLACEMENT FUND**

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Vehicle Additions To Fleet	\$9,276,427	\$8,350,595	\$2,470,817	\$6,032,951
Vehicle Replacement	19,041,714	33,519,359	37,251,747	56,003,010
	<u>\$28,318,141</u>	<u>\$41,869,954</u>	<u>\$39,722,564</u>	<u>\$62,035,961</u>

**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2006</b>
Purchased / Contracted Services	\$4,851,492	\$3,095,632	\$4,000	\$860,252
Capital Outlays	23,405,370	36,574,908	16,187,160	37,644,305
Interfund / Interdepartmental Charges	61,280	2,199,414	1,872,082	1,872,082
Other Costs	0	0	21,659,322	21,659,322
	<u>\$28,318,141</u>	<u>\$41,869,954</u>	<u>\$39,722,564</u>	<u>\$62,035,961</u>

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Vehicle Replacement	<u>\$28,318,141</u>	<u>\$41,869,954</u>	<u>\$62,035,961</u>
	\$28,318,141	\$41,869,954	\$62,035,961

## **RISK MANAGEMENT FUND**

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### **FUND DESCRIPTION**

The Risk Management Fund includes the following coverages: unemployment insurance; group health and life; building and contents; boiler and machinery; various floaters; monies, securities, and blanket bond; airport liability insurance; police helicopters; and loss control. Also, included are funds for the defense of claims brought against the County and its officers and employees.

The rise in premium charges in health insurance led DeKalb County to enter a self-funding arrangement for employees and retired workers in 1988, contracting with a private provider to handle the administration of claims processing for group health, and provide stop-loss coverage, indemnifying the County against catastrophically heavy health insurance claims by any one individual. Health Maintenance Organization options are also available for all employees and retirees.

Revenues to the fund to support premiums and payments are generated by interfund charges to the various departmental budgets and employee payroll deductions. The charges for workers compensation, unemployment compensation, and group health and life insurance are treated as fringe benefits expenditures within the personal services budget of the operating departments.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and other miscellaneous insurance components are part of the Risk Management Fund for reporting purposes.

### **MAJOR BUDGETARY IMPACTS**

#### **Previous**

The Fund's 2003 Budget of \$64,363,720 represented an increase of 23% as compared to the 2002 appropriation of \$52,146,345. The largest category, Group Life and Health, increased by \$12,288,720 to \$54,048,110 primarily due to projected rate increases. In addition, due to less revenue and higher benefit expenditures than anticipated both Cigna and Kaiser ended the year with negative fund balances of (\$493,226) and (\$827,239) respectively. Due to post 9-11 circumstances, substantial premium increases were incurred for 2003 relative to Building & Contents, Boiler & Machinery, and Airport Liability Insurance. In addition due to the replacement of one Police Helicopter with a newer and larger unit the Helicopter insurance premium increased substantially. Effective January 1, 2003, the county and employee contributions for group life insurance were suspended. The County contributions were reinstated on June 1, 2003, and the employee contributions restarted on December 1, 2003. This action is to offset part of the insurance company's rebate received in 2002.

The 2004 Budget of \$70,460,095 represents an increase of 9% as compared to the 2003 appropriation of \$64,363,720. The largest category, Group Life and Health, increased by \$5,769,127 to \$59,817,237 primarily due to projected rate increases. Once again due to post 9-11 circumstances, substantial premium increases were received for 2004 relative to insurance for Building & Contents 12%, Boiler and Machinery 42%, Airport Liability 25% and Helicopters 14%. In 2004, the Risk Management Fund components began reporting as two separate funds.

The 2005 Budget of \$73,724,436 represents an increase of 5% as compared to the 2004 appropriation of \$70,460,095. The largest category, Group Life and Health, increased by \$1,587,369 to \$61,404,605 primarily due to projected rate increases. Once again due to post 9-11 circumstances, substantial premium increases are anticipated for 2005 relative to insurance for Building & Contents 14%. The replacement of one Police Helicopter with a newer and larger unit increased the helicopter insurance premium by 14%. Vehicle Liability insurance premiums increased by 7%.

#### **2006**

The Fund's 2006 Budget of \$79,139,964 represents an increase of 20.62% as compared to the 2005 appropriation of \$65,612,196. The largest category, Group Life and Health, increased by \$13,739,069 to \$74,660,677 primarily due to projected rate increases.

Vehicle Liability and Airport Liability insurance premiums are expected to decrease by 5% and 54% respectively.

#### **Future**

No significant budget impacts are anticipated.

## RISK MANAGEMENT FUND

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER / MAJOR FUNCTION

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>Cost Centers:</b>				
Group Health & Life	\$55,806,916	\$60,066,584	\$75,182,300	\$75,215,319
Other	0	150	26,422	26,422
<b>Major Functions:</b>				
Unemployment Compensation	306,343	463,366	300,000	300,000
Building and Contents	419,532	460,827	884,305	897,244
Boiler and Machinery	46,100	49,833	48,400	48,400
Non-Immunity Expenses	1,246,240	444,473	1,000,000	1,000,383
Vehicle Insurance	1,765,367	1,932,348	1,930,000	1,930,000
Airport Liability	6,541	8,746	6,900	6,900
Police Headquarters	138,446	131,504	140,710	140,710
Monies, Security & Blanket Bond	0	77,950	42,550	81,545
Loss Control	47,574	19,536	100,000	101,476
Miscellaneous	0	241	0	0
	\$59,783,058	\$63,655,558	\$79,661,587	\$79,748,399

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$2,398,459	\$2,719,352	\$3,229,735	\$3,316,164
Interfund / Interdepartmental	1,246,240	444,473	1,000,000	1,000,383
Other Costs	306,343	463,366	10,532,392	10,532,392
Other Financing Uses	(675)	0	0	0
Payroll Liabilities	55,832,691	60,028,367	64,899,460	64,899,460
	\$59,783,058	\$63,655,558	\$79,661,587	\$79,748,399

### FUNDING SOURCES

	Actual 2004	Actual 2005	Budget 2006
Risk Management	\$59,783,058	\$63,655,558	\$79,748,399
	\$59,783,058	\$63,655,558	\$79,748,399



## WORKERS COMPENSATION FUND

### FUND DESCRIPTION

The Workers Compensation Fund provides coverage for workers' compensation insurance.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and all the other miscellaneous insurance components are part of Risk Management Fund for reporting purposes.

### MAJOR BUDGETARY IMPACTS

#### Previous

For pre-2004 information, please see the Risk Management Fund discussion.

In 2004, the Risk Management Fund components began reporting as two separate funds.

In 2005, due to increased rates and compensation claims WorkersCompensation increased by 24%.

#### 2006

Due to increased rates and compensation claims WorkersCompensation increased by 14%.

#### Future

No significant budget impacts are anticipated

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER / MAJOR FUNCTION				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
<b>Cost Centers:</b>				
Workers Comp Indemnity Payments	\$94,050	(\$87,299)	\$0	\$0
Workers Compensation	1,335,044	1,677,505	10,495,334	11,150,643
<b>Major Functions:</b>				
Workers Comp - Medical	975,633	1,825,484	0	751
Workers Comp - Expenses	37,414	35,934	0	0
Workers Comp - Indemnity	752,079	807,209	0	10,424
Workers Comp - Legal	59,154	58,241	0	0
Workers Comp - Other	1,235	1,775	0	0
	<u>\$3,254,608</u>	<u>\$4,318,849</u>	<u>\$10,495,334</u>	<u>\$11,161,817</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2004	Actual 2005	CEO'S Recommended Budget	Approved Budget 2006
Purchased / Contracted Services	\$161,617	\$1,063,509	\$1,200,000	\$1,855,309
Interfund / Interdepartmental	3,092,991	3,255,340	4,013,000	4,024,175
Other Costs	0	0	5,282,334	5,282,334
	<u>\$3,254,608</u>	<u>\$4,318,849</u>	<u>\$10,495,334</u>	<u>\$11,161,817</u>

**WORKERS COMPENSATION FUND**

**FUNDING SOURCES**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Budget 2006</b>
Workers Compensation	\$3,254,608	\$4,318,849	\$11,161,817
	\$3,254,608	\$4,318,849	\$11,161,817

# SALARY SCHEDULE

SALARY	ANNUAL SALARY		SALARY	ANNUAL SALARY	
RANGE	Minimum	Maximum	RANGE	Minimum	Maximum
14	\$18,132	\$29,472	29	\$43,464	\$70,632
15	\$19,224	\$31,248	30	\$46,068	\$74,868
16	\$20,376	\$33,120	31	\$48,828	\$79,356
17	\$21,600	\$35,100	32	\$52,248	\$84,912
18	\$22,896	\$37,212	33/ AJ/ AJF	\$55,908	\$90,852
19	\$24,264	\$39,444	34 / AI	\$59,820	\$97,212
20	\$25,728	\$41,808	35/ AH	\$64,008	\$104,028
21	\$27,264	\$44,316	36/ AG	\$68,484	\$111,300
22	\$28,908	\$46,980	37/ AF	\$73,284	\$119,100
23	\$30,636	\$49,788	38/ AE	\$78,408	\$127,428
24	\$32,472	\$52,776	39/ AD	\$83,904	\$136,358
25	\$34,428	\$55,944	40/ AC	\$89,772	\$145,896
26	\$36,492	\$59,304	AB	\$1	\$108,276
27	\$38,676	\$62,856	AA		\$200,000
28	\$41,004	\$66,636			

DEKALB COUNTY

ITEM NO.	H1
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BOARD OF COMMISSIONERS

HEARING TYPE
Public Hearing

BUSINESS AGENDA /MINUTES

ACTION TYPE
Resolution

MEETING DATE: February 14, 2006

SUBSTITUTE

SUBJECT: 2006 Budget (Substitute)

DEPARTMENT:	C E O
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PUBLIC HEARING:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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ATTACHMENT:	Attachment <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>13</u> PP
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INFORMATION CONTACT:	Vernon Jones, CEO
PHONE NUMBER:	404-371-2112

PURPOSE:

- (1) To consider adoption of the 2006 Budget as amended, and
- (2) To consider approval of the adjustments to the authorized County position listing.

NEED/IMPACT:

A Public Hearing on the 2006 Recommended Budget must be held to comply with State Law and the DeKalb County Code.

At the January 10, 2006 Board of Commissioners meeting, adoption of the budget was deferred to the meeting of February 14, 2006.

Public Hearings on the 2006 Budget were previously held on January 10, 2006 and January 24, 2006.

The CEO has amended the 2006 Recommended Budget previously submitted for consideration.

Included in the amended 2006 Recommended Budget is recognition of the encumbrances carried over from prior years and included in current appropriations. For 2006 the amount of this Encumbrance Rollover for the Tax Funds is \$14,646,095.

The County Attorney has reviewed the document and approved it as to form.

RECOMMENDATION(S):

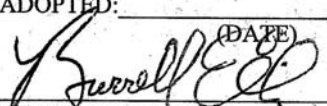
- (1) Adopt the 2006 Budget as amended (Attachment A); and,
- (2) Approve the adjustments to the authorized County position listing (Attachment B).

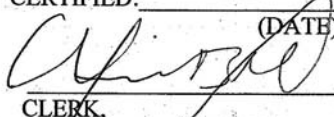
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MISSION OFFICE/CLERK ONLY**

**ACTION: H1**

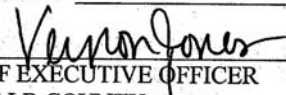
The following is an outline of the discussion/action on the 2006 Budget.

- I. **Public Comments** (heard on 1/10/06; 1/24/06 and 2/14/06).
- II. **Budget Adoption and Budget Review Committee Amendments to the CEO's 2006 Recommended Budget** (heard on 2/14/06).

ADOPTED: FEB 14 2006  
 \_\_\_\_\_  
 (DATE)  
  
 \_\_\_\_\_  
 PRESIDING OFFICER  
 DEKALB COUNTY BOARD OF COMMISSIONERS

CERTIFIED: FEB 14 2006  
 \_\_\_\_\_  
 (DATE)  
  
 \_\_\_\_\_  
 CLERK,  
 DEKALB COUNTY BOARD  
 OF COMMISSIONERS

**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

APPROVED: FEB 23 2006  
 \_\_\_\_\_  
  
 \_\_\_\_\_  
 CHIEF EXECUTIVE OFFICER  
 DEKALB COUNTY

VETOED: \_\_\_\_\_  
 \_\_\_\_\_  
 CHIEF EXECUTIVE OFFICER  
 DEKALB COUNTY

VETO STATEMENT ATTACHED: \_\_\_\_\_

MINUTES: \_\_\_\_\_

**VOTING RECORD, BOTH MOTIONS**

	FOR	AGAINST	ABSTAIN	ABSENT
DISTRICT 1 - ELAINE BOYER		X		
DISTRICT 2 - GALE WALLDORFF	X			
DISTRICT 3 - LARRY JOHNSON	X			
DISTRICT 4 - BURRELL ELLIS	X			
DISTRICT 5 - HANK JOHNSON	X			
DISTRICT 6 - KATHIE GANNON	X			
DISTRICT 7 - CONNIE STOKES	X			

I. 2006 Budget (continued)

**Public Comments**

1. Viola Davis, 909 Rays Road, Stone Mountain, Ga. 30083, spoke regarding the amendments to budget regarding HOST and other matters.

**Adoption of CEO's recommended Substituted 2006 Budget (Attachment A and Attachment B)**

MOTION was made by Commissioner Larry Johnson, seconded by Commissioner Walldorff (discussion) to approve the CEO's Recommended Budget as substituted as voted on by the Budget Review Committee on February 10, 2006 (and have given all the Commissioners a copy of what the amended budget will be with the recommended amendments from the Budget Review Committee.)

Commissioner Walldorff stated that we did not specifically earmark the money we need for the revised billing for the Tax Commissioner and requested Executive Assistant Richard Stogner to add that to the amendment sheet. Executive Assistant Richard Stogner stated that it would be to amend by adding \$123,138 to the Tax Commissioner's Budget and reducing the reserve for appropriation by the same amount. The Finance Director, Michael Bell, stated that the \$123,138 out of the general fund reserve for appropriation would put it negative about \$7400 and requested to make part of the MOTION to also take from the general fund reserve for appropriation Reserve for Electricity the difference. Commissioner Walldorff stated that she would be happy to do that.

A Friendly Amendment was made by Commissioner Gannon to delete \$2.755 million under new projects from the HOST Capital Outlay Budget. The Friendly Amendment was accepted.

Commissioner Stokes stated that she has some concerns pertaining to item 3 of the budget regarding adding \$150,000 for the Chief of Staff's salary for the entire Board of Commissioner's office. She stated that she is concerned by voting for the Budget with the inclusion of item 3 would be a vote of support, for item 3. Commissioner Stokes stated the reason she is reluctant is because there has not been any discussion since the Retreat in November and there was supposed to be a Job Description before someone is hired. A retreat is scheduled for March and thought that would be the next time we would discuss the Chief of Staff's position. Stated that she is making this comment for the record and that her vote for support of the budget does not mean that she supports the process for the selection of the Chief of Staff's position.

After discussion, the MOTION was voted on and passed 6-1-0-0. Commissioner Boyer opposed.

The Finance Director, Michael Bell, requested another MOTION which would approve the adjustments to the authorized County position listing (Attachment B).

MOTION was made by Commissioner Larry Johnson, seconded by Commissioner Walldorff, and passed 6-1-0-0, to approve the adjustments to the authorized County position listing (Attachment B). Commissioner Boyer opposed.

**BUDGET RESOLUTION**

**A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2006 FOR EACH FUND OF DEKALB COUNTY, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS, PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS, AND PROHIBITING EXPENDITURES TO EXCEED ACTUAL FUNDING AVAILABLE.**

WHEREAS the Chief Executive Officer of DeKalb County has presented a proposed 2006 budget to the Board of Commissioners on each of the various funds of the County, and,

WHEREAS each of these budgets lists proposed expenditures for the fiscal year 2006, proposes certain levies and charges to finance these expenditures, and lists the anticipated revenues to be derived therefrom, and,

WHEREAS each of these budgets is a balanced budget, so that anticipated revenues for each fund equal proposed expenditures.

NOW, THEREFORE, BE IT RESOLVED that this budget, be and it is hereby approved and the several items of revenues shown in the budget for each fund in the amounts anticipated are adopted and that the several amounts shown in the budget for each fund as proposed expenditures are hereby appropriated to the departments named in each fund.

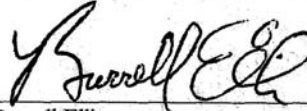
**BUDGET RESOLUTION**

BE IT FURTHER RESOLVED that the expenditures shall not exceed the

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appropriations authorized by this budget or amendments thereto provided; however, that expenditures<sup>H1</sup>  
for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this 14<sup>th</sup> day of February 2006.

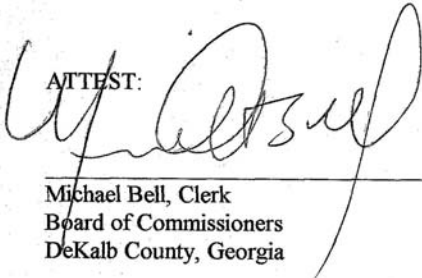


Burrell Ellis  
Presiding Officer  
Board of Commissioners  
DeKalb County, Georgia

Approved by the Chief Executive Officer of DeKalb County, this 14<sup>th</sup> day of February 2006.

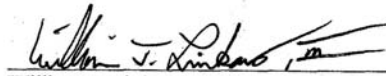


Vernon Jones  
Chief Executive Officer  
DeKalb County, Georgia

ATTEST:  


Michael Bell, Clerk  
Board of Commissioners  
DeKalb County, Georgia

APPROVED AS TO FORM:

  
William J. Linkous III  
Acting County Attorney



**BUDGET RESOLUTION**

**TAX FUNDS**

**GENERAL FUND**

**2006 BUDGET**

ANTICIPATED REVENUES:

Property Taxes	\$160,054,010
Excise Taxes	55,200,000
Investment Income	1,307,950
Intergovernmental Revenue	13,449,778
Fines & Forfeitures	15,404,212
Charges for Services	6,115,500
Miscellaneous	3,593,641
Interfunds	19,499,230
Fund Balance Carried Forward	29,821,758
<b>TOTAL - GENERAL FUND</b>	<b>\$304,446,079</b>

PROPOSED EXPENDITURES:

Chief Executive Officer	\$1,933,698
Board of Commissioners	1,578,493
Ethics Board	2,000
Law Department	4,147,441
Geographic Info Systems	2,244,045
Facilities Management	15,849,622
Purchasing	3,793,382
Human Resources & Merit System	4,740,088
Information Systems	13,559,785
Finance	6,450,533
Property Appraisal	5,021,974
Tax Commissioner	6,691,639
Registrar	5,312,717
Sheriff	69,078,972
Juvenile Court	6,064,068
Superior Court	8,399,893
Clerk of Superior Court	4,901,497
State Court	11,633,494
Solicitor - General	5,048,209
District Attorney	9,997,979
Child Advocate's Office	1,094,063
Probate Court	1,653,261
Medical Examiner	2,350,640
Public Defender	5,981,502
Police	9,445,856
Magistrate Court	2,279,013
Fire & Rescue Services	15,308,573
Planning	1,166,954
Public Works - Director	478,350
Economic Development	1,031,192
Library	12,430,215
Cooperative Extension	1,062,043
Public Health	5,331,990
Community Service Board	2,284,313
D F A C S	1,924,285
Human Services	2,309,237
Citizen Help Center	2,400,000
Contributions to Capital Projects	18,432,932
Non - Departmental	31,032,128
<b>TOTAL - GENERAL FUND</b>	<b>\$304,446,079</b>

**2006 BUDGET**

**FIRE FUND**

ANTICIPATED REVENUES:

Property Taxes	\$30,715,726
Excise Taxes	14,444,000
Investment Income	30,700
Intergovernmental Revenue	973,554
Miscellaneous	55,000
Fund Balance Carried Forward	9,089,436
<b>TOTAL - FIRE FUND</b>	<b>\$55,308,416</b>

PROPOSED EXPENDITURES:

Fire & Rescue Services	\$52,252,112
Non - Departmental	3,056,304
<b>TOTAL - FIRE FUND</b>	<b>\$55,308,416</b>

**SPECIAL TAX DISTRICT - DESIGNATED SERVICES**

ANTICIPATED REVENUES:

Property Taxes	\$53,326,011
Excise Taxes	1,279,539
Licenses & Permits	708,750
Investment Income	251,900
Intergovernmental Revenue	2,969,342
Charges for Services	2,249,500
Miscellaneous	528,750
Interfunds	76,154,913
Fund Balance Carried Forward	12,463,145.17
<b>TOTAL - S T D - DESIGNATED SERVICES FUND</b>	<b>\$149,931,850</b>

**SPECIAL TAX DISTRICT - DESIGNATED SERVICES**

PROPOSED EXPENDITURES:

Police	\$93,335,982
Public Works - Transportation	3,996,158
Public Works - Roads & Drainage	27,827,409
Parks & Recreation	19,878,433
Arts, Culture, and Entertainment	1,071,235
Non - Departmental	3,822,633
<b>TOTAL - S T D - DESIGNATED SERVICES FUND</b>	<b>\$149,931,850</b>

**SPECIAL TAX DISTRICT - UNINCORPORATED**

ANTICIPATED REVENUES:

Property Taxes	\$700,000
Excise Taxes	47,361,748
Licenses & Permits	20,799,122
Investment Income	200,000
Fines & Forfeitures	14,097,856
Charges For Services	190,000
Interfunds	(75,954,914)
Fund Balance Carried Forward	0
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b>\$7,393,812</b>

PROPOSED EXPENDITURES:

C E O Office - Cable TV Support	\$167,613
Finance - Business License	1,089,842
Recorder's Court	3,403,438
Planning - Zoning Analysis	845,614
Police - Code Enforcement	1,702,790
Non - Departmental	184,515
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b>\$7,393,812</b>

**2006 BUDGET**

**HOSPITAL FUND**

ANTICIPATED REVENUES:

Property Taxes	\$12,304,851
Excise Taxes	5,520,000
Intergovernmental Revenue	2,547,468
Fund Balance Carried Forward	1,238,190
<b>TOTAL - HOSPITAL FUND</b>	<b>\$21,610,509</b>

PROPOSED EXPENDITURES:

**\$21,610,509**

**DEBT SERVICE FUND**

ANTICIPATED REVENUES:

Property Taxes	\$12,715,976
Investment Income	100,000
Fund Balance Carried Forward	1,116,619
<b>TOTAL - DEBT SERVICE FUND</b>	<b>\$13,932,595</b>

PROPOSED EXPENDITURES:

**\$13,932,595**

**SPECIAL TAX DISTRICT - DEBT SERVICE FUND**

ANTICIPATED REVENUES:

Property Taxes	\$25,864,539
Investment Income	150,000
Fund Balance Carried Forward	3,009,081
<b>TOTAL - STD - DEBT SERVICE FUND</b>	<b>\$29,023,620</b>

PROPOSED EXPENDITURES:

**\$29,023,620**

**SPECIAL REVENUE FUNDS**

**DEVELOPMENT FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$1,595,771
Licenses & Permits	159,839
Charges for Services	9,542,800
Investment Income	30,000
Miscellaneous	107,000
<b>TOTAL - DEVELOPMENT FUND</b>	<b>\$11,435,410</b>

PROPOSED EXPENDITURES:

Planning - Development Support	\$378,983
Development	11,056,428
<b>TOTAL - DEVELOPMENT FUND</b>	<b>\$11,435,410</b>

**PUBLIC EDUCATION & GOVERNMENT ACCESS FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$1,434,434
Investment Income	10,000
Miscellaneous	108,000
<b>TOTAL - P E G FUND</b>	<b>\$1,552,434</b>

PROPOSED EXPENDITURES:

**\$1,552,434**

**COUNTY JAIL FUND**

ANTICIPATED REVENUES:

Fines & Forfeitures	\$1,830,000
<b>TOTAL - COUNTY JAIL FUND</b>	<b>\$1,830,000</b>

PROPOSED EXPENDITURES:

**\$1,830,000**

**2006 BUDGET**

**VICTIM ASSISTANCE FUND**

ANTICIPATED REVENUES:	
Fund Balance Carried Forward	\$596,835
Intergovernmental	413,499
Fines & Forfeitures	950,000
TOTAL - VICTIM ASSISTANCE FUND	<u>\$1,960,334</u>
PROPOSED EXPENDITURES:	
	<u>\$1,960,334</u>

**RECREATION FUND**

ANTICIPATED REVENUES:	
Fund Balance Carried Forward	\$132,214
Charges for Services	1,814,032
TOTAL - RECREATION FUND	<u>\$1,946,246</u>
PROPOSED EXPENDITURES:	
	<u>\$1,946,246</u>

**JUVENILE SERVICES FUND**

ANTICIPATED REVENUES:	
Use of Money & Property	\$746
Charges for County Services	162,856
Fund Balance Carried Forward	77,015
TOTAL - JUVENILE SERVICES FUND	<u>\$240,617</u>
PROPOSED EXPENDITURES:	
	<u>\$240,617</u>

**DRUG ABUSE TREATMENT & EDUCATION FUND**

ANTICIPATED REVENUES:	
Use of Money & Property	\$1,000
Fines & Forfeitures	65,000
Fund Balance Carried Forward	43,430
TOTAL - D.A.T.E. FUND	<u>\$109,430</u>
PROPOSED EXPENDITURES:	
	<u>\$109,430</u>

**LAW ENFORCEMENT CONFISCATED MONIES FUND**

ANTICIPATED REVENUES:	
Fund Balance Carried Forward	\$1,110,835
Intergovernmental	0
TOTAL - L.E.C.M. FUND	<u>\$1,110,835</u>
PROPOSED EXPENDITURES:	
Sheriff	\$305,434
District Attorney	155,574
Public Safety - Police	649,827
TOTAL - L.E.C.M. FUND	<u>\$1,110,835</u>

**STREET LIGHT FUND**

ANTICIPATED REVENUES:	
Fund Balance Carried Forward	(\$292,927)
Miscellaneous Revenue	3,587,151
Investment Income	1,000
TOTAL - STREET LIGHT FUND	<u>\$3,295,224</u>
PROPOSED EXPENDITURES:	
	<u>\$3,295,224</u>

**SPEED HUMPS MAINTENANCE FUND**

ANTICIPATED REVENUES:	
Fund Balance Carried Forward	\$660,329
Assessments	120,000

		<u>2006 BUDGET</u>
<b><u>SPEED HUMPS MAINTENANCE FUND</u></b>		
Investment Income		10,000
TOTAL - SPEED HUMPS MAINTENANCE FUND		<u>\$790,329</u>
PROPOSED EXPENDITURES:		<u>\$790,329</u>
<b><u>EMERGENCY TELEPHONE SYSTEM FUND</u></b>		
ANTICIPATED REVENUES:		
Fund Balance Carried Forward		\$11,598,140
Investment Income		200,000
Miscellaneous - Telephone Commissions		13,115,533
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND		<u>\$24,913,673</u>
PROPOSED EXPENDITURES:		<u>\$24,913,673</u>
<b><u>GRANT - IN - AID FUND</u></b>		
ANTICIPATED REVENUES:		
Fund Balance Carried Forward		(\$18,521,509.58)
Federal Government		17,915,611
State Sources		8,053,772
Other Agencies		17,846
Miscellaneous		295,606
Interfund Transfers		5,972,683
Various Pending grants		24,818,991
TOTAL - GRANT - IN - AID FUND		<u>\$38,553,000</u>
PROPOSED EXPENDITURES:		
Community Development		\$22,814,621
DeKalb Workforce Development		4,604,970
Finance		9
Sheriff		43,642
Juvenile Court		539,923
Superior Court		554,346
State Court		1,330
Solicitor - General		137,000
District Attorney		141,771
Police		3,500,982
Fire & Rescue Services		1,169,083
Public Works Grants		50,300
Parks & Recreation		676,006
Cooperative Extension		236,303
D F A C S		2,388,082
Human Services		1,322,709
Public Works - Sanitation		21,250
Non - Departmental		130,000
Pass - Thru Grants		126,694
DeKalb County School Board		93,979
TOTAL - GRANT - IN - AID FUND		<u>\$38,553,000</u>
<b><u>HOTEL / MOTEL TAX FUND</u></b>		
ANTICIPATED REVENUES:		
Fund Balance Carried Forward		\$230,592
Excise Taxes		2,450,000
TOTAL - HOTEL / MOTEL TAX FUND		<u>\$2,680,592</u>
PROPOSED EXPENDITURES:		<u>\$2,680,592</u>

**2006 BUDGET**

**ENTERPRISE FUNDS**

**WATER & SEWERAGE OPERATING FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$9,856,881
Intergovernmental	2,750,000

**WATER & SEWERAGE OPERATING FUND**

Charges for Services	139,982,500
Investment Income	325,000
Miscellaneous	105,000
<b>TOTAL - WATER &amp; SEWERAGE OPERATING FUND</b>	<b>\$153,019,381</b>

PROPOSED EXPENDITURES:

Public Works - Water & Sewer	\$146,450,225
Finance - Revenue Collections	6,569,156
<b>TOTAL - WATER &amp; SEWERAGE OPERATING FUND</b>	<b>\$153,019,381</b>

**WATER & SEWERAGE SINKING FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$8,321,975
Investment Income	100,000
Other Financing Sources	31,778,271
<b>TOTAL - WATER &amp; SEWERAGE SINKING FUND</b>	<b>\$40,200,246</b>

PROPOSED EXPENDITURES:

**\$40,200,246**

**SANITATION FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$3,451,873
Charges for Services	70,036,841
Investment Income	824,936
<b>TOTAL - SANITATION FUND</b>	<b>\$74,313,650</b>

PROPOSED EXPENDITURES:

Public Works - Sanitation	\$74,082,133
Finance - Revenue Collections	231,517
<b>TOTAL - SANITATION FUND</b>	<b>\$74,313,650</b>

**DEKALB - PEACHTREE AIRPORT**

**\$2,485,133.27**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$2,000,797
Miscellaneous	3,122,500
Investment Income	65,000
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b>\$5,188,297</b>

PROPOSED EXPENDITURES:

Airport Operations	\$4,388,297
Transfer to Capital Projects	800,000
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b>\$5,188,297</b>

**STORMWATER UTILITY OPERATING FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$3,962,933
Charges for Services	17,500,000
Investment Income	200,000
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b>\$21,662,933</b>

PROPOSED EXPENDITURES:

Stormwater Operations	\$18,078,958
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**2006 BUDGET**

**STORMWATER UTILITY OPERATING FUND**

PROPOSED EXPENDITURES:

Reserve for Appropriations	3,583,976
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b><u>\$21,662,933</u></b>

**INTERNAL SERVICE FUNDS**

**FLEET MAINTENANCE**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$2,554,223
Intergovernmental	90,000
Charges for Services	28,559,858
Miscellaneous	150,000
<b>TOTAL - FLEET MAINTENANCE</b>	<b><u>\$31,354,081</u></b>

PROPOSED EXPENDITURES:

Public Works - Fleet Maintenance	\$31,354,081
<b>TOTAL - FLEET MAINTENANCE</b>	<b><u>\$31,354,081</u></b>

**VEHICLE FUND**

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$45,120,785
Charges for Services	15,765,176
Investment Income	500,000
Miscellaneous	50,000
Other Financing Sources	600,000
<b>TOTAL - VEHICLE FUND</b>	<b><u>\$62,035,961</u></b>

PROPOSED EXPENDITURES:

Vehicle Acquisitions	\$38,500,557
Interdepartmental Services	1,872,082
Reserves and Other Miscellaneous	21,663,322
<b>TOTAL - VEHICLE FUND</b>	<b><u>\$62,035,961</u></b>

**RISK MANAGEMENT**

ANTICIPATED REVENUES:

Employee Contributions	\$27,476,947
Charges to Departments	44,443,717
Fund Balance Carried Forward	7,827,735
<b>TOTAL - RISK MANAGEMENT</b>	<b><u>\$79,748,399</u></b>

PROPOSED EXPENDITURES:

Unemployment Compensation	\$142,809
Group Health & Life	74,593,876
Buildings & Contents	957,085
Boiler & Machinery	40,689
Non-Immunity Expenses	2,525,774
Vehicle	1,633,651
Airport Liability	5,267
Helicopter	158,420
Money & Securities	91,280
Loss Control	168,189
Other	(568,641)
<b>TOTAL - RISK MANAGEMENT</b>	<b><u>\$79,748,399</u></b>

**WORKERS' COMPENSATION**

ANTICIPATED REVENUES:

Charges to Departments	\$6,523,854
Fund Balance Carried Forward	4,637,964
<b>TOTAL - WORKERS' COMPENSATION FUND</b>	<b><u>\$11,161,818</u></b>

<b><u>2006 BUDGET</u></b>	
<b><u>WORKERS' COMPENSATION</u></b>	
PROPOSED EXPENDITURES:	<u>\$11,161,818</u>
<b><u>REVENUE BONDS LEASE PAYMENT FUND</u></b>	
<b><u>BUILDING AUTHORITY LEASE PAYMENTS</u></b>	
ANTICIPATED REVENUES:	
Fund Balance Carried Forward	(\$1,040,886)
Rental Income	4,063,517
TOTAL - BUILDING AUTHORITY	<u>\$3,022,631</u>
PROPOSED EXPENDITURES:	<u>\$3,022,631</u>
<b><u>PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY LEASE PAYMENTS</u></b>	
ANTICIPATED REVENUES:	
Fund Balance Carried Forward	\$0
Rental Income	3,096,626
TOTAL - PS&J FACILITIES AUTHORITY	<u>\$3,096,626</u>
PROPOSED EXPENDITURES:	<u>\$3,096,626</u>



**2006 BUDGET  
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Board of Commissioners	Chief of Staff	1	
	Commission Office Coordinator	7	
	Commission Office Intern - Part Time		7
Law	Assistant County Attorney (Transfer to Recorders Court and reclass)		1
Facilities Management	Electrician		1
	Plumber		1
	Crew Worker Senior		1
	Crew Worker (Transfer to Parks & Recreation)		1
Human Resources	Nurse Practitioner	1	
	Administrative Assistant	1	
	Laboratory Technician, Senior	1	
Information Systems	Chief Technology Officer	1	
Finance - General Fund	Consultant, Senior		1
	Accounting Technician, Senior	1	
	Accounting Technician, Senior (Transfer to Finance-Water & Sewer)		1
Finance - STD-Unincorp.	Auditor	2	
Superior Court	Trial Court Director	1	
	Law Clerk	1	
Child Advocate's Office	Attorney III	5	
	Paralegal	2	
State Court	Records Technician	3	
Solicitor General	Attorney IV	1	
	Victim Witness Assistant Program Coordinator	1	
Probate Court	Office Assistant	1	
Police - Support	Asst. County Attorney (Legal Advisor)	1	
	Administrative Assistant	1	
	Call Center Operator		6
	(Transfer to Citizen Help Center and reclass)		

**2006 BUDGET  
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Police - Support (continued)	Custodian, Senior (Transfer from Police-Operations)	1	
	Deputy Chief of Police (Transfer to Police-Operations)		1
Police - Operations	Deputy Chief of Police (Transfer from Police-Support)	1	
	Custodian, Senior (Transfer to Police-Support)		1
Police - Code Enforcement	Code Enforcement Officer	4	
Planning - General	Deputy Director Administration (Transfer from Planning - STD Uninc.)	1	
	Administrative Assistant		1
	Planner Senior (Transfer to Planning - STD Uninc.)		2
Planning - STD Unincorporated	Deputy Director Administration (Transfer to Planning - General)		1
	Administrative Assistant	1	
	Planner Senior (Transfer from Planning - General)	2	
	Administrative Assistant (Transfer to Planning - Development)		1
Economic Development	Economic Development Coordinator Senior	1	
Library	Librarian Administrative	2	
	Webmaster, Library	1	
Citizen Help Center	Call Center Operator (Transfer from Police - Support and reclass)	6	
	Customer service positions to be determined	16	
	(Transfer from Departments TBD and reclass)		
Fire & Rescue - Fire	Fire Fighter I	15	
Parks and Recreation	Electrician	1	
	Plumber	1	
	Crew Worker Senior	1	
	Crew Worker (Transfer from Facilities Management)	1	
	Manager, Horse Farm	1	
	Stable Workers	3	

**2006 BUDGET  
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Recorder's Court	Court Administrator, Recorders Court (Transfer from Law Dept. and reclass)	1	
Development	Director of Planning and Development	1	
Planning-Development	Administrative Assistant (Transfer from Planning - STD Uninc.)	1	
Finance - Water & Sewer	Accounting Technician, Senior (Transfer from Finance-General Fund)	1	
Water & Sewer	Engineer	1	
	General Maintenance Worker	3	
Public Works - Sanitation	Landfill Equipment Operator	1	
	Crew Supervisor	1	
	Equipment Operator Senior	1	
Various Departments to be Determined	Customer service positions to be determined (Transfer to Citizen Help Center and reclass)		16
		Full Time	
		102	36
		Part Time	
		7	7
		<b>TOTAL</b>	<b>43</b>
		102	43

## GLOSSARY

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ACCRUAL BASIS	The countywide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.
ADOPTED BUDGET	The funds appropriated by the Board of Commissioners at the beginning of the year. This may or may not be the same as the Requested Budget and/or the CEO's Recommended budget. The stages of the budget are: (1) the departments' requests for the upcoming year, (2) the CEO's recommendation to the Board of Commissioners and (3) the approval or adoption of the budget by the Board.
AD VALOREM TAX	A tax based on the value of property.
APPRAISED VALUE	The estimated value of the amount a knowledgeable buyer would pay for the property and a willing seller would accept for a property at an arm's length, bona fide sale.
APPROPRIATION	An authorization made by the Board of Commissioners which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.
ASSESSED VALUATION	The value placed on property for purposes of taxation. DeKalb County assesses real and personal property at 40% of fair market value.
APPROVED BUDGET	See "ADOPTED BUDGET"
BANK SHARES TAX	Business license tax on depository financial institutions at the rate of 0.25 percent of gross receipts attributable to offices located within the jurisdiction.
BASIC BUDGET	The budget level required to maintain programs, service levels and activities at the same level as in the prior year.
BOND	A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt.
BUDGET	The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
BUDGET AMENDMENT	The transfer of funds from one appropriation account to another, requiring approval of either the Board of Commissioners, the C.E.O. or the Budget Officer depending on the nature of the transfer.
CAPITAL PROJECTS	Projects which result in the acquisition or construction of fixed assets of a local government. In DeKalb County, capital projects include any project in excess of \$25,000. Assets included are buildings and related improvements, streets and highways, bridges, sewers and parks.
CARRYOVER	See "FUND BALANCE CARRIED FORWARD".
CERTIFICATES OF PARTICIPATION (COPS)	Lease purchase transactions which are structured in a manner similar to a bond issue. The certificates are secured through lease payments made by the County (lessee) to the Association of County Commissioners of Georgia (lessor). The lease payments are subject to annual appropriation by the County. The certificates do not constitute a debt obligation of the County.
CIP	Capital Improvements Program, see "CAPITAL PROJECTS".

## GLOSSARY

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CONTINGENCY	Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account and can be transferred to a departmental budget only by action of the Board of Commissioners.
DEBT SERVICE FUND	The fund used to account for the accumulation of resources for, and the payment of, principal and interest on long-term debt, specifically Bond Issues.
DIGEST	See "TAX DIGEST".
ENCUMBRANCE	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
ENCUMBRANCE BALANCES CARRIED FORWARD	Beginning in 2005, prior year encumbrance balances are carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS creates an appropriation in the same account equal to the encumbrance balance and this appropriation is offset by the Fund Balance Forward – Encumbrance account as the funding source.
ENTERPRISE FUND	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
EXCISE TAX	A tax levied on the production, sale or consumption of products or services such as alcohol, hotel rooms and insurance premiums.
EXPENDITURE	The actual payments made by the County for goods or services, whether by check or by an interfund transfer of funds.
FREEPORT EXEMPTION	Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
FUND BALANCE CARRIED FORWARD	Funds on hand at year end resulting from collections of revenue in excess of anticipation's and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year.
GENERAL OBLIGATION BONDS	Those bonds issued to the benefit of the County as a whole, and thereby an obligation of a general nature applicable to countywide resources. Approval by referendum vote is required for general obligation bonds to be issued.
HOST	Homestead Option Sales Tax, a 1% sales tax with the revenue to be used, beginning in 1999, to offset residential property taxes by providing a current year homestead exemption equal to at least 80% of the proceeds from last year. Up to 20% of the amount of last year's revenue may also be used for capital outlay in the current year. The tax was levied beginning in July 1997. During the first eighteen months, these revenues could be used for any purpose. The Board of Commissioners made the decision to use these funds for capital outlay.
INTANGIBLE RECORDING TAX	Tax on a long-term note secured by real estate measured by the amount of the debt as evidenced in the security instrument at the rate of \$1.50 for each \$500 or fraction thereof of the face amount of the note secured by the security instrument.
INTANGIBLE TAX	Tax on money, collateral security loans, stocks, bond and debentures of

## GLOSSARY

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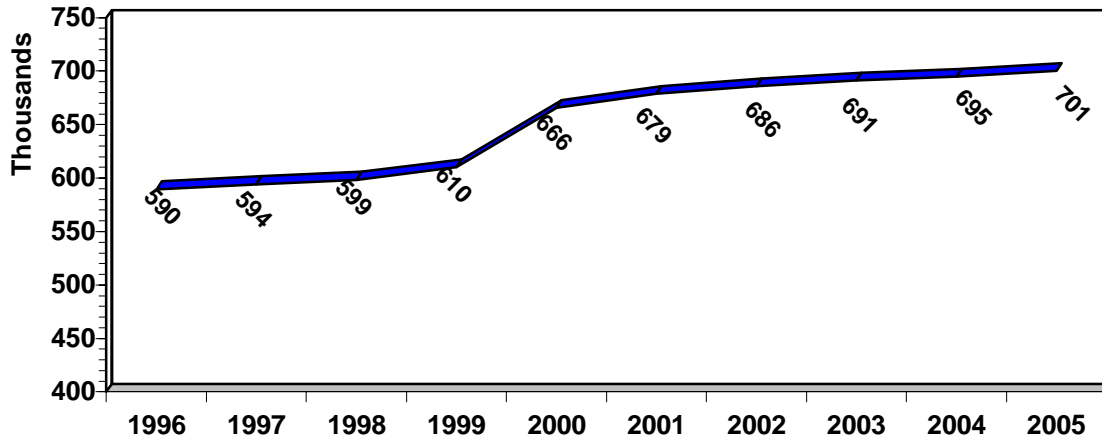
	corporations, accounts receivable and notes not representing credits secured by real estate, long and short term notes secured by real estate, and patents, copyrights, franchises, and all other classes and kinds of intangible personal property not otherwise enumerated.
INTERNAL SERVICE FUND	A fund established to provide support services to county departments and supported by charges to the user departments.
MILLAGE RATE	The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.
MODIFIED ACCRUAL BASIS	The governmental fund financial statements are reported using the current financial measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in the governmental funds.
MODIFIED CASH BASIS	For budgetary purposes a modified cash basis of accounting is reflected relative to the financial statements. Cash revenues, along with cash expenditures plus encumbrances treated as expenditures, are utilized for reporting and budgeting purposes.
MOTOR VEHICLE TAX	Taxes on vehicles designed primarily for use upon public roads at the assessment level and millage rate levied by the taxing authority on tangible property for the previous calendar year.
OPERATING BUDGET	Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personal services, office supplies, maintenance supplies, professional services, and rental fees.
PERSONAL PROPERTY	Tangible property other than land and buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats and airplanes.
REAL PROPERTY	Land and buildings.
RESERVE	An account used to indicate that a portion of funds has been restricted for a specific purpose. A reserve for contingencies is a budgetary reserve set aside for emergencies or unforeseen expenditure.
REVENUE BONDS	Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.
SINKING FUND	A reserve fund accumulated over a period of time for retirement of a debt.
SPECIAL REVENUE FUND	A fund in which the revenues are designated for use for specific purposes or activities.
SPECIAL TAX DISTRICT	A geographically established district in which taxes, fees and assessments are levied and expenditures are made for the provision of specific services. DeKalb County has four funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District-Designated Services, and Special Tax District-Unincorporated.

## GLOSSARY

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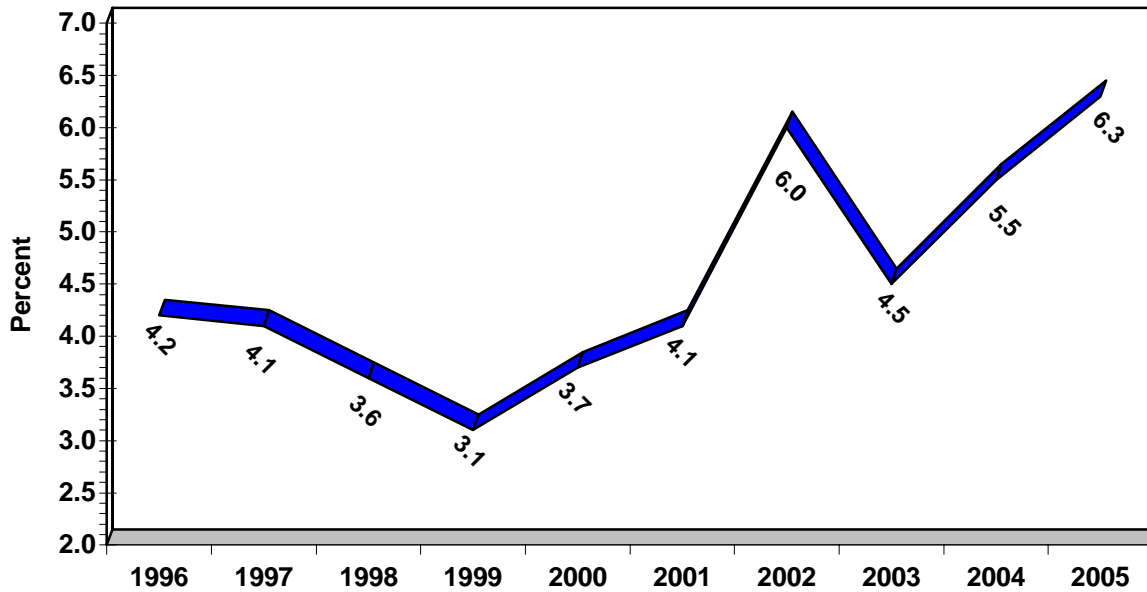
TAX ANTICIPATION NOTE	Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.
TAX DIGEST	Official list of all property owners, the assessed value of the property (40% of fair market value), and the tax due on their property.
TAX FUND	A fund which is supported wholly or in part by revenues derived from ad valorem tax revenues.
TAX RATE	See "MILLAGE RATE".

## DEKALB COUNTY POPULATION 1996 - 2005



Source: 2000 U.S. Census; Other Years - Atlanta Regional Commission Estimates

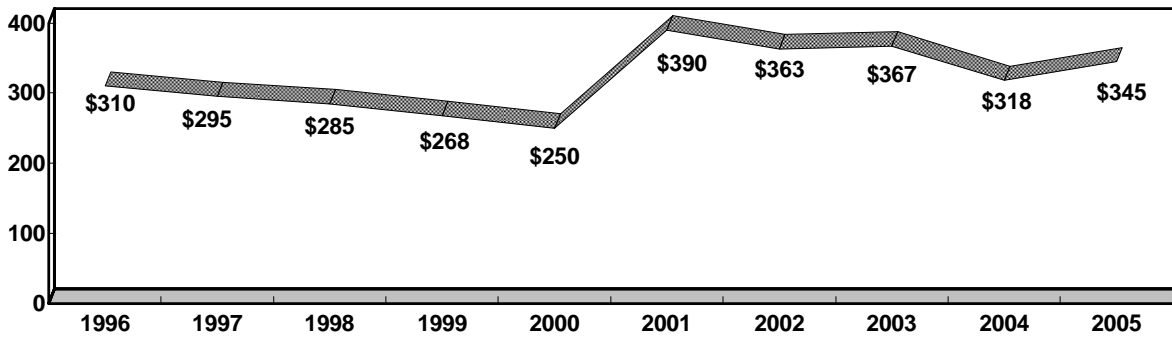
## DEKALB COUNTY UNEMPLOYMENT RATE 1996 - 2005



Source: U.S. Department of Labor

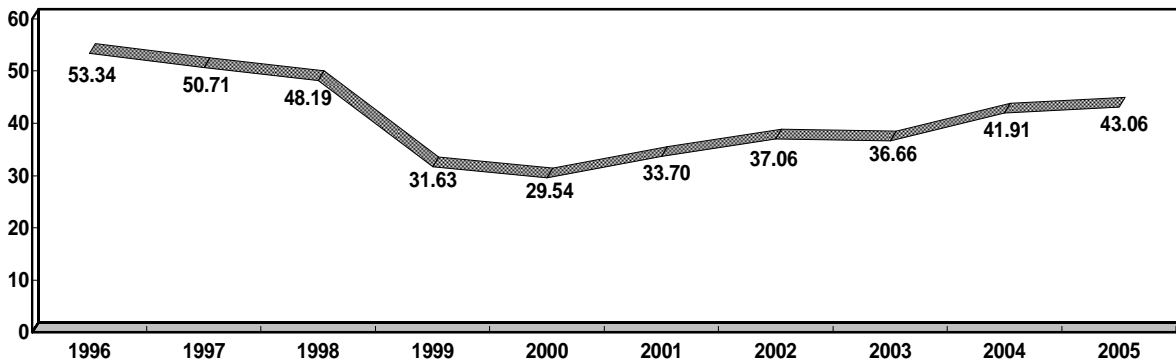


## NET BONDED DEBT PER CAPITA 1996 - 2005



There were four general obligation bond issues between 1986 and 1993. In 2001, voters approved a GO Bond issue to acquire land for parks and greenspace. In 2005, voters approved a GO Bond issue for transportation projects, parks, and libraries.

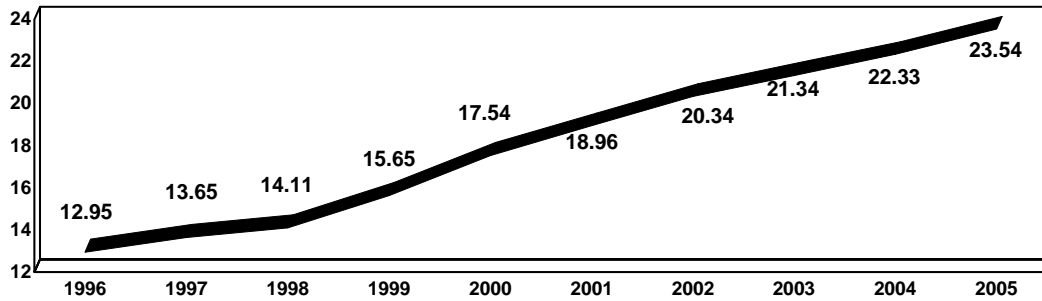
## PROPERTY TAX AS PERCENT OF TOTAL REVENUE 1996 - 2005



Includes current year real and personal and public utility taxes as a percent of current year revenue excluding fund balance brought forward.

The sharp decline in 1999 is due to the implementation of the HOST legislation. This law provides for a minimum homestead exemption based on 80% of the prior year's tax proceeds: in 1999, 2000, 2001 the exemption was 100%. The result was a significant decrease in property tax revenue. The amount rose in 2001 due to the issuance of a GO Bond issue for parks. The increase in 2002 was due to a decrease in the exemption to 86.5%; the increase in 2003 was due to a decrease in the exemption to 60.58%. The increase in 2004 was due to a decrease in the exemption to 59.07%. The increase in 2005 was due to a decrease in the exemption to 54.64%.

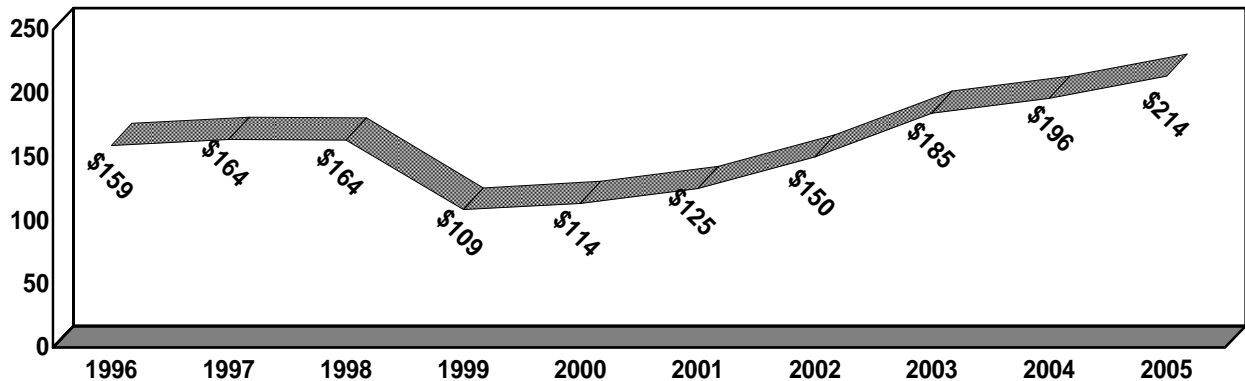
## ASSESSED VALUE OF TAXABLE PROPERTY



Includes Real and Personal Property, Motor Vehicles, Motor Homes and privately owned Public Utility values. Property is assessed in DeKalb County at 40% of estimated market value.

There have been re-evaluations of property in the past few years due to significant increases in the real estate market for both residential and commercial property.

## TAXES LEVIED - REAL AND PERSONAL PROPERTY



Values in Millions

TAX IMPOSED FOR:	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
(in thousands)										
GENERAL PURPOSE	\$79,374	\$86,574	\$72,239	\$43,828	\$65,870	\$44,444	\$74,393	\$102,320	\$103,863	\$112,450
SPECIAL TAX DISTRICT	24,229	24,660	31,182	25,124	13,943	30,288	25,130	29,291	30,762	31,373
HOSPITAL SERVICE	17,445	12,822	20,017	7,511	9,504	10,226	9,728	10,730	10,999	13,423
FIRE PROTECTION	23,733	25,098	26,620	17,906	9,940	17,961	19,963	21,469	26,556	30,704
DEBT SERVICE	14,430	14,732	13,492	14,242	14,319	22,508	21,035	20,806	24,041	25,775
<b>TOTAL</b>	<b>\$159,211</b>	<b>\$163,886</b>	<b>\$163,550</b>	<b>\$108,611</b>	<b>\$113,576</b>	<b>\$125,427</b>	<b>\$150,249</b>	<b>\$184,616</b>	<b>\$196,221</b>	<b>\$213,725</b>

The data in this chart shows the total amount of taxes "levied" or billed and not the amounts collected. For the total amount of property taxes collected, see the Tax Funds Summary of Revenues and Anticipations by Major Category and Tax Funds Revenue History – Property Taxes.

## TAX RATES ON REAL AND PERSONAL PROPERTY

TAX IMPOSED FOR:	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
<b>COUNTY GOVERNMENT</b>										
<b>General Purpose</b>	\$8.19	\$8.44	\$6.46	\$6.36	\$9.01	\$5.65	\$8.03	\$8.73	\$8.31	\$8.21
<b>Special Tax District- Designated Services: *</b>										
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76	2.89	2.05
Chamblee	0.95	0.97	0.96	1.64	1.51	1.74	1.42	1.12	1.17	0.83
Clarkston	1.98	2.01	2.00	3.40	3.14	3.62	2.94	2.33	2.44	1.73
Decatur	1.24	1.26	1.26	2.14	1.98	2.28	1.85	1.47	1.53	1.09
Doraville	1.32	1.34	1.33	2.27	2.09	2.41	1.96	1.56	1.62	1.15
Lithonia	2.05	2.08	2.07	3.53	3.26	3.75	3.05	2.42	2.53	1.79
Pine Lake	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76	2.89	2.05
Stone Mountain	1.76	1.78	1.78	3.02	2.79	3.21	2.62	2.07	2.17	1.54
Unincorporated	2.71	2.60	3.05	3.93	1.96	4.20	2.94	2.76	2.69	2.55
<b>Hospital Fund</b>	1.80	1.25	1.79	1.09	1.30	1.30	1.05	0.92	0.88	0.98
<b>Fire Protection</b>	2.60	2.60	2.54	2.73	1.44	2.43	2.31	1.99	2.30	2.43
<b>Sp Rev Tax Dist Dbt Svc Debt Service</b>	0.00 <u>1.33</u>	0.00 <u>1.29</u>	0.00 <u>1.09</u>	0.00 <u>1.07</u>	0.00 <u>0.97</u>	0.60 <u>0.85</u>	0.53 <u>0.72</u>	0.55 <u>0.63</u>	0.69 <u>0.61</u>	0.67 <u>0.64</u>
<b>TOTAL COUNTY TAX</b>	<b>\$16.63</b>	<b>\$16.18</b>	<b>\$14.93</b>	<b>\$15.18</b>	<b>\$14.68</b>	<b>\$15.03</b>	<b>\$15.58</b>	<b>\$15.58</b>	<b>\$15.48</b>	<b>\$15.48</b>
<b>BOARD OF EDUCATION</b>										
Operating	23.73	23.73	22.48	22.48	22.23	21.98	21.98	22.98	22.98	22.98
Debt Service ***	<u>0.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL SCHOOL TAX</b>	<b>\$24.63</b>	<b>\$23.73</b>	<b>\$22.48</b>	<b>\$22.48</b>	<b>\$22.23</b>	<b>\$21.98</b>	<b>\$21.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>
<b>STATE GOVERNMENT</b>										
	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>TOTAL UNINCORPORATED COUNTY TAX</b>										
	<b><u>\$41.51</u></b>	<b><u>\$40.16</u></b>	<b><u>\$37.66</u></b>	<b><u>\$37.91</u></b>	<b><u>\$37.16</u></b>	<b><u>\$37.26</u></b>	<b><u>\$37.81</u></b>	<b><u>\$38.81</u></b>	<b><u>\$38.71</u></b>	<b><u>\$38.71</u></b>

\* State law requires a different county millage rate for each municipality for certain designated services based on each municipality's use of that service. The total county millage rate shown above is for the unincorporated portion of the County which comprises over 86% of the total county digest.

\*\*\* In 1998 the School Board began collecting a 1% sales tax for capital purposes. Some of the proceeds of this tax are used to paydebt service.

## DEKALB COUNTY, GEORGIA

### PRINCIPAL TAXPAYERS FOR 2005

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
BellSouth Telecommunications	Utility	\$252,505	\$8,508
GA-Perimeter Mall LLC	Investment	\$152,588	\$5,943
Georgia Power Company	Utility	\$109,162	\$4,053
General Motors Corporation*	Industrial	\$99,205	\$3,757
Perimeter Mall Inc.	Retail	\$65,658	\$2,713
Post Apartment Homes LP	Developer	\$65,842	\$2,533
Hewlett Packard	Retail	\$55,678	\$2,046
Stone Mountain Industrial Park	Developer	\$44,220	\$1,814
Highwoods/Forsyth LTD	Developer	\$43,116	\$1,648
Atlanta Gas Light	Utility	\$39,558	\$1,516

### MAJOR EMPLOYERS FOR 2005

	<u>Number of Employees</u>
Emory University and Hospital	14,700
DeKalb County Board of Education	13,727
DeKalb County Government	7,400
U.S.Center for Disease Control	5,089
Internal Revenue Service	4,500
General Motors*	3,100
DeKalb Medical Center	3,000
Children's Health Care of Atlanta	2,100
Veteran's Administration Hospital	2,000

\* General Motors has announced plans to close its vehicle assembly plant located in the City of Doraville, DeKalb County, Georgia in 2008.



## The County

- Est. 1822 from parts of Henry, Gwinnett and Fayette counties
- Situated immediately east of the City of Atlanta
  - Today, small portion of corporate limits of Atlanta falls within DeKalb County
  - Other municipalities

Avondale Estates  
Doraville  
Chamblee  
Lithonia  
Clarkston  
Pine Lake  
Decatur (County Seat)  
Stone Mountain



- Land area of approximately 269 square miles
- County Services
  - Police, fire, EMS protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health, court services, highway construction and maintenance, building inspection, animal control, planning and land use



## The County *(continued)*

- Transportation

- Airport

- County owns and operates DeKalb-Peachtree Airport (600 acre general aviation facility)
    - Second busiest airport in Georgia



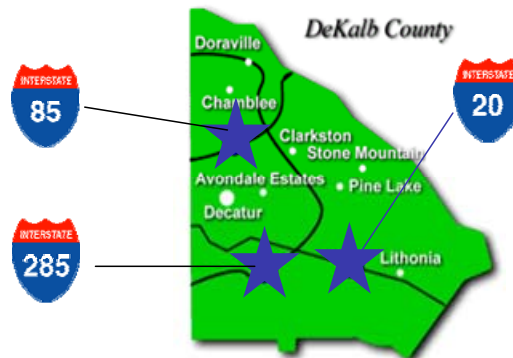
- Mass Transit--MARTA

- Bus/rail service throughout DeKalb and Fulton Counties
    - 10 rail stations in DeKalb County



- Highways/Freeways

- DeKalb is one of the few major counties with three major interstates (I-285, I-85 and I-20)
    - **Fact:** DeKalb County enjoys more miles of interstate than any other County in the State





## The County *(continued)*

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- Transportation *(continued)*
  - Other transportation modes within DeKalb County
    - Buslines
    - Railroads
- Education
  - Primary and Secondary
    - County boasts one of the largest public school systems in the State
      - 93,000+ students K-12
      - 82 elementary schools, 12 middle schools, 18 high schools
  - Higher Education
    - Atlanta MSA hosts some 36 colleges and universities offering approx. 350 programs of study to 100,000 students (e.g., law, medicine, pharmacy, fine arts)
    - **Colleges/Universities in DeKalb County:** Emory University, Oglethorpe University, Agnes Scott College, Columbia Theological Seminary, Perimeter College, and the Atlanta campus of Mercer University
    - **Technical Schools in DeKalb County:** DeVry Institute, DeKalb Technical Institute (largest technical school in State)





## The County *(continued)*

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- Medical Facilities and Public Healthcare Interests

- Extensive hospital, research and educational facilities in addition to qualified healthcare professionals have enabled DeKalb County to become one of the southeast's major medical centers



- DeKalb County Healthcare Interests

- Woodruff Health Science Center (Emory University)

- » School of Medicine
- » Nell Hodgson Woodruff School of Nursing
- » School of Public Health

- **National Headquarters:**

- U.S. Centers for Disease Control and Prevention
- American Cancer Society





**CHIEF EXECUTIVE OFFICER VERNON JONES'**  
**THE STATE OF THE COUNTY 2006 (ADDRESS)**

(edited)

I believe 2005 and 2006 will be remembered as a critical period in developing DeKalb County as the premier urban county in Georgia and indeed the nation.

In November 2005, the citizens of DeKalb County voted overwhelmingly to approve a \$230 million bond referendum to address critical needs in transportation, parks and greenspace and our library system. Today, I would like to focus on some of our accomplishments and challenges facing the county.

DeKalb County represents the "best deal in town" because we offer efficient and effective services at the lowest cost with the lowest property taxes for government services, the lowest water & sewer rates and the lowest sanitation rates in the "entire metropolitan area."

DeKalb County has invested over \$10 million in replacing our accounting system with a new "Financial Management Information System". We are currently installing a new state-of-the-art Hansen System to automate our inspection and permitting process.

One of my major initiatives has been to bring government "closer to the people."

This effort started with making available online the Board of Commissioners' agenda, as well as, the Planning Commission's agenda for easy public access. The latest advance includes making all DeKalb County property tax information, "both residential and commercial" available online.

This year, we will be conducting a pilot program to develop our "3-1-1" initiative. Our objective is to provide citizens with a single telephone number to call for non-emergency services.

Now, let's talk about what we've done to address capital projects in 2005 and as we move forward in 2006.

- The purchase and renovation of the 330 Ponce building for our Planning and Development Departments
- The purchase and renovation of the new "police and fire headquarters"
- As well as the purchase of the new "emergency vehicle maintenance facility"

Now, I would like to discuss economic development.

- The "Sembler Retail Center" is just one example of our "livable city initiative"
- A major concern is the longevity of the General Motors Doraville plant

However, we must plan for the worst. I created a task force of business professionals and community leaders to put together a re-development plan which includes, but will not be limited to, working with the community, and, state and local officials on the recommendations of re-development opportunities (if the GM Doraville plant is closed).

Now, let's talk about human services and the strides we've made. It is with great pride that I consider the opening of the "Lou Walker Multipurpose Senior Center" to be one of the most significant accomplishments of this administration.

**CHIEF EXECUTIVE OFFICER VERNON JONES'**  
**THE STATE OF THE COUNTY 2006 (ADDRESS)**

(edited)

Just last year, we initiated a number of new programs to address human services, including the creation of an innovative new drug court.

Our main priority is to "Move DeKalb County Forward". All of this proves that DeKalb County is a "premier destination", an "ideal home for thriving businesses", and the "land of opportunities."

This administration is an administration of solid, progressive accomplishments and could not have been without the Board of Commissioners, the people of DeKalb County who elected me, and the employees of DeKalb County.

We have a balanced budget, a surplus budget, and a triple-A credit rating.



## BOARD OF COMMISSIONERS OF DEKALB COUNTY THE LEGISLATIVE BRANCH

### MISSION STATEMENT

To improve the quality of life for the stakeholders of DeKalb County through governance, representation and accountability.

### VISION STATEMENT

With respect for the roles of the other two branches of government, the Board of Commissioners of DeKalb County, the legislative branch is committed to excellence in public service as a way for the people to participate in a responsive government. Excellence is defined by fulfillment of our mission through:

- Embracing and valuing the diversity of the community;
- Creating sound public policy;
- Providing independent oversight;
- Prioritizing and allocating resources;
- Collaborative problem solving.

### STATEMENT OF VALUES

**Commitment:** We strive to give our very best.

**Honesty:** We will be honest with each other and our stakeholders by communicating openly and professionally.

**Fairness:** We strive to ensure all sides have equal consideration.

**Integrity:** We adhere to ethical and professional values and behaviors, which include common courtesy, respect and trust.

**Stewardship:** We believe that accountability and fiscal responsibility are essential for public confidence in government.

**DeKalb County, Georgia**

- The county has the fourth-highest income indicators of the state's 159 counties.
  - The 4.1% average growth in income has contributed to a stable trend.
  - Per capita income levels are high at 121% of the state and 118% of the national averages.
  - Household income is 121.2% of the national averages.
  - The ongoing tax base growth, to a high per capita market value of \$83,857, is another measure of strong wealth levels.
  - Unemployment in the Atlanta MSA is trending downward; the county rate has increased slightly to 6.3% compared with the state's 5.3% average.
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**DEKALB  
COUNTY**  
*NEWS RELEASE*



**Board of Commissioners**

Elaine Boyer, District 1  
Gale Walldorff, District 2  
Larry L. Johnson, District 3  
Burrell Ellis, District 4  
Henry C. "Hank" Johnson, District 5  
Kathie Gannon, District 6  
Connie Stokes, District 7

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JANUARY 25, 2006

FOR IMMEDIATE RELEASE

CONTACT: Burke Brennan, Director of Communications 404-371-2438 Cell: 404-408-8031

**CREDIT RATINGS SAVE MILLIONS FOR DEKALB**  
*S&P JOINS MOODY IN GIVING DEKALB "AAA"*

**DECATUR** – The elusive "Aaa" is the highest and most coveted credit rating. Of the 3,033 counties in America, less than 50 can claim the honor once. This month, DeKalb County joins the top 1% of the best fiscally run counties by garnering the "triple-A" – *twice*.

Moody's first heralded DeKalb's fiscal stewardship in 2001, awarding the "Aaa" in DeKalb Chief Executive Officer Vernon Jones' first year in office. After voters approved three separate bond referenda in November 2005, \$230 million in bonds hit Wall Street this month, providing another opportunity for financial auditors to look at the books and rate DeKalb's credit worthiness.

This time, Standard and Poor's (S&P) joined Moody's as they elevated DeKalb's rating from AA+ to AAA, which is S&P's highest rating. With two of the nation's most trusted credit rating agencies awarding DeKalb top honors, the bonds were offered for sale through a competitive bid process.

The real benefit for DeKalb taxpayers is the credit rating, says CEO Jones. "It hasn't been easy to run a tight fiscal ship in lean economic times. But this is the payoff – the high credit rating means taxpayers pay less in debt service."

DeKalb Finance Director Mike Bell agrees. "The difference between the "AAA" and "AA+" is probably .02% or .025%. It's the difference between getting 10 competitive bidders as opposed to 6 or 7. The rating, in conjunction with favorable market conditions, also helps reduce the annual debt service payment."

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Department of Communications, The Manuel J. Maloof Center, 1300 Commerce Drive, Decatur, GA 30030  
[www.co.dekalb.ga.us](http://www.co.dekalb.ga.us)



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