ANNUAL BUDGET

2004

DEKALB COUNTY, GEORGIA

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Gale Walldorff, Deputy Presiding Officer	District 2
Larry Johnson	District 3
Burrell Ellis, Presiding Officer	District 4
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Executive Assistant to the Chief Executive
Officer and the Board of Commissioners

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Clerk to the Chief Executive Officer and
Board of Commissioners

DEKALB COUNTY, GEORGIA
ANNUAL BUDGET DOCUMENT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

DeKalb County

Georgia

For the Fiscal Year Beginning

January 1, 2003

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, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a 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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2004 ANNUAL BUDGET
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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 Goals

** An Organization Chart.

** The Budget Process and the 2004 Budget Calendar.

** Fiscal Policies of DeKalb County.

** The Chief Executive Officer's Budget Recommendations, the Chief Executive Officer's "State of the County" Address, the Administration's Accomplishments, 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 two 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.

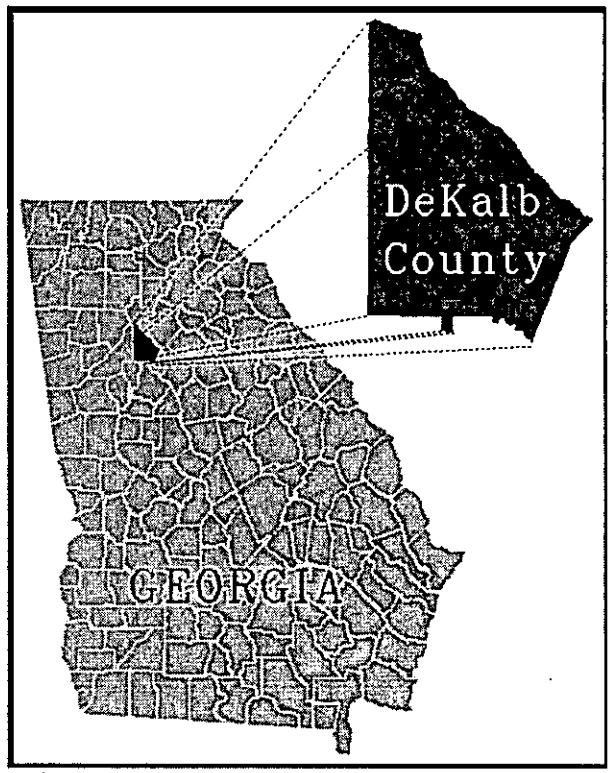
** Summaries of expenditures for the past two years and the current year budget by expenditure category and, where applicable, by program unit and an indication of the funding source for appropriations.

** 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, GEORGIA



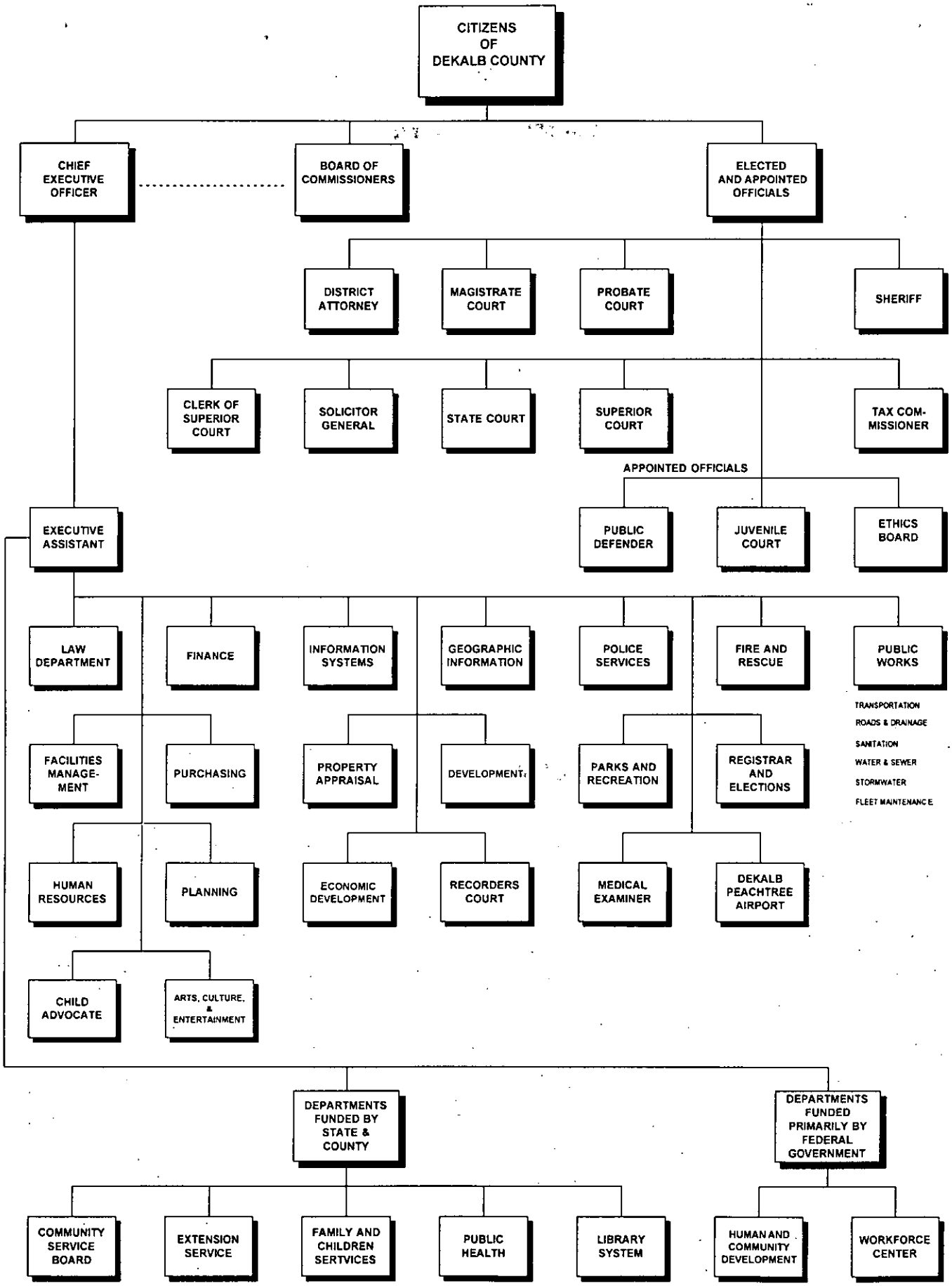
DeKalb County is situated immediately east of the city of Atlanta and encompasses within its borders a small portion of the corporate limits of Atlanta. DeKalb's population of 691,300 ranks second among Georgia's counties and is the most culturally diverse in the state, more than 64 languages are spoken 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 in the County: DeKalb County, Decatur, and Atlanta public schools. 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 county-wide and the seven commissioners are elected by districts. 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 which is the second busiest airport in the state. The County has 7,889 authorized positions, of which 7,209 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.


CITIZENS OF DEKALB COUNTY
CHIEF EXECUTIVE OFFICER
BOARD OF COMMISSIONERS
ELECTED AND APPOINTED OFFICIALS
DISTRICT ATTORNEY
MAGISTRATE COURT
PROBATE COURT
SHERIFF
CLERK OF SUPERIOR COURT
SOLICITOR GENERAL
STATE COURT
SUPERIOR COURT
TAX COM-MISSIONER
APPOINTED OFFICIALS
PUBLIC DEFENDER
JUVENILE COURT
ETHICS BOARD
EXECUTIVE ASSISTANT
LAW DEPARTMENT
FINANCE
INFORMATION SYSTEMS
GEOGRAPHIC INFORMATION
POLICE SERVICES
FIRE AND RESCUE
PUBLIC WORKS
TRANSPORTATION
ROADS & DRAINAGE
SANITATION
WATER & SEWER
STORMWATER
FLEET MAINTENANCE
FACILITIES MANAGE-MENT
PURCHASING
PROPERTY APPRAISAL
DEVELOPMENT
PARKS AND RECREATION
REGISTRAR AND ELECTIONS
HUMAN RESOURCES
PLANNING
ECONOMIC DEVELOPMENT
RECORDERS COURT
MEDICAL EXAMINER
DEKALB PEACHTREE AIRPORT
CHILD ADVOCATE
ARTS, CULTURE, & ENTERTAINMENT
DEPARTMENTS FUNDED BY STATE & COUNTY
DEPARTMENTS FUNDED PRIMARILY BY FEDERAL GOVERNMENT
COMMUNITY SERVICE BOARD
EXTENSION SERVICE
FAMILY AND CHILDREN SERTVICES
PUBLIC HEALTH
LIBRARY SYSTEM
HUMAN AND COMMUNITY DEVELOPMENT
WORKFORCE CENTER

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.

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.

Annual Budget Process

The Chief Executive Officer and Board of Commissioners meet annually at a budget retreat to discuss issues confronting the governing authority. This retreat has produced the Statements of Mission and Vision as well as formulating overall budgetary goals for the near term.

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 begins in August each year with the Chief Executive Officer's meeting with elected officials and department heads to establish priorities for the upcoming year. Budget requests are submitted in late September to the Budget and Grants Division of the Finance Department. This group analyzes and makes recommendations to the Chief Executive Officer who reviews them with elected officials and department heads.

The Chief Executive Officer submits the Recommended Budget to the Board of Commissioners in mid-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 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, which approves the budget in late January.

Even though the County's fiscal year is the calendar year, and the budget is not adopted until the end of January, 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.

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.

2004 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Detailed Training Sessions	Finance Staff	Aug.6 & 7, 2003 10:00 a.m.
Budget Kickoff Meeting	CEO and Finance	Aug. 11, 2003 2:00 p. m.
Submit Operating Budget Requests to Finance Department	Elected Officials and Department Heads	Sept. 19, 2003
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	Oct. 10, 2003
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	Nov. 6, 2003
CEO's Budget Review:	CEO, Executive Assistant, Finance Staff and Department Officials	Nov. 6, 2003 - Dec. 2, 2003
Submit CEO's Budget to Board of Commissioners	CEO	Dec. 3, 2003
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	Dec. 15, 2003
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 15, 2003 - Jan. 27, 2004
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 15, 2003 - Jan. 27, 2004
Public Hearings	CEO	Jan. 5, 2004 - Jan. 27, 2004
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 13, 2004 Jan. 27, 2004
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 5-27, 2004
Public Hearing and Operating Budget Adoption	Board of Commissioners	Jan. 27, 2004

2004 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Submit Capital Projects Request to Finance Department	Elected Officials and Department Heads	Sept. 2, 2003
Capital Projects Review Committee Recommendations to Finance Department	Capital Projects Budget Committee	Oct. 13, 2003
Review of CIP with Budget Review Committee	CEO, Budget Review Comm, Executive Assistant and Finance Staff	Nov. 6, 2003 - Dec. 2, 2003
Submit CEO's Budget to Board of Commissioners	CEO	Dec. 3, 2003
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 3, 2003 - Jan. 27, 2004
Public Hearings	CEO	Jan. 5, 2004 - Jan. 27, 2004
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 13, 2004 Jan. 27, 2004
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 5, 2004 - Jan. 27, 2004
Public Hearing and Adoption of Contributions to Capital Projects	Board of Commissioners	Jan. 27, 2004

FISCAL POLICIES OF DEKALB COUNTY

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.

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.

COLLECTION 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.

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.

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.

MEMORANDUM

Vernon Jones
Chief Executive Officer

MEMO TO: Members, Board of Commissioners

FROM: Vernon Jones, Chief Executive Officer

DATE: December 3, 2003

SUBJECT: **2004 Budget Recommendations**

In compliance with the Organization Act, enclosed is the Executive Budget recommendation for a balanced budget for FY 2004 for 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.

The financial resources available for the FY 2004 Budget have continued to be constrained as a result of the general slowing of the national economy although there are some recent (3rd Qtr.) signs of improvement at both the state and national levels. The recent recession has had a negative impact upon sales taxes collected in the County for the HOST program, which comprise about 17% of the total revenues in the Tax Funds. 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 2003 to 2004 at less than 1% while the 100% Homestead Exemption requirement is projected to increase by 7.3% 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
2000	87,658,299	65,708,062	79,395,624
2001	85,975,664	70,126,639	89,863,380
2002	82,342,584	68,780,531	98,951,486
2003 est.	81,750,000	65,200,000	108,732,638
2004 est.	82,300,000	65,400,000	116,646,969
2004 vs. 2003	0.67%	0.3%	7.3%

This Executive Budget recommendation continues a number of the budgetary initiatives developed in last year's budget submission. One of the most important of these is the continuation of the Process Improvement Initiative. During FY 2003 specific areas of concentration included:

> The full integration of the Fire and Rescue Departments into a single Fire & Rescue Department. The results include the substantial reduction in overtime in the Department, the elimination of NATS (No Ambulance To Send) occurrences and the reduction of response time. Overtime cost in 2001 in the Fire and Rescue operation totaled $1,446,088, $2,712,116 in 2002, $837,303 (estimated) in 2003 and is budgeted at $365,330 in 2004. An additional Process Improvement in process is the installation of vehicle locator units in Fire & Rescue Department vehicles to allow precise real-time tracking of equipment locations.
>
> The reorganization of the Information Systems Department to allow a clear delineation of project development and implementation and operational responsibilities. Included in this effort are a number of projects, including a major effort to standardize the County's various databases into a single system thereby allowing uniform transmission of data and to standardize a number of data elements that impact multiple systems such as the Master Street Address File.
>
> The on-going reorganization of the Purchasing Department in preparation for the implementation of the new automated Purchasing System being implemented during 2004.
>
> The creation and organization of the new Child Advocate Office to separate the responsibilities of representing children before the Juvenile Court System.

During FY 2003, 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 2003, the County's population is estimated to be 691,300.

The County committed over $20 million to rebuilding and replacing the required Information Systems technology to address the requirements for Y2K. By all measures, DeKalb County successfully addressed those needs. The FY 2004 Budget continues a commitment to technology improvement projects with almost $8.7 million being allocated in this area.

FY 2004 Budget Summary

- Departmental requests for the FY 2004 Tax Funds Budget identified $522,492,889 in Operating costs and $22,626,699 in Capital costs for a total 2004 budget request of $545,119,588. **In order to balance the budget, the recommendation for FY 2004 is $487,902,019.** This represents a reduction of approximately $57,217,569 from departmental requests. This also represents a decrease of 0.76% from the adjusted FY 2003 Budget.

- **The HOST Homestead Exemption has been included in the recommended Tax Funds Budget at the maximum 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. This provision contemplated that at least .1% of the HOST funds would be available for necessary capital expenditures. After three straight years of providing for a 100% Homestead Exemption (1999 thru 2001), and the FY 2002 and FY 2003 Tax Funds Budgets providing for an 86.8% and 60.58% Homestead Exemption, **respectively, the present recommended Executive Budget, using the legal maximum under the HOST Statute, provides for a Homestead Exemption of 70%.** The HOST program continues to be impacted by two financial trends:

    1. The projected flat growth rate of sales tax collections in FY 2004 as reflected in the table. Sales tax collections have decreased every year from 2000 ($87,658,299) through 2003 ($81,750,000 est.). The 2004 budget assumes a slight increase to $82,300,000, based on indications of increased vitality in the national and local economy.

    2. The substantial increase **(18,553 units)** in the number of new owner-occupied residences in the county over the last five 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.

- The affect of utilizing the legal maximum of 99.9% of the prior year's HOST receipts for Homestead Exemption tax relief is that in FY 2004, **the actual homestead exemption that a homeowner in DeKalb County will receive will be 70%.** In three out of the last five 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 tax, which amounts to $100.00 per $10,000.00 spent in DeKalb 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 FY 2004 Executive Budget recommendation is based upon a 1/10 reduction of a mill in relation to the FY 2003 millage rate. The 2004 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 2004 when the Board of Commissioners adopts the final millage rates for the FY 2004.

- Process Improvement Funds in the amount of $500,000 have again 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. In FY 2004 as in FY 2003, interdepartmental task groups drawn from existing employees, representing appropriate disciplines, have supplemented the professional services secured by this funding. The County intends to continually examine its operations to ensure the highest level of service to the citizens of DeKalb County.

- It is estimated that the Fund Balance at the close of business on December 31, 2003 in the County's Tax Funds will be $25.1 million. **Approximately $17 million constitutes the Budgetary Reserve, and the remainder ($8.1 million) is an operating reserve that is re-budgeted in the 2004 Budget.** The maintenance of an appropriate reserve is a critical factor in retaining the County's excellent credit rating (Aaa by Moody's, AA+ by Standard & Poor). This is an approximate $3 million increase in the 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 2003 in the area of hiring and overall personnel expense.

Additional Considerations of the 2004 Budget

- While a 70% Homestead Exemption is included in the 2004 Recommend Tax Funds Budget, this level of exemption requires the use of over 99.2% of the HOST Sales Tax receipts projected for year 2004. 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 $59.8 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 $9.2 million for capital projects. This amount is inclusive of $4.2 million cited above in the technology improvement area.

- Salary savings in the proposed 2004 budget are anticipated at the level of $10.1 million. This level of salary savings recognizes the high vacancy rate that currently exists in the Tax Funds Budget and assumes approximately 319 positions will remain vacant during 2004.

- The County successfully refunded a considerable portion of its outstanding indebtness to take advantage of the prevailing low interest rates and its superior credit rating. Issues refunded included General Obligation Debt, Water and Sewer Debt and Certificates of Participation. The County attained approximately $16.4 million in future value savings on the refunding of General Obligation Debt and approximately $11.2 million in future value savings on the refunding of its Water and Sewer Debt.

Special Considerations

In developing the recommendations for the 2004 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 2004 Budget may be summarized as follows:

- **2nd Year Funding for FMIS/APS:** This funding represents a continuation of the major process improvement to replace the County's current Financial Management Information System with a modern system that will be server-based and e-business capable. The new system will also include a new, automated Purchasing System that will replace the current manual system. This will offer substantial improvements in both efficiency and effectiveness in the procurement area and will allow sufficient monetary savings by increasing the competitiveness of the County's bidding process.

- **Funding to Implement Hansen System in Development Department**: This project will provide for the installation of a modern system to track and schedule the issuance of permits and scheduling of building code inspections. It will also be integrated with the County's on-going development of a comprehensive Geophysical Information System (GIS). This effort is funded from the Development Fund financed by fees charged for development permits.

- **Funding to renovate 330 W. Ponce de Leon Building:** This funding will provide for the renovation of space for the Parks, Development, Business Licensing, GIS Departments and their relocation from the Maloof Building. Funding is being provided through Certificates of Participation.

- **Funding for Phase III of I-Net Project:** This funding is for the extension of the County's fiber optics network to the remaining County facilities. Under the County cable contract, the franchisee installed fiber optics cable to County facilities. The County had the responsibility to actually connect the facilities and to "light up" the cable. The I-Net Project has successfully completed two phases of this linkage with outstanding results. The completion of the project will result in substantial savings to the County in reducing the cost associated with leasing T2 telephone lines to transmit data between County facilities; that transmission will now take place over the I-Net.

- **Full Year Funding for Office of Arts, Culture and Entertainment:** The Office was established in the 2003 Budget and is now operational. The Office serves as the County's focal point to enhance and coordinate efforts to promote and expand the County's efforts on Arts and Cultural affairs.

- In **Public Safety area, funding for 30 E-911 operators**: This additional staffing is part of the on-going process improvement efforts to provide an effective and efficient 911 operation. The additional operators will be funded through the charge placed on telephone bills. The charge is projected to remain at the current level for 2004.

- **1st Year of Storm Water Utility Charges on Tax Bill and funding for County owed fees:** This fee, levied by the Board of Commissioners in 2002, for implementation in 2003, was delayed for one year by Board action. The revenue generated by the fee will be captured in a Revenue Fund and the proceeds may only be utilized to address the County's storm water drainage issues. Because the fee also applies to County facilities, interdepartmental appropriations to cover such charges are required in 2004.

- **Funding for Police Officer Positions:** The 2004 Budget contains funding to absorb the costs associated with the creation of an additional 50 police officer positions. These positions were previously funded by federal grants. The absorption of these costs, estimated at approximately $1,479,000 (for 9 months), is necessary to avoid a reduction in the number of officers in the field.

- **Funding for the renovation of the existing Courthouse:** As a part of the completion of the new Judicial Complex, the existing courthouse must be renovated to bring the facility up to current code specifications. Funding through Certificates of Participation is included in the 2004 Budget.

- **Funding for a feasibility study for the implementation of a 311 (Non-Emergency) System for the County is also included in the 2004 Budget:** 311 Systems are designed to reduce the number of calls received by 911 (Emergency) Systems and to provide a comprehensive method to process informational calls to local governments. They also provide a process to record, forward and track requests for service and complaints from citizens and constituents concerning County services.

- **Additional technology initiatives in the Public Safety area:** Funding has been included in the 2004 Budget to provide for technology initiatives in the County's Recorder's Court and to develop a strategy for the comprehensive review of the County's Criminal Justice Information System. Proposals are currently being sought for the implementation of an imaging system for the Recorder's Court to efficiently enter the data from traffic citations. This initiative has the potential to speed the flow of revenue from that source. The County's current Criminal Justice

Information System (CJIS) currently operates as a series of independent systems. Improvements in the information flow and the standardization of data has the potential to drastically increase the effectiveness and efficiency of the overall system.

- **Technology improvements in the GIS, Tax Assessor and Tax Commissioner areas:** The County is currently testing significant improvements in this area to include the ability for citizens to view tax plats and tax assessments on-line through the internet.

It is also important to consider issues that are not addressed in the recommended 2004 Budget. These issues include the following:

- Additional funding for Transportation and Traffic Projects: The major infrastructure problem facing the County continues to be transportation and traffic issues. While the major program to address these issues funded by the $16.4 million allocation from HOST in 2003 has made excellent progress in addressing specific needs in terms of high priority sidewalks, traffic signalization and intersection improvements, additional funding must be identified in the future to continue to address transportation issues.

- Task Force on Seniors Tax Relief: The Administration intends to work with the Local Legislative Delegation in the 2004 Session of the Georgia General Assembly to address the issue of property tax relief for senior citizens. This will require coordination with the DeKalb School Board because of their preponderance in the tax burden and their substantial reliance on property taxes.

- 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 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 60% of the County's tax digest is represented by residential values. This reflects the substantial growth in the number of housing units constructed over the last several 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 have 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.

The impact of the adoption of the Storm Water Utility Fee. Upon adoption, the initial phase of implementation will be the development of a comprehensive master plan that will address the scope and priorities of the program and commence the field work necessary to determine the appropriate charges for commercial entities in the County. It is anticipated that the fee will be assessed in the 2004 tax billing cycle. It is assumed that necessary funding for further implementation expenses will be reimbursed from future utility revenue.

The possible cost associated with funding additional positions in the Sheriff's Department once the staffing study, presently underway, is complete.

Other assumptions impacting the Budget include the following:

The funding level for the Jail Medical Contract will remain consistent with the multi-year contract with Correctional Medical Services.

During 2004, the Administration will maintain the same high level of control over the filling of vacant positions as in 2003 and further managerial controls will be installed to further strengthen control of 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.

The funding level for support of Grady Hospital remains consistent with the 2003 funding level. This assumption is based on the agreement to allow Grady to retain the savings associated with the refunding of its outstanding debt.

This Executive Budget recommendation also **continues** a major revision of the County's policy on annual salary adjustments. As in 2003, such salary adjustments will be linked to a cost-of-living adjustment based on the consumer price index, with provision being made to reward superior employee performance.

Personnel Changes Proposed for the FY 2004 Budget

The recommended budget includes a net addition of 62 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	**54**	**-1**			**-20**
Public Works	**-6**		**9**	**7**	**21**
Administrative	**-60**			**59**	**-1**
Total	**-12**	**-1**	**9**	**66**	**0**

***Special Tax Districts**

As outlined in the table below, of the 62 positions recommended, 33 are in the area of Public Safety, 31 are in Public Works (with 9 in the Sanitation Fund and 7 in the Water Sewer Fund) and -2 are in the Administrative area. Fifty-nine Finance Revenue Collection positions are being transferred from the General Fund to the Water & Sewer Fund.

Functional Area	Positions	Number	Funding Source
Public Safety			
Police - Support	Communication Operator	30	E-911 Fund
	Administrative Transfers	10	General Fund
Police - Operations	Police Officer - Grant Funded	50	STD Fund
	Office Assistant	2	STD Fund
	Administrative Transfers	-9	STD Fund
	County Attorney Senior	-1	STD Fund
Police - Grants	Police Officer - Grant Funded	-50	Grants
Fire - Fire Fund	Evidence Property Technician	-2	Fire
	Microsystems Specialist	1	Fire
State Court	Interpreter Full Time	2	General Fund
	Interpreter Part Time	-2	General Fund
District Attorney	Hispanic Outreach Investigator	1	General Fund
Medical Examiner	Forensic Investigator	1	General Fund
	Total	**33**	

Public Works			
PW-Transportation	Construction Inspector III	-6	STD Fund
PW-Roads & Drainage	Financial Management Analyst	1	Stormwater
	GIS Specialist	1	Stormwater
	Accountant	1	Stormwater
	Administrative Assistant	1	Stormwater
	General Foreman	1	Stormwater
	Construction Inspector	3	Stormwater
	Crew Supervisor	1	Stormwater
	Equipment Operator	8	Stormwater
	Stockworker	1	Stormwater
PW-Water & Sewer	Data Base Administrator	1	Water & Sewer
	Construction Inspector III	6	Water & Sewer
PW-Sanitation	Administrative Clerk	1	Sanitation
	Roll Off Operator	2	Sanitation
	Sanitation Driver Foreman	2	Sanitation
	Refuse Collector	4	Sanitation
PW-Fleet Maintenance	Heavy Eq. & Truck Mechanic	3	Veh Maint
	Total	**31**	
Administrative			
Law	County Attorney Senior	1	General Fund
	County Attorney I	1	General Fund
Purchasing	County Attorney I	-1	General Fund
Facilities Management	Maintenance Coordinators	-4	General Fund
	Parks Maint. Supervisors	-3	General Fund
	Graphic Design Technician	-1	General Fund
	Crew Worker	-1	General Fund
	Painter	-1	General Fund
	Painter, Senior	-6	General Fund
	Parks Manager	-1	General Fund
	Engineering Technician, Sr.	-1	General Fund
	Const./Ren. Superintendent	-1	General Fund
	Contract Service Inspector	-1	General Fund
	Custodian, Senior	-2	General Fund
	Carpenter, Senior	-3	General Fund
	Equipment Operator, Senior	-1	General Fund
	Painting Supervisor	1	General Fund
	Electrical Supervisor	1	General Fund
	Swimming Pool Maint. Mech.	1	General Fund
	Project Manager	2	General Fund
Finance - General	Auditor	1	General Fund

	Transfer Rev. Coll. Positions	-59	General Fund
Finance - W & S	Transfer Rev. Coll. Positions	59	Water & Sewer
Information Systems	Technical Support Analyst	1	General Fund
Planning-General	Admin. Operations Supervisor	1	General Fund
Planning-Development	Engineering Review Officer	-1	Development
Park & Recreation	Dep. Dir.-Strat. Mgt. & Dev.	-1	STD Fund
	Director, ACE	-1	STD Fund
	Administrative Assistant	-1	STD Fund
	Program Manager	-1	STD Fund
	Special Events Coordinator	-1	STD Fund
	Crew Worker (Temporary)	17	STD Fund
Arts, Culture & Ent.	Director, ACE	1	STD Fund
	Administrative Assistant	1	STD Fund
	Program Manager	1	STD Fund
	Special Events Coordinator	1	STD Fund
	Total	**-2**	
	Grand Total	**62**	

Summary

The FY 2004 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 2003. 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 2004, 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.

Vernon Jones
Chief Executive Officer

CEO VERNON JONES
STATE OF THE COUNTY 2004

GOOD MORNING, LADIES AND GENTLEMEN, DISTINGUISHED GUESTS AND MY FELLOW CITIZENS.

IT IS MY DELIGHT TO STAND HERE BEFORE YOU THIS MORNING, AND SHARE WITH EACH OF YOU THE VERY BEST ABOUT THIS GREAT COUNTY.

I AM HERE TO DECLARE THAT THE STATE OF THIS COUNTY IS GOOD.... AS A MATTER OF FACT, IT'S VERY GOOD. IT'S EXCELLENT. AND YOU'LL HEAR WHY IN A FEW MINUTES.

BUT FIRST, LET ME ACKNOWLEDGE SOME OF OUR COUNTY LEADERS.

I AM ESPECIALLY PROUD TO BE JOINED TODAY BY MEMBERS OF THE DEKALB COUNTY BOARD OF COMMISSIONERS, CONSTITUTIONAL OFFICERS AND THE JUDICIAL BRANCH OF DEKALB COUNTY GOVERNMENT, HOUSE AND SENATE MEMBERS OF THE GEORGIA GENERAL ASSEMBLY, MAYORS, COUNCILPERSONS, OTHER ELECTED AND APPOINTED OFFICIALS...AND MEMBERS OF THE CEO'S EXECUTIVE TEAM.

IT IS YOUR MOMENTUM THAT MOVES THIS GOVERNMENT FORWARD. THANK YOU ON BEHALF OF EACH OF US, WHO LIVE, WORK AND SIMPLY ENJOY BEING IN DEKALB COUNTY.

I'D ALSO LIKE TO ACKNOWLEDGE SOME VERY IMPORTANT PEOPLE. ONE IS MOVING OVER AND ONE IS MOVING IN....

THE MAN WHO SERVED THE DORAVILLE COMMUNITY FOR MANY YEARS AND LEFT DORAVILLE IN BETTER SHAPE THAN HE FOUND IT - GENE LIVELY...WE APPRECIATE YOUR MANY YEARS OF SERVICE, AND WE LOOK FORWARD TO WORKING WITH DORAVILLE'S NEW MAYOR RAY JENKINS.

ANOTHER YOUNG MAN HAS HEARD THE CALL OF PUBLIC SERVICE IN LITHONIA, DARRELL HONOREE. LITHONIA WAS WELL SERVED BY THE STEWARDSHIP OF MAYOR MARCIA GLENN, AND I'M SURE THERE ARE EVEN BETTER DAYS AHEAD WITH MAYOR HONOREE AT THE HELM.

MR. MAYOR, WE CONGRATULATE YOU AND SALUTE YOU.

I WOULD ALSO LIKE TO TAKE A MOMENT TO PAY A SPECIAL TRIBUTE TO

ANOTHER OUTSTANDING PUBLIC SERVANT.

A MAN WHO LED DEKALB COUNTY THROUGH A TIME OF SOCIAL AND ORGANIZATIONAL TRANSITION AND WHO DESERVES A GREAT DEAL OF CREDIT FOR MAKING OUR GREAT COUNTY WHAT IT IS TODAY... MANUEL MALOOF, A GREAT AMERICAN.

MANUEL, I KNOW THAT YOU ARE WATCHING TODAY, SO I WANT TO LET YOU KNOW THAT THE PEOPLE OF DEKALB COUNTY APPRECIATE YOUR LEADERSHIP AND YOUR CONTRIBUTION TO MOVING US FORWARD.

MANUEL WAS CHAIRMAN OF THE COUNTY COMMISSION FOR FOUR YEARS BEFORE HE BECAME THE FIRST ELECTED CHIEF EXECUTIVE OFFICER OF THIS COUNTY, A POSITION HE HELD FOR EIGHT YEARS.

YOU KNOW I CAN CERTAINLY APPRECIATE HIS STAMINA, BECAUSE ALTHOUGH IT SEEMS LIKE YESTERDAY, IT WAS THREE YEARS AGO THAT I STOOD BEFORE YOU, JUST A FEW WEEKS INTO MY FIRST TERM AS CEO, TO SHARE MY SENSE OF THE STATE OF OUR COUNTY, THE CHALLENGES WE FACED AND MY VISION FOR OUR FUTURE.

THAT MORNING, EVEN AS WE MOURNED THE TRAGIC LOSS OF SHERIFF-ELECT DERWIN BROWN, WE SHARED A POSITIVE AND HOPEFUL VIEW OF OUR FUTURE AS A COUNTY AND A NATION. NO ONE COULD HAVE FORESEEN, THAT IN A FEW, BRIEF, TRAGIC MOMENTS ON A CLEAR SEPTEMBER MORNING, OUR LIVES WOULD CHANGE FOREVER.

ON THIS 14TH DAY INTO 2004, WE PAUSE TO SALUTE THE GREAT AMERICANS WHO ARE ENGAGED IN THE IRAQ AND AFGHANISTAN CONFLICTS HALF A WORLD AWAY. WE ARE HUMBLED BY THEIR SACRIFICES THAT THEY AND THEIR FAMILIES ARE MAKING TO ENSURE THAT WE ALL REMAIN FREE ...

I'M PROUD TO SAY DEKALB COUNTY IS REPRESENTED ON THE BATTLEFIELDS. ALTHOUGH OUR HERO'S PRESENCE IN THESE WARS HAS AT TIMES BEEN MARRED WITH THE ULTIMATE SACRIFICE, THESE GREAT AMERICANS ARE STEADFAST IN THEIR COMMITMENT TO DEFEND OUR FREEDOMS. MORE THAN 50 DEKALB COUNTY EMPLOYEES HAVE BEEN CALLED TO SERVE OUR COUNTRY.

I WOULD BE REMISS IF I FAILED TO MENTION A HERO WHO SERVED AND DIED FIGHTING FOR OUR COUNTRY. OF COURSE, I AM TALKING ABOUT ARMY SPECIALIST JAMAAL ADDISON.

WE BEGAN IN 2001 WITH SUCH PROMISE, YET WERE MET HEAD-ON WITH BROKEN DREAMS AND BROKEN HEARTS.

THE TRAGIC DEATH OF SHERIFF-ELECT DERWIN BROWN AND THE UNYIELDING RECESSION THAT FOLLOWED SEPTEMBER 11th, SET IN MOTION A SERIES OF ROCKY WATERS THROUGH WHICH THIS ADMINISTRATION SUCCESSFULLY NAVIGATED.

OFTEN I WAS REMINDED OF REV. ROBERT SCHULER'S FAVORITE SAYING, "TOUGH TIMES DON'T LAST ... TOUGH PEOPLE DO."

OUR METTLE WAS TESTED AS WE GIRDED OURSELVES FOR A BATTLE AGAINST INCREDIBLE ODDS THAT ULTIMATELY DELIVERED MORE THAN 60 NEW INITIATIVES DURING 2001 AND 2002.

I WILL NOT GO OVER EACH AND EVERY ONE, BUT LET ME HIGHLIGHT JUST A FEW OF OUR ACCOMPLISHMENTS.

WE PASSED A $125-MILLION PARKS AND GREENSPACE BOND REFERENDUM.

- WE IMPROVED RESIDENTIAL BUILDING STANDARDS.
- WE ADOPTED THE FIRST COMPREHENSIVE CONFLICT OF INTEREST LEGISLATION FOR COUNTY EMPLOYEES.
- WE CREATED THE COUNTY'S FIRST ECONOMIC DEVELOPMENT DEPARTMENT.
- WE ALSO CREATED A NIGHT COURT IN THE RECORDER'S COURT.
- WE CREATED THE FIRST COUNTY OFFICE OF HOMELAND SECURITY.
- WE ACQUIRED MORE THAN ONE- THOUSAND ACRES FOR THE ARABIA MOUNTAIN NATURE PRESERVE.
- WE ESTABLISHED THE COUNTY'S FIRST VETERAN'S AFFAIRS COMMISSION AND INITIATED AN ANNUAL VETERAN'S DAY CEREMONY.

I WANT TO THANK TIM JONES FOR HIS LEADERSHIP IN THIS AREA.

- AND FINALLY,WE MADE CUSTOMER SERVICE TRAINING MANDATORY FOR ALL COUNTY EMPLOYEES, THEREFORE PROVIDING YOU, (OUR CUSTOMERS), WITH QUALITY SERVICE.

ALTHOUGH THE ROAD WAS ROUGH, AND THE GOING WAS TOUGH, DURING OUR FIRST TWO YEARS, WE CONTINUED TO PRESS FORWARD TO REACH A NEW GOAL IN 2003.

LET ME GIVE YOU A FEW EXAMPLES:

- THANKS TO THE STRONG COALITION OF OUR SENIOR CITIZENS AND GOVERNMENT OFFICIALS, WE ARE NOW MAKING STRIDES TOWARD BUILDING DEKALB'S FIRST COMPREHENSIVE SENIOR CITIZEN FACILITY.

THIS $10 MILLION, STATE OF THE ART COMPLEX WILL BE THE ENVY OF THE ENTIRE STATE.

THE GROUNDBREAKING CEREMONY IS SCHEDULED LATER THIS SPRING. AND WE HOPE YOU WILL JOIN US. WE COULD NOT HAVE DONE IT WITHOUT OUR NEW OFFICE OF SENIOR SERVICES ...

DEKALB COUNTY IS NOW RESPONSIBLE FOR COORDINATING SENIOR SERVICES FOR SOME OF OUR MOST VALUABLE CITIZENS.

WE DIDN'T STOP THERE.

- THIS ADMINISTRATION SUPPORTED THE CLEAN-UP OF OUTDATED CODE ENFORCEMENT LEGISLATION. TOGETHER, WITH THE SOUTH DEKALB NEIGHBORHOOD COALITION, LED BY GIL TURMAN, WE ARE ON OUR WAY TO HAVING THE BEST-LOOKING COUNTY IN THIS REGION...MAYBE EVEN IN THE ENTIRE STATE.

I WANT TO SEND A MESSAGE TO POTENTIAL VIOLATORS, OUR CODES WILL BE ENFORCED.

WE DIDN'T STOP THERE.

- WE'VE SOUNDED THE SIREN ON A NEW WAY OF POLICING BY ADDING MORE BEAT PATROLS, A NEW PARK PATROL, A NEW POLICE PRECINCT IN TUCKER AND WE'RE IN THE PROCESS OF ADDING ANOTHER POLICE PRECINCT IN THE DRUID HILLS COMMUNITY. WE'VE GONE FROM MORE THAN 800 OFFICERS TO MORE THAN 11-HUNDRED SWORN POLICE OFFICERS NOW WORKING IN DEKALB COUNTY.

WE DIDN'T STOP THERE.

- THE MERGER OF FIRE AND RESCUE SERVICES HAS IMPROVED OUR

RESPONSE TIMES DROPPING AN AVERAGE CALL FROM 9 MINUTES TO ABOUT 5 MINUTES. NO LONGER ARE EMERGENCY CALLS GOING UNATTENDED. WE'VE GONE FROM 80 TIMES PER MONTH WHEN THERE WAS NO AMBULANCE AVAILABLE TO ZERO.

BUT, WE DIDN'T STOP THERE.

- WE CONTINUED THE CHARGE TO PUT OUR CHILDREN FIRST. LAST YEAR WAS MARKED BY THE TRAGIC DEATH OF LITTLE 2-YEAR-OLD KYSHAWN PUNTER. THE DEATH OF THAT SMALL CHILD CAUSED GIANT CHANGES IN CHILD WELFARE POLICIES. BUT DEKALB COUNTY WAS ALREADY MAKING MOVES TO CREATE THE FIRST INDEPENDENT OFFICE OF CHILD ADVOCACY IN THE ENTIRE SOUTHEAST. NOW WE HAVE FIVE ATTORNEYS AND SEVERAL INVESTIGATORS WHO ARE LOOKING AFTER THE NEEDS OF OUR CHILDREN.

IN ADDITION TO THAT, WE'RE GRATEFUL TO HAVE A FINE JUDGE IN CHIEF JUDGE GREGORY ADAMS LEADING THE CHARGE IN JUVENILE COURT. WITH HIS LEADERSHIP AND SUPPORT, A NEW JUVENILE COURT FACILITY IS UNDER DESIGN.

WE DIDN'T STOP THERE.

- WE FINISHED THE NEW COURTHOUSE AND ARE COMPLETING RENOVATIONS ON THE EXISTING ONE. CHIEF SUPERIOR COURT JUDGE LINDA HUNTER AND I EXPECT TO OFFICIALLY DEDICATE THE NEW COURTHOUSE THIS SPRING.

WE DIDN'T STOP THERE.

- AND WITH OUR NEW OFFICE OF ARTS, CULTURE AND ENTERTAINMENT, EVERYONE IS FINDING OUT JUST HOW MUCH FUN IT IS TO BE IN DEKALB COUNTY. ONE OF OUR FIRST SUCCESSES WAS THE 2003 BLUES AND JAZZ FESTIVAL. I KNOW SOME OF YOU WERE THERE AT PANTHERSVILLE STADIUM TO HEAR ME AND THOSE "OTHER" HEADLINERS BRING SOME DOWN HOME BLUES. MORE THAN 20- THOUSAND PEOPLE WERE IN ATTENDANCE AT THAT EVENT.

WE DIDN'T STOP THERE.

- LAST YEAR, WE SET A DISTINCTIVE PATH WITH THE BUILDING OF NEW SIDEWALKS THROUGHOUT THE COUNTY. APPROXIMATELY 22 MILES OF NEW SIDEWALKS WERE COMPLETED.

- WE ALSO RESURFACED 76 MILES OF STREETS, AND WE IMPROVED MORE THAN 16 INTERSECTIONS THAT WERE CHOKED WITH GRIDLOCK LIKE RAYS ROAD AT MAXEY HILL AND MALL PARKWAY AT KLONDIKE.

- AS PART OF THE COUNTY'S INITIATIVE TO REPAIR POTHOLES WITHIN 24 HOURS, NEARLY 12-HUNDRED POTHOLE JOBS WERE COMPLETED IN 2003. KEEP IN MIND, THAT EACH OF THOSE JOBS CAN INVOLVE UP TO 20 INDIVIDUAL POTHOLES.

WE DIDN'T STOP THERE.

- WE ALSO REHABILITATED OVER 100 MILES OF SEWER LINES. THIS WAS ACCOMPLISHED WHILE MAINTAINING THE LOWEST WATER/SEWER RATES IN THE METROPOLITAN AREA. DEKALB'S WATER/SEWER SYSTEM IS ONE OF THE BEST IN THE STATE.

- OVER THE LAST THREE YEARS, DEKALB HAS ALSO AWARDED CONTRACTS TO DOUBLE THE SIZE OF THE COUNTY'S RESERVOIR TO 1 - BILLION GALLONS STORAGE CAPACITY. WE ALSO CONSTRUCTED A NEW $150- MILLION FILTER PLANT, AND FUNDED A NEW $60 MILLION DOLLAR SEWAGE TRANSMISSION LINE.

IN DEKALB COUNTY, YOU CAN DRINK YOUR WATER AND FLUSH YOUR TOILETS.

WE DIDN'T STOP THERE.

- OUR NEW HANSON INSPECTION AND PERMITTING SYSTEM THAT ALLOWS THE COUNTY TO IMPROVE SERVICE DELIVERY FOR DEVELOPMENTS. FOR THE CUSTOMER, IT MEANS BETTER INFORMATION IN LESS TIME, IMPROVED CUSTOMER SERVICE AND CUSTOMER SATISFACTION. AND FOR THE COUNTY, IT MAKES US MORE EFFICIENT, WITH BETTER CONSISTANCY AND ACCOUNTABILITY.

WE DIDN'T STOP THERE.

- ANOTHER PROCESS IMPROVEMENT INITIATIVE IS OUR FINANCIAL MANAGEMENT AND AUTOMATED PURCHASING SYSTEM. THE IMPLEMENTATION OF THIS SYSTEM IS SCHEDULED TO BE COMPLETED BY MAY OF THIS YEAR, FREEING US FROM OUR 22 YEAR OLD MAINFRAME COMPUTER.

- OUR NEW ORACLE SYSTEM IS TRULY AN INTEGRATED SOLUTION THAT IS PAPERLESS, STREAMLINED AND HAS THE ADVANTAGES OF

AUTOMATED WORKFLOW TO IMPROVE EFFICIENCIES AND REDUCE COSTS.

- BUT IN INFORMATION SYSTEMS...IT'S NOT ONLY THE SIZE OF THE BRAIN WE NEED TO BE CONCERNED WITH...IT'S THE SIZE OF THE PIPE THAT CARRIES THAT INFORMATION. THE DEPLOYMENT OF THE COUNTY FIBER OPTIC WIDE AREA NETWORK KNOWN AS THE "I-NET". THE "I-NET" IS THAT CRITICAL PIPELINE, AND IT HAS DELIVERED ON ITS PROMISE OF SAVINGS TO THE TUNE OF UNTOLD MILLIONS IN STREAMLINED EFFICIENCIES AND NEXT TO ZERO IN DOWNTIME.

DEKALB'S INFORMATION TECHNOLOGY IS MORE THAN 21ST CENTURY...ITS ON THE CUTTING EDGE AND WILL POSITION THE COUNTY FOR YEARS TO COME, AS A TECHNOLOGY LEADER.

- AND TO ROUND OUT OUR 2003 INFORMATION SYSTEMS INITIATIVES, WE HAVE BROUGHT NEW ELECTRONIC VOTING TO THIS COUNTY. NO ONE HAS ANY EXCUSE NOT TO VOTE. WE'VE MADE IT MUCH MORE CONVENIENT AND EASIER. IF YOU DON'T VOTE, YOU DON'T COUNT, AND THUS NOT VOTING, BECOMES THE TRUEST FORM OF "WEAPONS OF "SELF" DESTRUCTION!"

- WE BROUGHT OUR GOVERNMENT CLOSER TO THE PEOPLE BY HOLDING UNIQUE TOWN HALL MEETINGS THROUGHOUT THIS COUNTY.

- WE ALSO HAVE PLACED OUR COMMISSION AGENDAS AND OUR PLANNING COMMISSION AGENDAS ON THE INTERNET FOR EASY ACCESS.

WE DIDN'T STOP THERE.

- OUR INVESTMENT IN ECONOMIC DEVELOPMENT HAS BEEN PAYING BIG DIVIDENDS: WE LANDED $300-MILLION IN NEW INVESTMENTS, CREATED 1,500 NEW JOBS FROM MAJOR CORPORATIONS, SUCH AS COMPUTER GENERATED SOLUTIONS AND HOMEBANK. IN ADDITION, WE RETAINED 4,500 JOBS IN DEKALB COUNTY.

WE WERE ALSO ABLE TO CONVINCE GENERAL MOTORS THAT DEKALB WAS A MUCH BETTER PLACE TO BUILD CARS THAN DETROIT OR MEXICO, SO THEY DECIDED TO STAY. FOUR BRAND NEW MODELS WILL START ROLLING OFF THE ASSEMBLY LINE NEXT YEAR.

- ALSO AT THE END OF 2003, SCHNEIDER NATIONAL, A MAJOR TRUCKING COMPANY, DECIDED TO LOCATE THEIR SOUTHEASTERN

OFFICE ON BOULDERCREST ROAD. AND, THEY WILL BE CREATING 400 NEW JOBS. AS WE SPEAK, THEY ARE SIGNING PEOPLE UP AT THE LABOR DEPARTMENT ON COVINGTON HIGHWAY.

- THIS WOULD NOT BE A FITTING STATE OF THE COUNTY ADDRESS IF I FAILED TO MENTION ONE OF OUR PROUDEST FINANCIAL ACHIEVEMENTS: OUR "TRIPLE-A" BOND CREDIT RATING. FOR THREE YEARS IN A ROW, WE HAVE ACHIEVED THIS STATUS. ONE OF ONLY A HANDFUL OF COUNTIES AMONG THE 4,000 COUNTIES NATIONWIDE HAVE THE BIG "TRIPLE-A".

WHAT THIS MEANS IS WE HAVE THE BEST CREDIT IN TOWN. IN FACT, WE HAVE SAVED OVER $25-MILLION BY REFINANCING OUR OLD DEBT.

WE DIDN'T STOP THERE.

- BEGINNING LAST YEAR, WE REALIZED THE FRUITS OF OUR LABORS BY BECOMING MORE EFFICIENT AND EFFECTIVE IN THE DELIVERY OF OUR FIRE AND RESCUE SERVICES. WITH THE MERGER NOW COMPLETE, WE SAVED MORE THAN $3.2 MILLION DOLLARS OVER THE PAST TWO YEARS IN OVERTIME.

ALTHOUGH NEITHER I, NOR OTHER SENIOR MANAGEMENT, GET PAID FOR OUR OVERTIME, WE HAVE BEEN WORKING OVERTIME TO GET READY TO DELIVER THE SAME LEVEL OF QUALITY SERVICES AND PROGRAMS TO BENEFIT DEKALB COUNTY CITIZENS THIS YEAR.

GIVEN WHAT WE'VE BEEN ABLE TO ACCOMPLISH DURING THE FIRST THREE YEARS, I HAVE TO ASK YOU: DO YOU WANT MORE IN 2004?

- IN 2004, DEKALB COUNTY WILL CONTINUE TO BE A SAFE AND SECURE COMMUNITY. WE HAVE MADE CONSIDERABLE PROGRESS IN THIS AREA. OUR POLICE AND FIRE AND RESCUE PERSONNEL ARE BETTER TRAINED, BETTER EQUIPPED AND BETTER MANAGED, AND THEIR COMMITMENT TO SERVE AND PROTECT IS SECOND TO NONE.

BUT WE WON'T STOP THERE.

- IN THE UPCOMING YEAR, WE WILL BUILD NEW PUBLIC SAFETY FACILITIES THROUGH THE NEW PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY - AND WE WILL IMPROVE THE EXISTING STRUCTURES AS WELL. I APPRECIATE THE HARD WORK OF THE ENTIRE DEKALB DELEGATION FOR MAKING THIS LEGISLATION POSSIBLE.

- I AM ALSO PROPOSING THE IMPLEMENTATION OF A 3-1-1 CITIZEN

HELP CENTER TO REDUCE THE BURDEN ON AN OVERLOADED 9-1-1 EMERGENCY CALL CENTER. 3-1-1 WOULD PROCESS NON-EMERGENCY CALLS AND ALSO PROVIDE A WAY FOR OUR CITIZENS TO ACCESS COUNTY SERVICES.

BUT WE WON'T STOP THERE.

- IN 2004, WE WILL CREATE A CRIMINAL JUSTICE COORDINATING COUNCIL WITH ALL COUNTY AGENCIES INVOLVED IN THE CRIMINAL JUSTICE SYSTEM. THE COUNCIL WILL OVERSEE THE DEVELOPMENT OF A COMPREHENSIVE, INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM FOR THE COUNTY.

AGAIN, WHAT WE WANT TO DRIVE HOME IS TO MAXIMIZE OUR TECHNOLOGY TO INCREASE THE EFFECTIVENESS AND EFFICIENCY OF OUR CRIMINAL JUSTICE OPERATIONS.

BUT WE WON'T STOP THERE.

- AND ALSO THIS COMING YEAR, WE MUST CONTINUE TO INVEST IN OUR PARKS AND GREEN SPACE PROGRAMS, WE WILL BUILD ON THE ADVANCES MADE POSSIBLE BY THE PASSAGE OF THE $125-MILLION PARKS AND GREEN SPACE BOND REFERENDUM IN 2001. BY THE WAY, WE HAVE PURCHASED MORE THAN 2000 ACRES OF GREENSPACE FOR FUTURE GENERATIONS.

BUT WE WON'T STOP THERE.

- IN 2004, WE ALSO MUST CONTINUE TO INVEST IN OUR WATER AND SEWER SYSTEM. UNLIKE OTHER JURISDICTIONS IN GEORGIA, DEKALB HAS BEEN A PRUDENT INVESTOR IN ITS INFRASTRUCTURE. AS A RESULT, OUR SYSTEM IS CURRENTLY RATED AS ONE OF THE BEST IN THE STATE.

BUT WE WON'T STOP THERE.

- IN 2004, WE MUSTBRING RENEWED URGENCY TO RELIEVING TRAFFIC CONGESTION IN THE COUNTY. WHILE THIS IS A METRO ATLANTA ISSUE, I WILL PROPOSE TO DEVELOP A NEW LONG-RANGE TRAFFIC AND TRANSPORTATION PLAN FOR DEKALB OVER THE NEXT SEVERAL YEARS, ONE THAT WILL IMPROVE OUR ROADS WHILE UPGRADING OUR SIDEWALKS AND FOOTPATHS, ESPECIALLY AROUND OUR SCHOOLS.

BUT WE WON'T STOP THERE.

- WE WILL DEVELOP SMART GROWTH STRATEGIES AND ZONING REGULATIONS TO FOSTER DEKALB'S GROWING REPUTATION AS THE PREMIERE PLACE TO LIVE, WORK AND PLAY. THIS YEAR, MY ADMINISTRATION WILL INTRODUCE NEW PROPOSALS TO PROMOTE TRANSIT-ORIENTED AND QUALITY MIXED-USE DEVELOPMENT.

- WE WILL ALSO ASK THE BOARD OF COMMISSIONERS TO ADOPT NEW IMPACT FEES TO HELP FUND THESE CRITICAL IMPROVEMENTS.

BUT WE WON'T STOP THERE.

- AS I HAVE SAID FROM DAY ONE, I REMAIN COMMITTED TO KEEPING THE LOWEST POSSIBLE TAXES, WATER/SEWER AND SANITATION RATES, AND THAT'S EXACTLY WHAT WE ARE DOING.

- I WAS PLEASED THAT WE WERE ABLE TO PROPOSE A 2004 BUDGET THAT WAS FISCALLY RESPONSIBLE AND ADMINISTRATIVELY SOUND. THIS COUNTY'S RESERVES HAVE BEEN UNTOUCHED FOR THE PAST TWO YEARS.

AN ARTICLE APPEARED IN YESTERDAY'S AJC THAT HIGHLIGHTED COBB AND FULTON COUNTY'S 2004 BUDGETS. A CLEAR COMPARISON ILLUSTRATES THAT WHILE COBB'S PROPOSED BUDGET IS $674 MILLION AND FULTON'S IS $706 MILLION, MY 2004 RECOMMENDED BUDGET IS $487 MILLION.

THIS PROVES THAT WE DELIVER MORE SERVICES FOR MORE PEOPLE AT A CHEAPER RATE IN DEKALB.

FISCAL RESPONSIBILITY IS THE CORNERSTONE OF THIS ADMINISTRATION. THIS WAS ACCOMPLISHED THROUGH CONTINUAL CUTS, PROCESS IMPROVEMENTS AND REORGANIZATION.

- OUR TAXES WILL CONTINUE TO BE AMONG THE LOWEST IN ALL OF METROPOLITAN ATLANTA. BUT ALSO,WE MUST CONTINUE TO PROVIDE APPROPRIATE AND EXPECTED LEVEL OF SERVICES TO OUR CITIZENS, WHILE MAKING REQUIRED INVESTMENTS IN OUR INFRASTRUCTURE.

ALL OF THIS OF COURSE, WHILE STILL MAINTAINING DEKALB'S OUTSTANDING "TRIPLE-A" CREDIT RATING.

THIS MY FRIENDS, IS NOT EASY IN THE BEST OF TIMES, BUT IT IS EXTREMELY DIFFICULT IN THIS RECESSION THAT WE'VE BEEN LIVING THROUGH FOR THE LAST THREE YEARS.

IN MANY WAYS, WE WERE GIVEN A SPOON WHEN WE NEEDED A BACKHOE TO DIG OUR WAY OUT OF SOME OF THE CHALLENGES THAT FACED DEKALB COUNTY. BUT THAT DID NOT DETER THOSE OF US IN GOVERNMENT AND IN THE COMMUNITY FROM ROLLING UP OUR SLEEVES AND WORKING TOGETHER FOR THE GOOD OF ALL OF OUR CITIZENS.

INDEED, 2003 WAS A CHALLENGING YEAR FOR THIS ADMINISTRATION AND FOR THIS GOVERNMENT.

WE COULD HAVE BEEN DISTRACTED BY MISGUIDED AND UNINFORMED ALLEGATIONS ABOUT THIS GOVERNMENT BY A CONSTITUTIONAL OFFICER WHO CONVENED SEVERAL GRAND JURIES FOR THE SOLE PURPOSE OF PUBLIC EMBARRASSMENT.

BUT DESPITE THE PERSONAL ATTACKS UPON ME AND INACCURACIES REPEATED BY SOME MEMBERS OF THE "FOURTH ESTATE," THE FINAL DAYS OF 2003 SAW A GRAND JURY REPORT AND A LETTER FROM THE PRESIDING JUDGE THAT PROVED THAT THE ALLEGATIONS AGAINST ME AND MY PROFESSIONAL STAFF WERE COMPLETELY BASELESS AND FALSE.

I'M OFTEN REMINDED OF THE WORDS OF DR. MARTIN LUTHER KING JUNIOR WHO WOULD HAVE BEEN 75 YEARS OLD TOMORROW...

DR. KING ONCE SAID, "THE ULTIMATE MEASURE OF A MAN IS NOT WHERE HE STANDS IN THE MOMENTS OF COMFORT, BUT WHERE HE STANDS AT TIMES OF CHALLENGE AND CONTROVERSY."

OUR FAITH GOT US THROUGH THE ROUGH SPOTS LAST YEAR.

WE DON'T HARBOR ANY ILL WILL TOWARD INDIVIDUALS WHO WERE A PART OF THIS "WITCH HUNT." WE ARE GLAD THAT IT'S OVER BECAUSE AS I'VE SAID ALL ALONG,

WE HAVE A GREAT STORY TO TELL IN DEKALB.

- DEKALB HAS THE LOWEST TAXES
- DEKALB HAS THE LOWEST WATER/SEWER RATES
- OUR INFRASTRUCTURE IS BETTER THAN IT HAS BEEN IN YEARS
- WE'VE GOT A PARKS AND GREENSPACE PROGRAM THAT IS SECOND TO NONE.
- WE'RE MAKING GOVERNMENT WORK AND WE'RE BRINGING THE GOVERNMENT TO THE PEOPLE.

- THE SKY IS BLUER IN DEKALB, THE GRASS IS GREENER IN DEKALB.
- THE PEOPLE ARE FRIENDLIER AND THE AIR IS CLEANER IN DEKALB.
- BUSINESSES ARE MOVING INTO DEKALB COUNTY.
- FAMILIES ARE MOVING INTO DEKALB COUNTY.

WHY? BECAUSE DEKALB COUNTY IS ON THE MOVE.

AS WE ENDURED THE STORM LAST YEAR, I WAS REMINDED OF A BIBLICAL AFFIRMATION: "IT IS ALWAYS DARKEST BEFORE THE DAWN." AT THIS DAWN OF 2004, WE CAN CLEARLY SEE THAT THIS IS GOING TO BE THE BEST YEAR IN THE FIRST TERM OF THIS ADMINISTRATION.

INDEED, WE WANT TO FINISH THE JOB.

THANK YOU, GOD BLESS YOU...

GOD BLESS DEKALB COUNTY AND GOD BLESS AMERICA.

# # #

CEO VERNON JONES' ADMINISTRATION ACCOMPLISHMENTS

2001 – 2003

January 14, 2004

Major Accomplishments
(2001)

Legislative/Policy Initiatives

- Adoption of Minority Business Enterprise Policy Legislation
- Adoption of Local Business Preference Policy Legislation
- Passage of Parks & Greenspace $125,000,000 Bond Issue
- Adoption of Predatory Lending Policy Legislation (Stayed by Court Action)
- Adoption of Improved Residential Building Standards Legislation
- Adoption of First Comprehensive Conflict of Interest Legislation for County Employees
- Adoption of First Senior Employee Financial Disclosure Requirement

Operational Initiatives

- Reorganization of Merit Service Department to create Human Resources and Employee Development Department
- Reorganization and Expansion of County's employee training function (transfer from Executive Department to Human Resources Department)
- Reorganization of Facilities Management Department
- Reorganization of Legal Department
- Reorganization of Code Enforcement Division (transfer to Police Department from Public Works)
- Revival and expansion of Citizen's Deputy Program for Code Enforcement
- Reorganization of GIS Department (transfer of functions from Planning to GIS Department)
- Reorganization of Planning Department
- Creation of professional County Economic Development Department
- Creation of Transportation Division in Public Works Department
- Creation of Night Court in Recorder's Court

- Reorganization and Relocation of County Public Information and Communications Function
- Implementation of Recruitment Bonus for Police Officers Completing Academy
- Adoption of New Sanitation Rates
- Reorganization of Development Department (Phase I)
- Integration of Board of Commissioners into Operational and Capital Budgeting Process
- Development of State Lobbying Capability
- Development of Federal Lobbying Capability
- Reorganization of County's Employee Training Function
- Implementation of First Comprehensive Recycling Program
- Creation of Deputy Chief of Police (Homeland Security) to coordinate domestic security and anti-terrorist activities. First such position in United States.
- Acquisition of 1050 acre addition to Arabia Mountain Nature Preserve (including 100 acre donation from Mellon Foundation)
- Acquisition of additional 168 acres at Arabia Mountain from Conservation Trust
- Implementation of Departmental Purchasing Card System to streamline Purchasing procedure.
- Instituted first Annual DeKalb County CEO Roundtable
- Instituted first Annual Veteran's Day Ceremony
- Implementation of first "West Nile Virus" Prevention Program
- Contract awarded for Doubling Storage Capacity of County's Water System (to 1 Billion galleons)
- Award of Planning Grant from Atlanta Regional Commission for Livable Center Initiative for Northlake Community
- Award of Construction Contract for New Judicial Center

Major Legal Initiatives

- Settlement of Jail Medical Services Litigation
- Settlement of Adult Entertainment Litigation
- Settlement of State Revenue Department Litigation
- Judgement in Decatur Building Permits Litigation
- Judgement in HOST Proceeds Litigation

Other Accomplishments

- Award of AAA Credit Rating on County's Bonded Indebtedness
- Negotiated Settlement for Early Acquisition of Brook Run Facility
- Creation of Partnership to Develop International Olympic Training Center in DeKalb County
- Creation of Partnership to Develop Brook Run Park with Dunwoody Nature Trust
- Implementation of Mandatory Customer Service Training for all County Employees

Major Accomplishments (2002)

Legislative/Policy Initiatives

- Adoption of comprehensive new Subdivision Development Legislation
- Adoption of new planning Overlay District for Dunwoody Village
- Adoption/Creation of County's first Enterprise Zone Ordinance
- Adoption of new Home Instruction Zoning Ordinance
- Adoption of Revisions to County's Sign Ordinance
- Adoption of Overlay Planning District for Stonecrest Mall
- Adoption of Conservation Overlay District

Operational Initiatives

- Reorganization of Fire and Emergency Medical Service Departments into the new Department of Fire & Rescue Services (Phase I & II)
- Reorganization of Development Department (Phase II, III and IV)
- Abolition of Public Safety Department (Separation of Police and Fire & Rescue Services Departments)
- Implementation of Program Management for Parks & Greenspace Program
- Major Upgrade of Human Resources and Payroll Systems (Peoplesoft Version 8)

- Successful Integration of New County Water Reservoir Construction Project into Neighborhood Landscaping Plan
- Implementation of County's first Drug Court (pilot project)
- Award of Contract to Renovate Murphy-Candler Lake
- Award of Contract for Construction of new Filter Plant for Water & Sewer Revenue Fund ($152.0 million)
- Initiated Replacement of County's Financial Management System, including development of new Automated Purchasing System
- Reorganization, Expansion and Integration of Contract Compliance function into County's overall procurement process.
- Implemented Internet Access to Commission Agendas (including backup material) for DeKalb County citizens
- Initiated first "Homeland Security" Roundtable with organizations concerned with public safety and security
- Accomplished smooth implementation of new electronic voting in DeKalb County for General Election
- Successfully addressed West Nile Virus Concerns during 2003

Major Legal Initiatives

- Successful Defense of County's Zoning Moratorium
- Passage of Constitutional Amendment to authorize County to Employee Redevelopment Powers (Tax Allocation Bonds)

Other Accomplishments

- Award of Planning Grant from Atlanta Regional Commission for Livable Center Initiative for Kinsington MARTA Station Area Successful Negotiation with Senior Connections, Inc. on Provision of Services for Senior Citizens
- Negotiation of $20.0 million grant from GRTA for Road Improvements in DeKalb County
- Instituted first Annual Holocaust Remembrance Day Ceremony
- Instituted first Annual "DeKalb County Blues Festival" in partnership with DeKalb Convention & Visitor's Bureau
- Successfully obtained additional funding for Parks & Greenspace from Blank Foundation

Major Accomplishments
(2003)

Legislative/Policy Initiatives

- Adopted Brook Run Master Plan for the comprehensive development of major park facility in North DeKalb
- Received designation from Atlanta Regional Commission to serve as overall coordinating agency for the provision of senior citizen services in DeKalb County
- Activated DeKalb County Building Authority to provide funding mechanism for the design and construction of a new juvenile court facility for the County
- Secured Legislative approval of Public Safety and Judicial Facilities Building Authority

Operational Initiatives

- Developed initiative to address critical safety issues around schools in DeKalb County through construction of sidewalks, school signage safety upgrades and installation of school warning lights
- Developed program to address major traffic congestion problems through intersection improvements, traffic signalization and corridor traffic light synchronization
- Successfully mitigate neighborhood impact of the Johnson Ferry Deep Tunnel Project in cooperation with City of Atlanta and neighborhood representatives
- Initiated first pilot project for roving Police foot patrols in high crime areas in the County
- Awarded contract for architectural design of new Juvenile Court Facility
- Awarded contract for new implementation of new Financial Management Information System and new Automated Purchasing System
- Hired first Director of new Office of Arts, Culture and Entertainment
- Hired first Director of new Office of Child Advocacy
- Adopted Comprehensive Plan for the development of Dresden Park

- Added Planning Commission and Board of Appeals Agendas to previously implemented Internet access for citizens
- Increased Parks & Greenspace Inventory by 45% (from 3750 acres to 5500 acres)
- Leveraged Greenspace funding by an additional $10.5 million public and private funds

Major Legal Initiatives

- Settled Litigation with DeKalb Homebuilders
- Successfully accomplished the removal of Wade Walker Park from the Hazardous Site Inventory

Other Accomplishments

- Convened Special Prayer Breakfast Roundtable Seminar on Domestic Violence
- Sponsored Second Annual Citizen Registration Assembly for Guatemalan Consul-General in Maloof Auditorium
- Sponsored Second Annual Jazz Festival
- Implemented major improvements in County's cable programming

DeKalb County

Vernon Jones
Chief Executive Officer

January 22, 2004

TO: Members, Board of Commissioners

FROM: Vernon Jones
Chief Executive Officer

SUBJECT: Amendment to the 2004 Recommended Budget

Revenue projections for 2004 have increased by $1,089,407 from the time of my initial budget submittal to you on December 3, 2003. Revenue anticipations from year-end Fund Balance decreased by $30,511 while interfund transfers have increased by $972,836, and fines have increased by $147,082 to yield the net revenue increase of $1,089,407. All other revenues remain the same.

The net adjustments to appropriations of $1,089,407 are detailed as follows:

* Chief Executive Officer $48,728

  Add a position to manage the operations of DeKalb Government Television.

* Board of Commissioners $140,000

  Increase funding available to each Commissioner for contractual research and support services.

* Geographic Information Systems $28,415

  Increase funding to cover the 2004 cost of the position added by the Board of Commissioners at their meeting of November 23, 2003.

* Property Appraisal $2,900

  Increase funding to cover the purchase of shirts for the field staff.

* Juvenile Court $9,475

  Add funding for three months to transfer a Probation Supervisor position from the Grant Fund to the General Fund.

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* Superior Court $113,000

Add funding for equipment and furniture necessitated by renovation of the Courthouse.

* State Court $233,231

Add 3 Records Technician Senior positions to provide administrative support required by opening of the Courthouse Annex. Create an Outstanding Warrant Pilot Program in the Marshall's Office to address warrants in Recorder's Court. Expenditures will be offset by an anticipated increase in fine revenue of $147,082.

* Board of Health $202,000

Increase funding by $102,000 to restore the 2% reduction in funds requested by the Administration. Provide $100,000 in additional funding for the West Nile Virus Program.

* Human and Community Development $19,473

Add an Administrative Assistant position, one half funded from the General Fund with the remainder provided by grant funds.

* Public Works – Roads and Drainage $0

Add $122,100 to purchase a Mower/Tractor and an Oil/Water Separator. Increase the Stormwater Credit by $122,100 to offset the cost of the equipment.

* Arts, Culture, and Entertainment $290,000

Transfer funds for contributions to arts organizations and other miscellaneous funds from Non-Departmental to A.C.E.

* Non - Departmental ($396,550)

Transfer funds for contributions to arts organizations and other miscellaneous funds to A.C.E. Eliminate the Vehicle Maintenance Supplemental Charge. Add $100,000 for a management study of the Planning Department.

* Contribution to CIP $150,000

Add funds to begin a study leading to implementation of the Criminal Justice Information System project.

* Reserve for Appropriation $248,735

I am recommending that the funds 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 will be increased by $1,089,407 from $487,902,019 to $488,991,426.

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 impact of Board approved items, and 3. 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 2003 with $1,158,782 less in fund balance than was initially projected. This resulted from significantly lower than expected revenues from permit fees. With a reduction in appropriations of $1,158,782 as a result of adjusting accounts and acquiring the automated permitting system through the Master Lease Program, the recommended budget for this fund will decrease from $12,958,170 to $11,799,388.

The **Recreation Fund** ended 2003 with $305,685 more in fund balance than was initially projected. I am recommending decreasing revenue anticipations by $305,685, which will leave this recommended budget at $1,640,134.

The **Law Enforcement Confiscated Monies Fund** ended 2003 with a fund balance of $414,159 less than the original projection because of higher than projected expenditures. This will decrease the recommended budget from $1,584,285 to $1,150,126.

The **County Jail Fund** ended 2003 with a fund balance that was $6,513 more than expected. This will increase the recommended budget for this fund from $1,780,000 to $1,786,513.

The **Hotel/Motel Tax Fund** ended 2003 with $40,581 more in fund balance than was expected. With an anticipated increase in revenues of $100,000, this will increase my recommended budget for this fund from $2,007,925 to $2,148,506.

The **Victim Assistance Fund** ended 2003 with a fund balance that was $215,495 more than expected. With an anticipated revenue increase of $50,000, the recommended budget for this fund will increase from $1,187,704 to $1,453,199.

The **Grant - In - Aid Fund** ended 2003 with a fund balance that was $2,019,530 more than originally projected due to greater revenues than expected. I am recommending the addition of 2.5 positions to assist Human and Community Development in the County Based Aging Program. With increases to various appropriation accounts in the amount of

$16,425,162 primarily for Community Development, DeKalb Workforce Development, Police Services, and Fire and Rescue, the budget recommendation for this fund will increase from $32,618,604 to $49,043,766.

The **Drug Abuse Treatment & Education Fund** ended 2003 with a fund balance of $77,143 less than was originally estimated due to less than anticipated revenues and greater than expected expenditures. Along with a decrease in revenues of $3,000, and a reduction in appropriations of $80,143, the total recommended budget for this fund will decrease from $163,265 to $83,122.

The **Juvenile Services Fund** ended 2003 with $26,503 more in fund balance than was originally estimated due to greater than anticipated revenues. Along with an increase in anticipated revenues of $11,401, this will increase the recommended budget for this fund from $57,945 to $95,849.

The **Street Lights Fund** ended 2003 with $36,615 more in fund balance than was originally estimated. This will increase the recommended budget for this fund from $3,197,199 to $3,233,814.

The **Speed Humps Maintenance Fund** ended 2003 with $194,014 more in fund balance than was originally estimated due to lower than anticipated expenditures. This coupled with an increase in revenue anticipations of $50,765, and the creation of a reserve account of $244,779, will increase the recommended budget for this fund from $132,076 to $376,855.

The **Emergency Telephone System Fund** ended 2003 with $369,630 less in fund balance than projected due to less than expected revenues. This will decrease the recommended budget from $18,119,126 to $17,749,496.

The **Public Education and Government Access Fund** ended 2003 with a fund balance of $82,919 more than the original projection because of lower than expected expenditures. This will increase the recommended budget from $1,679,192 to $1,762,111.

The **Child Support Incentive Fund** ended 2003 with $309 more in fund balance than projected. This will increase the recommended budget for this fund from $4,803 to $5,112.

The **Water & Sewerage Operating Fund** ended 2003 with $164,072 less in fund balance than expected due to lower than anticipated revenues. There will also be a net budget increase of $889,170 resulting from the addition of 1 Deputy Director, 2 surveying crews, 13 positions to expand compliance inspection and rehabilitation of sewers, and other changes in various appropriation accounts. With an increase in anticipated revenues of $164,072 and an $889,170 reduction in the transfer to the R&E fund account, this recommended budget will remain at $124,348,049.

The **Water & Sewerage Sinking Fund** ended 2003 with $503,476 less in fund balance than originally projected due to the costs associated with refinancing the 1993 bonds. With

a $503,476 increase in interfund transfers from the Water & Sewer Operating Fund, this recommended budget will remain at $39,557,127.

The **Sanitation Fund** ended 2003 with $416,748 less in fund balance than originally estimated. There is a net budget change of $67,262 as a result of eliminating the Vehicle Maintenance Supplemental Charge and adding funding for the addition of 2 Safety Officers and 2 Deputy Directors with vehicles and related equipment to improve administrative efficiency in this department. With a decrease of $484,010 in the reserve account, the budget for this fund will decrease from $71,713,412 to $71,296,664.

The **Airport Fund** ended 2003 with $128,560 more in fund balance than projected. Also, there is a net budget decrease of $1,795 as a result of eliminating the Vehicle Maintenance Supplemental Charge. With an increase of $130,355 to the reserve account, the budget for this fund will increase from $3,361,490 to $3,490,050.

The **Fleet Maintenance Fund** ended 2003 with $579,489 more in fund balance than originally projected. With a reduction of $349,104 to various revenue accounts, and an increase of $230,385 in appropriations, including $70,000 for installation of a heavy truck lift, the budget for this fund will increase from $23,658,717 to $23,889,102.

The **Vehicle Fund** ended 2003 with $934,180 more in fund balance than originally anticipated. With an increase in department charges of $671,905, and an increase in the reserve of $934,180, the budget for this fund will increase from $47,404,538 to $49,010,623.

The **Risk Management Fund** ended 2003 with $476,280 less in fund balance than expected due to higher expenditures for insurance than projected. With appropriation decreases based on current requirements for various coverages for 2004 in the amount of $517,079 the recommended budget will decrease from $70,977,174 to $70,460,095.

The **Stormwater Utility Fund** ended 2003 with $80,193 more in fund balance than originally anticipated. With an increase in the reserve of $80,193 the budget for this fund will increase from $10,000,000 to $10,080,193.

The **Building Authority Lease Payments Fund** ended 2003 with $14,748 more in fund balance than projected. This will increase the recommended budget for this fund from $1,081,790 to $1,096,538.

Vernon Jones
Chief Executive Officer

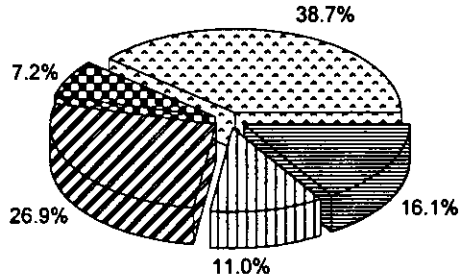
Board of Commissioners Adopted 2004 Budget Adjustments

Item #	Department / Item	Anticipations	Appropriations
	C E O's Recommended Tax Funds Budgets	$488,991,426	$488,991,426
	Revenues:		
1.	Property Taxes	13,745,000	
	Appropriations:		
	Contributions to CIP		
2.	HOST Capital Outlays - District 3		2,050,000
3.	HOST Capital Outlays - District 4		1,695,000
4.	HOST Capital Outlays - District 5		7,000,000
5.	HOST Capital Outlays - Countywide		3,000,000
	Amended Tax Funds Budgets	$502,736,426	$502,736,426

EXECUTIVE SUMMARY

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

TOTAL COUNTY FUNDS



TOTAL COUNTY FUNDS

The 2004 Budget for all funds totals $1.298 million and includes budgets for 44 separate funds.

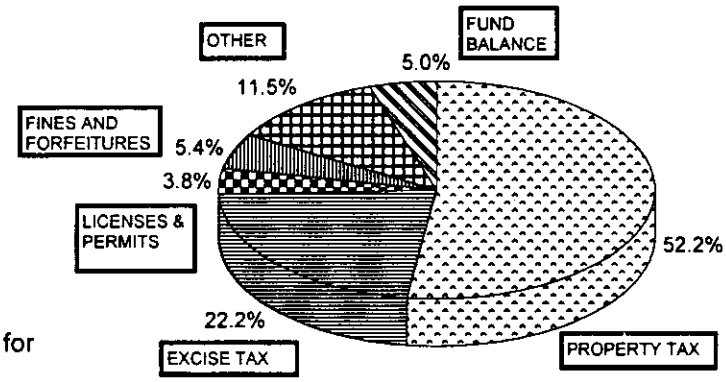
TAX FUNDS	$502,736,426	38.7%
SPECIAL REVENUE	93,424,529	7.2%
ENTERPRISE	348,997,866	26.9%
INTERNAL SERVICE	143,359,820	11.0%
CAPITAL PROJECTS	209,577,145	16.1%
TOTAL	$1,298,095,786	

TAX FUNDS

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

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

TAX FUNDS REVENUE



Appropriations

Notable items in the Tax Funds Budgets in 2004 include:

* A HOST Capital Outlay of $13.7 million for transportation improvements.
* A net increase of 30 full-time positions, the net decrease of 2 part-time, and the net increase of 17 temporary positions.

Revenues

The Tax Funds derives revenue from a variety of sources, shown in the graph to the right. One significant change to the revenues is the 1% sales tax which was approved by referendum in 1997. A major portion of this tax offsets a decrease in property tax revenue as the homestead exemption has been increased using at least 80% of sales tax receipts.

Tax Funds Revenue

Property Tax	$262,354,751
Use of Money & Property	257,300
Excise Tax	111,725,000
Licenses & Permits	18,906,000
Fines & Forfeitures	26,995,000
Intergovernmental Revenue	20,724,606
Other Sources	36,746,575
Fund balance brought forward	25,027,194
Total	$502,736,426

EXECUTIVE SUMMARY

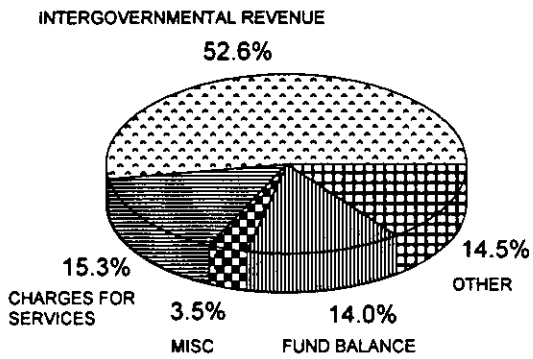
SPECIAL REVENUE FUNDS

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 53% 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. Other funds are detailed in the Special Revenue Funds section of this book.

Revenues
About 60% of the revenue is from other governments, primarily federal funds for various grant programs.

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

SPECIAL REVENUE FUNDS REVENUES



Special Revenue Funds Revenue	
Intergovernmental Revenue	$49,158,295
Charges for County Services	14,305,641
Miscellaneous Revenue	3,268,026
Other Sources	13,110,163
Fund balance brought forward	13,582,404
Total	$93,424,529

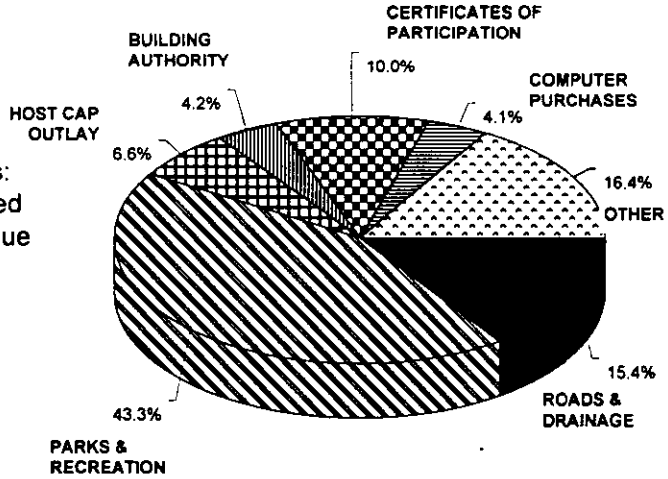
GENERAL CAPITAL PROJECTS FUNDS

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

Three 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, and
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.

CAPITAL PROJECTS FUND

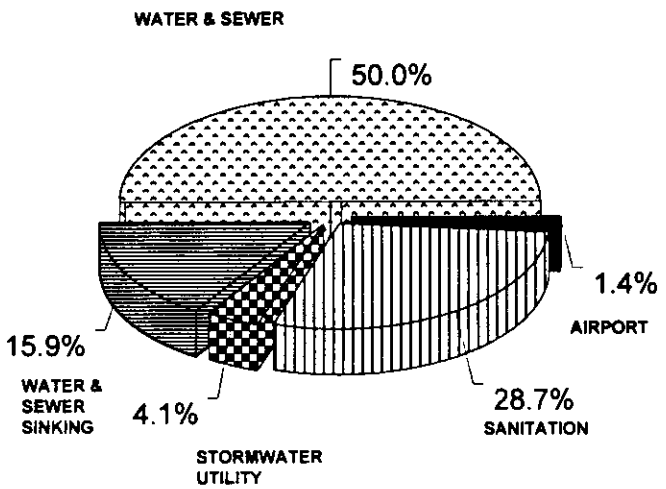


EXECUTIVE SUMMARY

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.

ENTERPRISE OPERATING FUNDS



Notable items in the Enterprise Operating Funds include:

* $600,000 to fund airport improvement capital projects.
* $7.0 million for debt service on the $180 million 2003 Water and Sewer Bond Issue.
* 13 positions and 12 vehicles added in Sanitation and 25 positions and 18 vehicles added in Water & Sewer to address increased demand for service.
* $9.3 million for Sanitation capital projects.

ENTERPRISE CAPITAL FUNDS

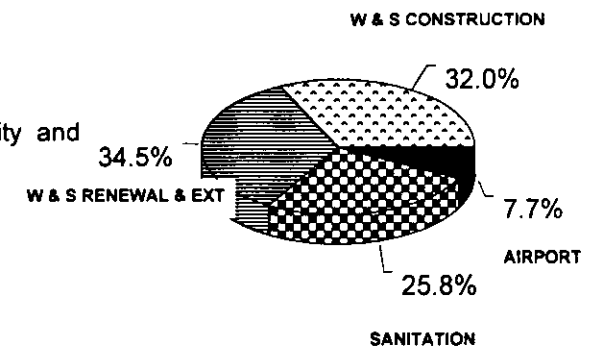
In 1998 state law required that capital projects be portrayed as project-length rather than annual budgets.

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:

* Water & Sewer - Increased capacity and enhanced wastewater treatment.
* Sanitation - Landfill expansion and closure costs.
* Airport - noise buyout program.

ENTERPRISE CAPITAL FUNDS



EXECUTIVE SUMMARY

INTERNAL SERVICE FUNDS

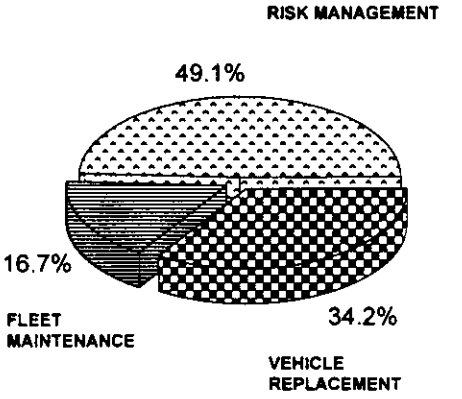
These funds are supported by charges to operating departments for services such as fleet maintenance, vehicle replacement and various insurance coverages.

Notable items in the 2004 budget include:

* 221 vehicles and 1 police helicopter are scheduled to be replaced; and 39 additional vehicles are to be purchased; 12 of these are Sanitation vehicles and 18 are Water & Sewer vehicles.
  In addition, 58 new and 8 replacement vehicles will be acquired under the Master Lease Agreement.

* The Risk Management Fund budget increased in 2004 by 9% or $6,096,375 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 FUND: 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 FUND: 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 FUND: Used to account for certain services and revenues related only to the unincorporated area of the County.

FIRE FUND: Accounts for the activities of the County Fire District.

DEBT SERVICE FUND: Accounts for principal and interest payments on General Obligation bonded debt.

SPECIAL RECREATION DISTRICT-DEBT SERVICE FUND: Accounts for principal and interest on Parks General Obligation Bond issues.

HOSPITAL FUND: Accounts for transactions related to the County's contractual obligations to the Fulton-DeKalb Hospital Authority.

SPECIAL REVENUE FUNDS

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:

RECREATION FUND: Operated to provide recreation and cultural arts programs on a fee for service basis.

HOTEL/MOTEL TAX FUND: 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.

COUNTY JAIL FUND: 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.

GRANTS-IN-AID FUND: Accounts for grant-funded programs separately and distinctly from county funds.

LAW ENFORCEMENT CONFISCATED MONIES FUND: Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.

EMERGENCY TELEPHONE SYSTEM FUND: Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.

DRUG ABUSE TREATMENT & EDUCATION FUND: Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse. cases, for use for drug abuse treatment and education programs.

JUVENILE SERVICES FUND: 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.

STREET LIGHT FUND: Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.

SPEED HUMP MAINTENANCE: Accounts for funds collected for maintenance of speed humps. Revenue is collected from special assessments.

VICTIM ASSISTANCE FUND: Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance programs.

PUBLIC EDUCATION & GOVERNMENT CABLE TELEVISION FUND: accounts for funds received from cable franchisees.

DEVELOPMENT FUND: Accounts for funds received from development inspection fees.

CHILD SUPPORT INCENTIVE FUND: Accounts for funds received from the State Office of Child Support Enforcement in the form of incentive payments to the District Attorney of DeKalb County.

REVENUE BONDS LEASE PAYMENT FUND: Accounts for payments for the principal and interest on DeKalb County Building Authority bond issues.

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:

WATER AND SEWERAGE OPERATING FUND: Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.

WATER AND SEWERAGE RENEWAL AND EXTENSION FUND: Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system.

WATER AND SEWERAGE SINKING FUND: Accounts for principal and interest payments on Water and Sewer Revenue Bonds.

WATER AND SEWERAGE CONSTRUCTION FUND: Accounts for proceeds of the 1990 and 1993 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 FUND: Accounts for the activities of collection, transportation and disposal of solid waste generated in unincorporated DeKalb County.

SANITATION CAPITAL PROJECTS: Accounts for funds for capital projects funded by, and related to the Sanitation Fund.

AIRPORT FUND: Accounts for the activities of the operation of

AIRPORT CAPITAL PROJECTS: Accounts for funds for capital projects funded by, and related to the Airport Fund.

STORMWATER FUND: Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.

INTERNAL SERVICE FUNDS

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

FLEET MAINTENANCE FUND: Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.

VEHICLE REPLACEMENT FUND: 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 FUND: Accounts for all financial transactions related to the County's various risk management programs.

CAPITAL PROJECTS FUNDS

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

GENERAL OBLIGATION BOND FUNDS: 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 deLeon Building and renovation of the 9-story Couthouse.

CAPITAL PROJECTS FUNDS: 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 FUND: 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, 2003	$23,033,528	$6,324,074	$24,065,742	$26,135,983	$79,559,327
ACTUAL REVENUES					
Property Taxes	242,114,401	0	0	0	242,114,401
Excise Taxes	111,439,516	1,951,283	0	0	113,390,799
Licenses & Permits	18,348,866	8,484,448	0	0	26,833,314
Use of Money & Property	797,609	1,578,688	3,204,957	432,476	6,013,730
Intergovernmental Revenue	20,425,762	30,365,199	3,938,669	0	54,729,630
Fines & Forfeitures	28,401,377	909,065	0	0	29,310,442
Charges for County Services	7,732,150	13,449,982	161,143,095	0	182,325,227
Miscellaneous Revenue	4,617,562	3,841,642	4,006,586	2,761,855	15,227,646
Interdepartmental Charges	10,548,251	3,573,475	31,623,597	96,664,164	142,409,487
Transfers From Other Funds	8,865,763	0	0		8,865,763
Total Revenue	453,291,257	64,153,783	203,916,904	99,858,496	821,220,439
TOTAL FUNDS AVAILABLE	476,324,785	70,477,857	227,982,646	125,994,479	900,779,766
EXPENDITURES:					
Operating	419,585,577	47,682,048	144,544,226	88,915,412	700,727,263
Transfers To Other Funds	31,712,014	9,213,401	58,158,229	0	99,083,644
Total Expenditures	451,297,591	56,895,449	202,702,455	88,915,412	799,810,907
Fund Balance, December 31, 2003	$25,027,194	$13,582,404	$25,280,190	$37,079,067	$100,968,859
Fund Balance, January 1, 2004	$25,027,194	$13,582,404	$25,280,190	$37,079,067	$100,968,859
ANTICIPATED REVENUES:					
Property Taxes	262,354,751	0	0	0	262,354,751
Excise Taxes	111,725,000	1,950,000	0	0	113,675,000
Licenses & Permits	18,906,000	10,235,053	0	0	29,141,053
Use of Money & Property	257,300	63,110	3,442,600	300,000	4,063,010
Intergovernmental Revenue	20,724,606	37,764,520	34,891,007	40,000	93,420,133
Fines & Forfeitures	26,995,000	862,000	0		27,857,000
Charges for County Services	9,093,500	14,305,641	181,125,787		204,524,928
Miscellaneous Revenue	3,731,500	3,268,026	4,032,500	750,000	11,782,026
Interdepartmental Charges	14,303,061	11,393,775			25,696,836
Transfers From Other Funds	9,618,514	0	0	105,190,753	114,809,267
Total Revenue	477,709,232	79,842,125	223,491,893	106,280,753	887,324,003
TOTAL FUNDS AVAILABLE	502,736,426	93,424,529	248,772,083	143,359,820	988,292,863
PROJECTED EXPENDITURES:					
Operating	465,188,698	75,239,490	181,577,643	121,811,754	843,817,585
Transfers To Other Funds	18,347,482	10,908,596	43,374,508	0	72,630,586
Total Expenditures	483,536,180	86,148,086	224,952,151	121,811,754	916,448,171
Projected Fund Balance, December 31, 2004	$19,200,246	$7,276,443	$23,819,932	$21,548,066	$71,844,692

SUMMARY OF ANTICIPATIONS AND REVENUES - ALL OPERATING FUNDS

2002-2004

FUND GROUP / SOURCE	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2004 ANTICIPATED					
TAXES	$374,079,751	$1,950,000	$0	$0	$376,029,751
LICENSES & PERMITS	18,906,000	10,235,053	0	0	$29,141,053
USE OF MONEY & PROPERTY	257,300	63,110	3,442,600	300,000	$4,063,010
INTERGOVERNMENTAL REVENUE	20,724,606	37,764,520	34,891,007	40,000	$93,420,133
FINES & FORFEITURES	26,995,000	862,000	0	0	$27,857,000
CHARGES FOR SERVICES	9,093,500	14,305,641	181,125,787	0	$204,524,928
MISCELLANEOUS	3,731,500	3,268,026	4,032,500	750,000	$11,782,026
INTERFUND TRANSFERS & CHARGES	23,921,575	11,393,775	0	105,190,753	$140,506,103
FUND BALANCE BROUGHT FORWARD	25,027,194	13,582,404	25,280,190	37,079,067	$100,968,859
TOTAL ANTICIPATIONS	$502,736,426	$93,424,529	$248,772,083	$143,359,820	$988,292,863
2003 ACTUAL					
TAXES	$353,553,917	$1,951,283	$0	$0	$355,505,200
LICENSES & PERMITS	18,348,866	8,484,448	0	0	$26,833,314
USE OF MONEY & PROPERTY	797,609	1,578,688	$3,204,957	432,476	$6,013,731
INTERGOVERNMENTAL REVENUE	20,425,762	30,365,199	3,938,669	0	$54,729,630
FINES & FORFEITURES	28,401,377	909,065	0	0	$29,310,442
CHARGES FOR SERVICES	7,732,150	13,449,982	161,143,095	0	$182,325,227
MISCELLANEOUS	4,617,562	3,841,642	4,006,586	2,761,855	$15,227,645
INTERFUND TRANSFERS & CHARGES	19,414,014	3,573,475	31,623,597	96,664,164	$151,275,250
FUND BALANCE BROUGHT FORWARD	23,033,528	6,324,074	24,065,742	26,135,983	$79,559,327
TOTAL REVENUES	$476,324,785	$70,477,857	$227,982,646	$125,994,479	$900,779,766
2002 ACTUAL					
TAXES	$313,695,459	$2,125,978	$0	$0	$315,821,437
LICENSES & PERMITS	18,338,656	9,286,667	0	0	$27,625,323
USE OF MONEY & PROPERTY	343,749	763,410	$4,373,391	472,901	$5,953,451
INTERGOVERNMENTAL REVENUE	20,163,703	19,988,454	2,376,295	64,081	$42,592,533
FINES & FORFEITURES	23,293,864	2,263,111	0	0	$25,556,975
CHARGES FOR SERVICES	8,653,771	11,387,520	156,611,792	0	$176,653,083
MISCELLANEOUS	2,888,897	3,418,949	3,714,394	2,822,117	$12,844,357
INTERFUND TRANSFERS & CHARGES	17,999,364	1,104,235	29,990,195	83,590,895	$132,684,689
FUND BALANCE BROUGHT FORWARD	32,434,520	6,615,625	18,553,600	20,847,107	$78,450,852
TOTAL REVENUES	$437,811,983	$56,953,948	$215,619,667	$107,797,100	$818,182,698

SUMMARY OF APPROPRIATIONS AND EXPENDITURES- ALL OPERATING FUNDS 2002 - 2004

FUND GROUP / SOURCE	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2004 BUDGET					
PERSONAL SERVICES	$280,192,324	$18,899,296	$65,830,439	$8,078,674	$373,000,733
SUPPLIES	8,344,581	1,070,167	4,331,650	5,837,885	19,584,283
OPERATING SERVICES & CHARGES	98,274,552	25,634,954	63,887,080	94,195,784	281,992,370
MAINTENANCE & REPAIR	18,649,373	625,627	8,075,043	8,123,458	35,473,501
AID TO OTHER AGENCIES	33,500,757	8,815,257	0	0	42,316,014
INTERDEPARTMENTALSERVICES	37,811,663	2,814,634	33,085,704	644,651	74,356,652
EQUIPMENT	2,307,594	1,867,008	856,145	15,995,447	21,026,194
INTERFUND CREDITS	(13,892,146)	0	(5,725,713)	0	(19,617,859)
JTPA TRAINING & SUPPORT	0	1,080,030	0	0	1,080,030
CONTR TO CAPITAL PROJECTS	0	0	11,237,295	0	11,237,295
INTERFUND TRANSFERS	18,347,482	10,908,596	43,374,508	70,000	72,700,586
PENDING GRANTS	0	14,432,517	0	0	14,432,517
PROJECTED FUND BALANCE	19,200,246	7,276,443	23,819,932	10,413,921	60,710,542
TOTAL APPROPRIATIONS	$502,736,426	$93,424,529	$248,772,083	$143,359,820	$988,292,858
2003 ACTUAL					
PERSONAL SERVICES	$260,420,716	$17,618,934	$55,246,365	$7,451,506	$340,737,521
SUPPLIES	6,895,751	2,044,769	3,336,272	3,897,739	16,174,531
OPERATING SERVICES & CHARGES	79,985,349	10,251,900	49,472,383	56,481,823	196,191,455
MAINTENANCE & REPAIR	15,136,356	216,235	8,291,908	7,472,113	31,116,612
AID TO OTHER AGENCIES	34,048,462	9,909,910	0	0	43,958,372
INTERDEPARTMENTALSERVICES	32,123,786	3,911,202	32,869,947	406,477	69,311,412
EQUIPMENT	4,608,467	2,486,404	564,621	13,205,754	20,865,246
INTERFUND CREDITS	(13,633,310)	(1,551,800)	(5,237,270)	0	(20,422,380)
JTPA TRAINING & SUPPORT	0	2,794,493	0	0	2,794,493
CONTR TO CAPITAL PROJECTS	0	0	0	0	0
INTERFUND TRANSFERS	31,712,014	9,213,401	58,158,229	0	99,083,644
TOTAL EXPENDITURES	$451,297,591	$56,895,449	$202,702,455	$88,915,412	$799,810,907
2002 ACTUAL					
PERSONAL SERVICES	$254,240,001	$14,013,761	$53,351,432	$7,505,479	$329,110,673
SUPPLIES	7,013,011	1,036,631	3,299,882	3,106,414	14,455,938
OPERATING SERVICES & CHARGES	75,511,944	12,876,557	49,252,498	48,066,666	185,707,665
MAINTENANCE & REPAIR	16,406,890	564,593	8,341,911	7,700,629	33,014,023
AID TO OTHER AGENCIES	34,078,049	9,077,506	0	0	43,155,555
INTERDEPARTMENTALSERVICES	33,216,303	3,373,585	27,612,144	425,995	64,628,027
EQUIPMENT	2,223,477	1,754,548	775,358	14,855,933	19,609,316
INTERFUND CREDITS	(14,942,242)	(1,343,922)	(5,331,787)	0	(21,617,951)
JTPA TRAINING & SUPPORT	0	1,772,881	0	0	1,772,881
CONTR TO CAPITAL PROJECTS	0	0	24,131,152	0	24,131,152
INTERFUND TRANSFERS	7,031,022	7,823,733	30,118,897	0	44,973,652
TOTAL EXPENDITURES	$414,778,454	$50,949,873	$191,551,487	$81,661,116	$738,940,930

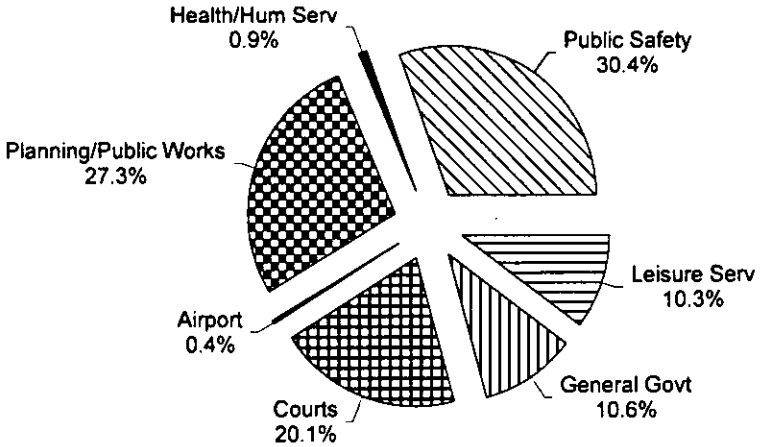
DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2002-2004

TAX FUNDS	2002		2003		2004	
DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Requested Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	$1,850,198	$1,763,527	$1,833,783	$1,669,991	$1,824,835	$1,874,519
BOARD OF COMMISSIONERS	835,576	735,615	905,576	821,704	905,576	1,045,576
ETHICS BOARD	2,000	205	2,000	52	2,000	2,000
LAW DEPARTMENT	2,370,229	2,085,165	2,478,369	2,285,568	2,974,403	2,873,903
GEOGRAPHIC INFO SYSTEM	1,906,672	1,610,574	2,020,991	1,779,765	1,937,377	1,758,567
FACILITIES MANAGEMENT	8,222,448	8,284,970	11,082,892	11,004,542	12,109,857	11,636,363
PURCHASING	2,353,778	2,310,863	2,942,663	2,827,162	3,543,237	3,222,300
HUMAN RESOURCES	3,009,599	2,791,124	3,262,186	2,568,333	3,248,089	3,153,529
INFORMATION SYSTEMS	11,887,452	11,282,510	12,291,760	9,642,166	10,748,865	10,586,761
FINANCE	6,111,950	5,845,594	6,642,305	6,136,606	7,279,926	6,997,896
PROPERTY APPRAISAL	4,823,314	4,421,718	4,592,154	4,377,657	6,851,620	4,635,696
TAX COMMISSIONER	5,583,960	5,537,405	5,918,436	5,813,463	7,000,158	6,116,684
REGISTRAR & ELECTIONS	3,302,935	2,558,694	1,612,164	1,631,620	3,658,507	3,586,148
SHERIFF	55,304,947	52,825,030	57,428,543	56,771,528	64,459,150	61,656,018
JUV COURT SOLICITOR	0	6	0	0	0	0
JUVENILE COURT	5,233,368	5,214,092	5,555,256	5,634,509	5,750,963	5,687,935
SUPERIOR COURT	7,344,379	6,461,205	7,382,625	6,897,510	7,652,461	7,668,087
CLERK SUPERIOR COURT	3,742,402	3,638,971	4,270,416	4,054,053	9,274,612	4,333,168
STATE COURT	8,876,499	8,445,794	9,759,746	9,333,917	11,181,669	10,721,599
SOLICITOR STATE COURT	3,383,998	3,157,974	3,729,342	3,311,459	3,966,903	3,876,160
DISTRICT ATTORNEY	7,539,867	7,435,761	7,943,541	7,700,079	8,675,582	8,490,974
CHILD ADVOCATE	0	0	304,341	275,126	687,913	676,756
PROBATE COURT	1,370,900	1,374,972	1,477,846	1,429,815	1,605,118	1,495,940
MEDICAL EXAMINER	1,667,667	1,635,060	1,783,247	1,771,472	1,865,631	1,938,507
PUBLIC DEFENDER	4,700,519	4,777,373	5,114,339	5,089,245	6,232,284	5,996,754
POLICE SERVICES	75,192,302	73,439,997	81,160,430	77,879,014	95,095,773	89,087,089
RECORDERS COURT	2,661,650	2,499,754	2,752,462	2,521,988	8,734,716	3,317,390
MAGISTRATE COURT	1,387,405	1,310,309	1,404,028	1,312,608	1,644,329	1,495,639
FIRE and RESCUE	55,365,055	55,823,165	59,408,393	56,279,094	65,849,776	62,542,798
PLANNING	1,661,736	1,403,409	2,096,940	1,513,622	2,204,829	1,840,021
ECONOMIC DEVELOPMENT	645,525	628,624	948,761	930,202	862,801	809,137
PUB WORKS-DIRECTOR	375,765	323,785	285,584	303,852	313,702	313,702
PUB WORKS-TRANSPORTATION	8,481,729	7,996,684	8,931,095	7,866,695	9,972,030	9,759,414
PUB WORKS-ROADS & DRAIN	22,141,895	20,803,767	21,148,032	19,218,746	28,379,129	19,593,474
PARKS & RECREATION	18,518,070	17,779,520	17,387,098	15,900,581	18,550,584	17,701,288
LIBRARY	10,307,148	10,043,543	11,037,383	10,781,661	11,011,126	11,468,430
ARTS, CULTURE, & ENTERTAINMEN	0	0	0	0	0	790,325
COOPERATIVE EXTENSION	1,059,872	1,057,125	1,094,684	1,036,077	1,115,438	1,115,438
PUBLIC HEALTH	5,107,783	5,105,108	5,304,528	5,233,691	5,753,783	5,384,134
COMMUNITY SERVICE BOARD	2,228,598	2,228,598	2,284,313	2,284,313	2,238,627	2,238,627
FAM & CHILDREN SERVICES	2,942,582	2,851,300	2,192,973	2,156,866	2,073,500	2,073,500
CONTRIBUTION TO CAPITAL	6,003,316	6,003,316	27,536,595	27,536,595	22,626,699	18,344,021
NON-DEPARTMENTAL	11,084,056	11,255,230	16,642,434	15,404,495	16,149,702	15,799,124
RESERVES	16,887,766	0	16,887,766	0	16,887,766	16,919,915
SP. REC. DIST. DEBT SERVICE	14,381,220	11,889,193	14,291,395	11,898,478	14,228,394	14,228,394
HUMAN & COMM DEVELOPMENT	687,477	632,201	774,165	768,826	904,372	796,950
HOSPITAL FUND	21,167,594	21,142,593	21,642,858	21,587,115	21,642,858	21,642,858
DEBT SERVICE FUND	16,399,530	16,367,033	17,162,837	16,055,725	15,442,918	15,442,918
TOTAL TAX FUNDS	$446,112,731	$414,778,454	$492,709,276	$451,297,591	$545,119,588	$502,736,426

DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2002-2004

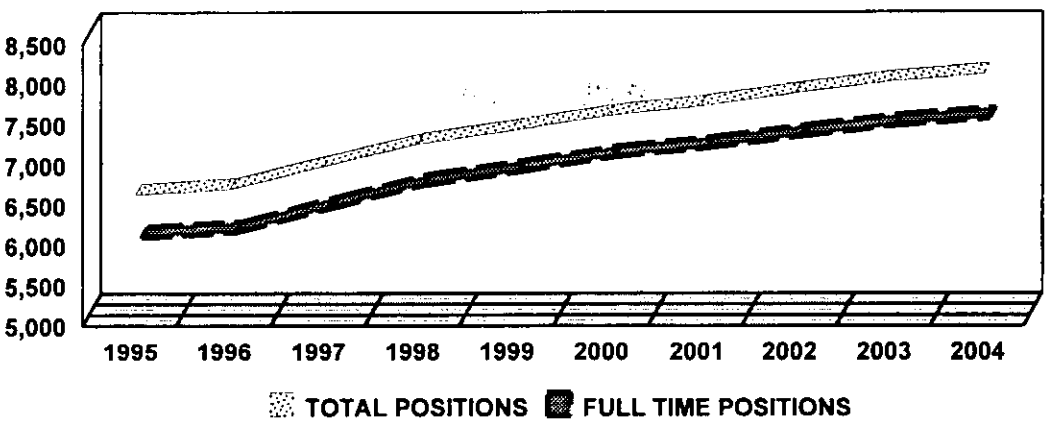
NON-TAX FUNDS	2002		2003		2004	
FUND/DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Requested Budget	Approved Budget
Enterprise Funds						
PUB WORKS-WATER & SEWER:						
OPERATING	$66,364,340	$60,816,362	$72,887,053	$60,925,155	$76,073,206	$72,284,362
FINANCE-BILLING	4,541,706	4,480,879	4,764,541	4,780,211	5,151,909	5,151,909
TRANSFERS & RESERVE	56,606,514	43,460,104	54,823,463	48,201,739	43,099,412	46,911,778
SINKING FUNDS	37,521,687	29,998,098	37,520,524	31,482,587	42,862,957	39,557,127
TOTAL WATER & SEWER	165,034,247	138,755,443	169,995,581	145,389,691	167,187,484	163,905,176
PUB WORKS-SANITATION:						
-OPERATING	58,017,676	49,721,568	67,948,564	53,743,452	70,791,933	71,066,772
-FINANCE-BILLING	303,762	303,762	217,135	217,137	229,892	229,892
TOTAL SANITATION	58,321,438	50,025,330	68,165,699	53,960,589	71,021,825	71,296,664
AIRPORT:						
-OPERATING FUND	3,112,775	2,770,714	3,086,538	2,754,420	2,323,954	3,490,050
STORMWATER UTILITY	0	0	677,755	597,755	10,000,000	10,080,193
TOTAL ENTERPRISE FUNDS	$226,468,460	$191,551,487	$241,925,573	$202,702,455	$250,533,263	$248,772,083
Internal Service Funds						
PUB WORKS-FLEET MAINT	$21,998,469	$19,400,608	$23,303,068	$19,998,105	$24,000,942	$23,889,102
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	18,987,888	14,810,914	14,471,031	13,174,644	15,287,942	15,939,847
-OPERATING EXPENSES	2,528,813	1,692,754	28,495,214	1,955,942	32,136,596	33,070,776
-RESERVES & TRANSFERS	16,661,627	0	0	0	0	0
TOTAL VEHICLE FUND	38,178,328	16,503,668	42,966,245	15,130,586	47,404,538	49,010,623
RISK MANAGEMENT FUND	52,146,345	45,756,840	64,363,720	53,786,721	70,977,174	70,460,096
TOTAL INTERNAL SERVICE FUNDS	$112,323,142	$81,661,116	$130,633,033	$88,915,412	$142,382,654	$143,359,820
Special Revenue Funds						
GRANTS	$72,918,822	$24,410,735	$76,483,878	$25,221,320	$49,043,766	$49,043,766
RECREATION FUND	1,902,796	1,220,841	1,791,376	1,345,792	1,640,134	1,640,134
CONFISCATED MONIES FD	3,326,833	1,424,642	2,879,853	1,763,105	1,564,285	1,150,126
HOTEL/MOTEL TAX FUND	2,605,667	2,126,878	2,207,025	1,909,802	2,007,925	2,148,506
COUNTY JAIL FUND	1,720,600	1,483,549	1,545,350	1,830,953	1,780,000	1,786,513
JUVENILE SERVICES FUND	59,648	55,145	51,831	41,052	57,945	95,849
EMERG TELEPHONE SYST	12,280,237	7,517,949	14,743,047	8,360,291	18,119,126	17,749,496
DRUG ABUSE/TREATMENT	139,217	58,124	160,682	135,721	163,265	83,122
STREET LIGHT FUND	3,127,620	3,048,250	3,168,149	3,143,140	3,197,199	3,233,814
VICTIM ASSISTANCE FUND	1,025,425	753,328	2,179,128	1,053,634	1,187,704	1,453,199
SPEED HUMP FUND	100,000	80,000	151,071	906	132,076	376,855
PEG FUND	1,577,956	359,166	2,300,136	645,196	1,787,763	1,762,111
CHILD SUPPORT INCENTIVE	40,791	18,386	23,189	18,386	4,803	5,112
DEVELOPMENT FUND	12,893,963	8,392,880	14,267,156	11,214,080	11,799,388	11,799,388
REVENUE BONDS LEASE PAYMENT	0	0	800,000	212,071	1,081,790	1,096,538
TOTAL SPECIAL REVENUE FUNDS	$113,719,575	$50,949,873	$122,751,869	$56,895,449	$93,567,169	$93,424,529
TOTAL OPERATING FUNDS	$898,623,908	$738,940,930	$988,019,750	$799,810,907	$1,031,602,674	$988,292,858

2004 TOTAL POSITIONS BY FUNCTION



Includes all positons - full-time, part-time and temporary from all funding sources.

TOTAL AUTHORIZED POSITIONS
End of year and 2004 Budget



Increases in positions during this period were due primarily to staffing of facilities constructed during the late 1980's and early 1990's. Bond funds enabled the improvement and expansion of both parks and libraries and a new 3,450 bed jail was opened in 1995. The decrease in 1995 resulted from a Board of Commissioners goal to reduce the total number of authorized positions. The increases in 1998-2003 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 and 4) additional positions added in various departments to address increasing demand for service due to population growth.

DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION

FUNCTION/DEPARTMENT	2002	2003	2004
AIRPORT	**28**	**28**	**28**
CIVIL & CRIMINAL COURTS			
CHILD ADVOCATE	0	8	8
CLERK OF SUPERIOR COURT	86	86	86
DISTRICT ATTORNEY	130	134	135
JUVENILE COURT	104	104	104
MAGISTRATE COURT	30	30	30
PROBATE COURT	24	24	24
PUBLIC DEFENDER	62	62	62
RECORDERS COURT	53	54	54
SHERIFF	755	758	758
SOLICITOR GENERAL, STATE COURT	76	76	76
SOLICITOR, JUVENILE COURT	0	0	0
STATE COURT	167	167	174
SUPERIOR COURT	96	100	100
TOTAL CIVIL & CRIMINAL COURTS	**1,583**	**1,603**	**1,611**
GENERAL GOVERNMENT			
BOARD OF COMMISSIONERS	17	24	24
CHIEF EXECUTIVE OFFICER	28	22	23
FACILITIES MANAGEMENT	84	119	98
FINANCE	197	205	206
GEOGRAPHIC INFORMATION SYSTEM	24	26	26
HUMAN RESOURCES	31	35	35
INFORMATION SYSTEMS	82	83	84
LAW DEPARTMENT	23	25	27
NON-DEPARTMENTAL	4	4	4
PROPERTY APPRAISAL	76	76	76
PURCHASING	52	56	55
REGISTRAR & ELECTIONS	71	72	72
TAX COMMISSIONER	117	117	117
TOTAL GENERAL GOVERNMENT	**806**	**864**	**847**
HEALTH & HUMAN SERVICES			
COOPERATIVE EXTENSION	29	33	33
FAMILY & CHILDREN SERVICES	4	0	0
HEALTH	3	3	3
HUMAN & COMMUNITY DEVELOPMENT	10	11	12
PRIVATE INDUSTRY COUNCIL	27	27	27
TOTAL HEALTH & HUMAN SERVICES	**73**	**74**	**75**
LEISURE SERVICES			
ARTS, CULTURE, & ENTERTAINMENT	0	0	4
LIBRARIES	227	227	227
PARKS & RECREATION	608	578	590
TOTAL LEISURE SERVICES	**835**	**805**	**821**

DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION

FUNCTION/DEPARTMENT	2002	2003	2004
PLANNING & PUBLIC WORKS			
COMMUNITY DEVELOPMENT	28	27	29
DEVELOPMENT	143	144	143
ECONOMIC DEVELOPMENT	9	10	10
PLANNING	34	34	34
PUBLIC WORKS-DIRECTOR	3	3	3
PUBLIC WORKS-FLEET MAINTENANCE	167	168	171
PUBLIC WORKS-ROADS & DRAINAGE	244	244	262
PUBLIC WORKS-SANITATION	650	686	699
PUBLIC WORKS-TRANSPORTATION	120	125	119
PUBLIC WORKS-WATER & SEWER	685	688	713
TOTAL PLANNING & PUBLIC WORKS	**2,083**	**2,129**	**2,183**
PUBLIC SAFETY			
ANIMAL CONTROL	36	38	38
CODE ENFORCEMENT	27	26	26
COMMUNICATIONS	116	126	156
FIRE AND RESCUE SERVICES	824	850	849
MEDICAL EXAMINER	17	18	19
POLICE	994	1,012	1,054
OTHER	331	330	291
TOTAL PUBLIC SAFETY	**2,345**	**2,400**	**2,433**
GRAND TOTAL ALL POSITIONS	**7,753**	**7,903**	**7,998**

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 group 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 RECREATION DISTRICT - DEBT SERVICE FUND
This fund is 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.

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.

FUNDS GROUP: Tax

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
PERSONAL SERVICES	$254,240,002	$260,420,716	$280,192,324	$280,192,324
SUPPLIES	7,013,011	6,895,751	8,344,581	8,344,581
OPERATING SERVICES & CHARGES	75,511,944	79,985,349	98,274,552	98,274,552
MAINTENANCE AND REPAIR	16,406,890	15,136,356	18,649,373	18,649,373
AID TO OTHER AGENCIES	34,078,049	34,048,462	33,500,757	33,500,757
INTERDEPARTMENTAL SERVICES	33,216,303	32,123,786	37,811,663	37,811,663
EQUIPMENT	2,223,477	4,608,467	2,307,594	2,307,594
INTERFUND CREDITS	(14,942,242)	(13,633,310)	(13,892,146)	(13,892,146)
INTERFUND TRANSFERS	7,031,022	31,712,014	4,602,482	18,347,482
TOTAL EXPENDITURES	$414,778,456	$451,297,591	$469,791,180	$483,536,180
PROJECTED FUND BALANCE			19,200,246	19,200,246
TOTAL BUDGET			$488,991,426	$502,736,426

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
GENERAL FUND	$198,128,916	$233,507,512	$232,520,186	$246,265,186
SPECIAL TAX DISTRICT-DESIGNATED SERVICES	119,504,264	116,947,137	128,662,677	128,662,677
SPECIAL TAX DISTRICT-UNINCORPORATED	5,561,905	6,475,801	7,523,776	7,523,776
FIRE FUND	42,184,552	44,825,823	49,770,371	49,770,371
SPECIAL RECREATION DISTRICT-DEBT SERVICE	11,889,193	11,898,478	14,228,394	14,228,394
DEBT SERVICE FUND	16,367,033	16,055,725	15,442,918	15,442,918
HOSPITAL FUND	21,142,593	21,587,115	21,642,858	21,642,858
TOTAL EXPENDITURES	$414,778,456	$451,297,591	$469,791,180	$483,536,180
PROJECTED FUND BALANCE			19,200,246	19,200,246
TOTAL BUDGET			$488,991,426	$502,736,426

FUNDS GROUP: Tax

SUMMARY OF REVENUES AND ANTICIPATIONS

BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
PROPERTY TAXES	$203,225,582	$242,114,401	$248,609,751	$262,354,751
EXCISE TAXES	110,469,877	111,439,516	111,725,000	111,725,000
LICENSES AND PERMITS	18,338,656	18,348,866	18,906,000	18,906,000
USE OF MONEY & PROPERTY	343,749	797,609	257,300	257,300
INTERGOVERNMENTAL REVENUE	20,163,703	20,425,762	20,724,696	20,724,606
FINES AND FORFEITURES	23,293,864	28,401,377	26,995,000	26,995,000
CHARGES FOR SERVICES	8,653,771	7,732,150	9,093,500	9,093,500
MISCELLANEOUS REVENUE	2,888,897	4,617,562	3,731,500	3,731,500
INTERFUND CHARGES	10,143,014	10,548,251	14,303,061	14,303,061
INTERFUND TRANSFERS	7,856,350	8,865,763	9,618,514	9,618,514
FUND BALANCE CARRIED FORWARD	32,434,520	23,033,528	25,027,104	25,027,194
TOTAL	$437,811,983	$476,324,785	$488,991,426	$502,736,426

SUMMARY OF REVENUES AND ANTICIPATIONS

BY FUND

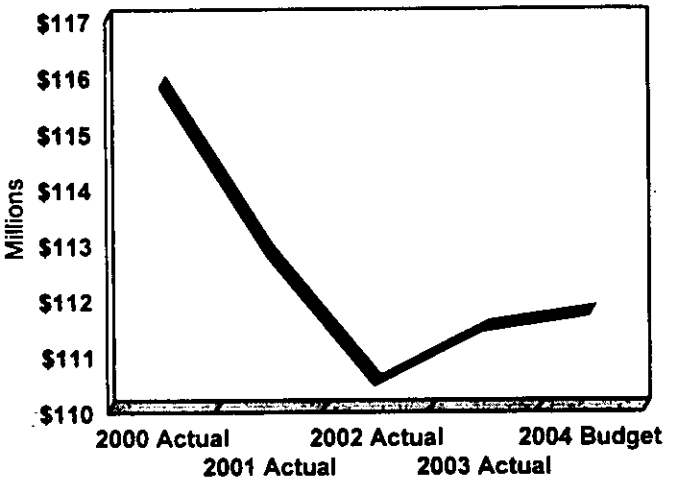
	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
GENERAL FUND	$216,960,098	$250,113,122	$249,440,101	$263,185,101
SPECIAL TAX DISTRICT-DESIGNATED SERVICES	120,146,428	123,729,586	130,943,008	130,943,008
SPECIAL TAX DISTRICT-UNINCORPORATED	5,921,918	6,984,207	7,523,776	7,523,776
FIRE FUND	43,039,600	45,289,779	49,770,371	49,770,371
SPECIAL RECREATION DISTRICT-DEBT SERVICE	14,159,621	12,503,458	14,228,394	14,228,394
DEBT SERVICE FUND	16,402,912	16,080,669	15,442,918	15,442,918
HOSPITAL FUND	21,181,406	21,623,964	21,642,858	21,642,858
TOTAL	$437,811,983	$476,324,785	$488,991,426	$502,736,426

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 general sales taxes.

History:

Excise Taxes	
2000 Actual	$115,832,575
2001 Actual	$112,795,145
2002 Actual	$110,469,877
2003 Actual	$111,439,516
2004 Budget	$111,725,000



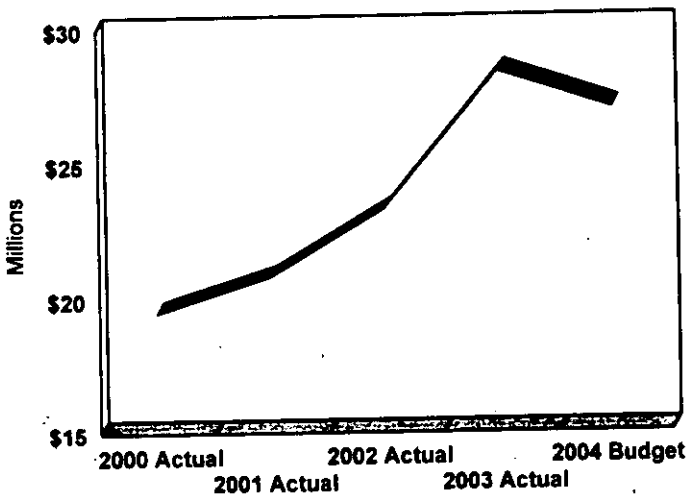
Trends and History: Prior to 1999, excise taxes represented approximately 7.5% of the annual revenue of the tax funds. Beginning in 1999, however, the County began incorporating general sales taxes into its traditional property tax based budget. Sales taxes collected and credited to the 2003 budget totaled $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 these revenue elements are projected to remain flat.

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 2004, these revenues represent 5% of all tax fund revenues.

History:

2000 Actual	$19,485,486
2001 Actual	$20,816,465
2002 Actual	$23,293,864
2003 Actual	$28,401,377
2004 Budget	$26,995,000



Trends and History: Revenues increased 21% in 2003 when compared to 2002. 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 during 2004. The projected rate of decrease is 5%.

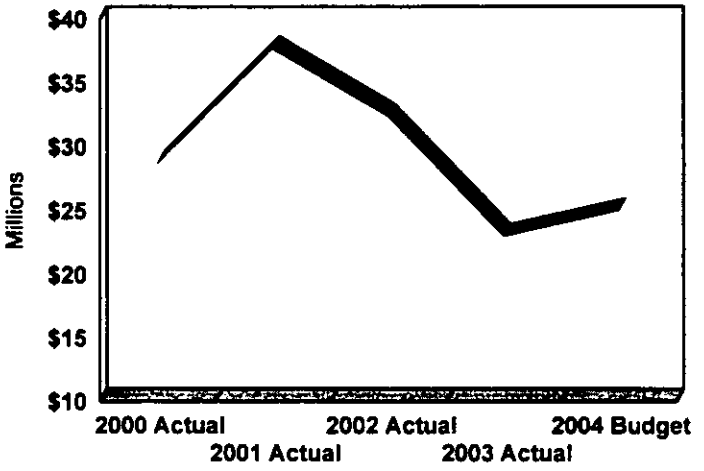
While not a fine or forfeiture, real estate transfer taxes are collected in the office of Clerk of the Superior Court at the time deeds are recorded. These tax collections have increased each year since 1996. The transfer tax is expected to level off and decrease during 2004 due to the anticipated rise in interest rates.

FUND BALANCE FORWARD

Defined: The fund balance forward, represents 5% of total tax fund revenues in 2003. 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.

History:

2000 Actual	**$28,711,207**
2001 Actual	**$37,758,917**
2002 Actual	**$32,434,520**
2003 Actual	**$23,033,528**
2004 Budget	**$25,027,195**



Trends and History

Significant factors are highlighted for each year.

2000: The 2000 fund balance was composed of $8.5 million of unanticipated revenues and $21.6 million of unexpended appropriations. The revenues in excess of anticipations were primarily sales taxes and permit revenues. The $21.6 million in unexpended appropriations was composed of $6.1 million in salary and benefits savings and $9.8 million in reserves.

2001: The 2001 fund balance was composed of $5.6 million of unanticipated revenues and $32.1 million in unexpended appropriations. Excess revenues were primarily sales taxes and state homestead exemption credits. The unexpended appropriations included $3.0 million in salaries and benefits, $17.9 million in budgetary reserves, and $7.6 million in operating services, and maintenance and repair accounts.

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 overexpenditures were primarily due to overtime costs.

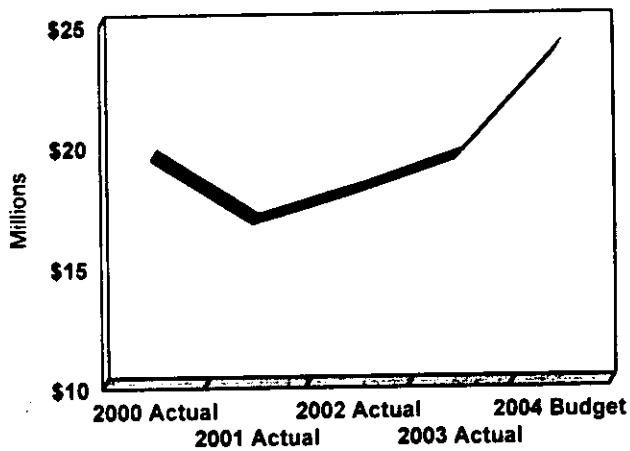
2004: The 2003 fund balance results from a combination of less than expected revenues of $16.4 million due to less than anticipated tax collections, a shortfall in State reimbursements, and a decline in several other revenue categories. This was offset by unexpended appropriations of $41.4 million resulting from reserves of $16.9 million and savings in various operating services and charges and maintenance and repair accounts. The result is an increase in fund balance of $2 million.

INTERFUND TRANSFERS AND INTERFUND CHARGES

Defined: Interfund transfers are 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. Interfund charges represent the charges to non-tax funds for services provided to them by the tax funds departments.

History:

2000 Actual	$19,468,038
2001 Actual	$16,782,751
2002 Actual	$17,999,364
2003 Actual	$19,414,014
2004 Budget	$23,921,575



Trends and History: Interfund transfers and charges increased 7% in 2003 compared to 2002. This was due to the growth in administrative charges, Emergency Telephone, Jail Fund, Victim Assistance, and Facilities Management transfers.

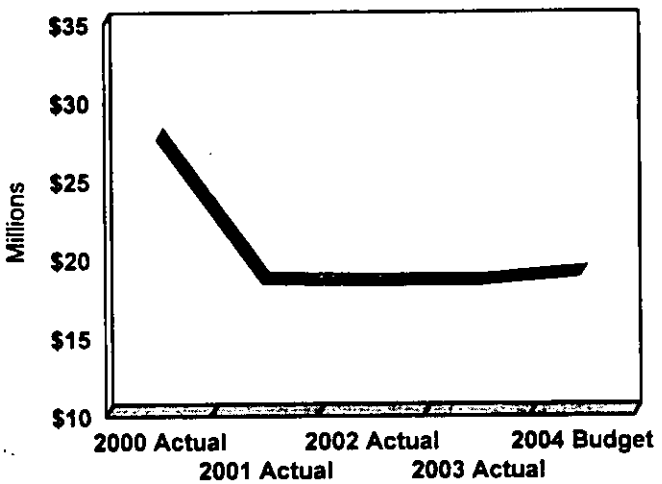
Funding for the Emergency Telephone System is generated through monthly service charges applied to telephone service subscribers. These revenues are first accumulated in the Emergency Telephone System Fund and transferred to the General Fund. 1999 was the first year Georgia counties which operate emergency telephone systems (E-911) could collect E-911 service charges on wireless telephone service. Revenues from wireless service charges exceeded anticipations from 1999 through 2003.

LICENSES AND PERMITS

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

History:

2000 Actual	$27,686,656
2001 Actual	$18,455,810
2002 Actual	$18,338,696
2003 Actual	$18,348,867
2004 Budget	$18,906,000



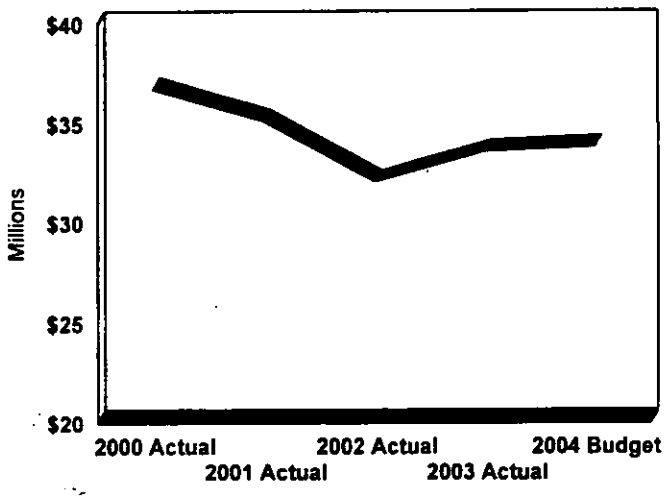
Trends and History: General business and occupation taxes, as well as beverage and franchise activities represented 3.85% of the total tax fund revenues in 2003. During year 2003, licenses and permits revenue was flat. All inspection permits and license fees associated with construction activities have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

OTHER REVENUE SOURCES

Defined: Other revenue sources include interest income, intergovernmental revenue, charges for county services, and miscellaneous revenue. These sources account for 6.7% of total tax funds revenue in 2004.

History:

2000 Actual	**$36,729,512**
2001 Actual	**$35,117,847**
2002 Actual	**$32,050,121**
2003 Actual	**$33,572,682**
2004 Budget	**$33,806,996**



Trends and History The other revenues category decreased 10.9% in 2003. The decrease was primarily associated with intergovernmental revenues. 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 2003, this trend is expected to continue in 2004.

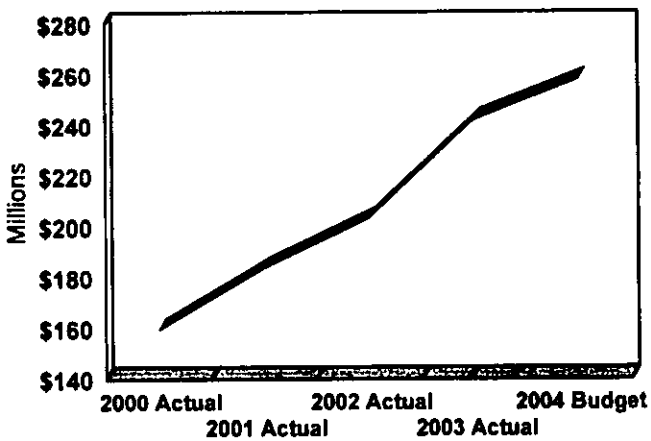
The revenue in this category is expected to remain flat in 2004.

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 52.1% of tax fund revenues in 2004.

History:

2000 Actual	**$159,551,509**
2001 Actual	**$183,800,424**
2002 Actual	**$203,225,582**
2003 Actual	**$242,114,402**
2004 Budget	**$258,044,390**



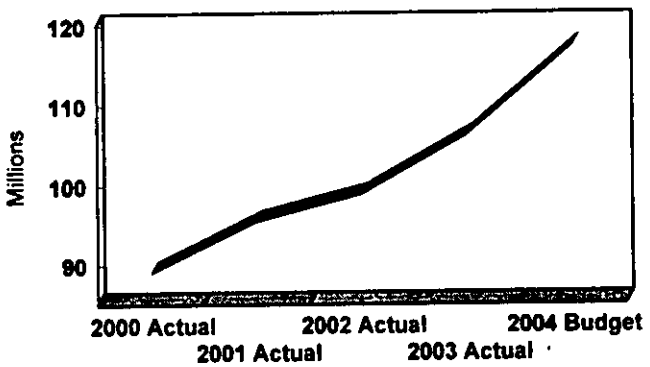
Trends and History Real and personal taxes were significantly lower beginning in 1999. At that time the County began incorporating general sales taxes (homestead option sales tax; HOST) in the tax supported budgets. The HOST state law provides that at least 80% of the prior year sales tax collections 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 2004 budget supposes an 83.2% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. This decrease in the exemption is reflected in a higher property tax anticipation. However, the Board of Commissioners approved a concurrent decrease in the millage of .1 mill.

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. The County initiated a thorough audit of existing homestead exemptions during 1999. This program was designed to facilitate the implementation of the HOST. As the audit revealed invalid exemptions, additional prior year taxes were levied and as a consequence both 1999 and 2000 prior year tax collections were enhanced. 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 2003, motor vehicle tax collections remained flat. No change is expected in motor vehicle taxes during 2004. The public utility tax digest is prepared by the State and delivered to the County for billing. The County initiated a three year audit of personal property taxes during 1999, designed to review business property and inventories. During 2000 the audit discovered approximately $260 million in under reported personal property value.

CIVIL AND 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.

2000 Actual	$88,934,331
2001 Actual	$95,357,992
2002 Actual	$98,776,301
2003 Actual	$106,103,310
2004 Budget	$117,354,927

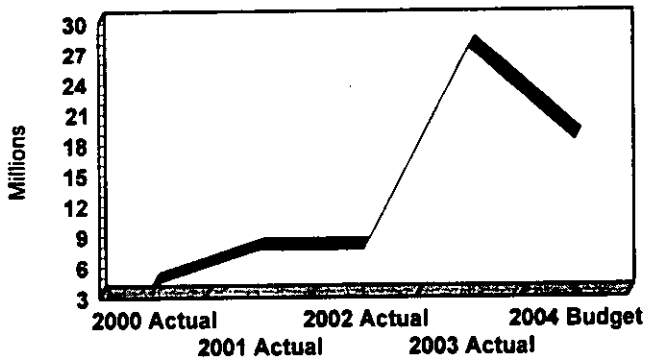


Trends and History: The increasing trend here is due mostly to the expansion of the inmate population in the jail. The increase in 2000 is attributable to a contract with the INS to house federal inmates. In August 2001, the INS withdrew all federal inmates from the jail; these inmates have been replaced by local prisoners. Another factor is increased staffing in the court system. The Child Advocate's Office was established in 2003. The 2004 budget includes 8 additional positions.

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.

2000 Actual	$4,259,456
2001 Actual	$7,665,167
2002 Actual	$7,665,167
2003 Actual	$27,536,595
2004 Budget	$18,344,021

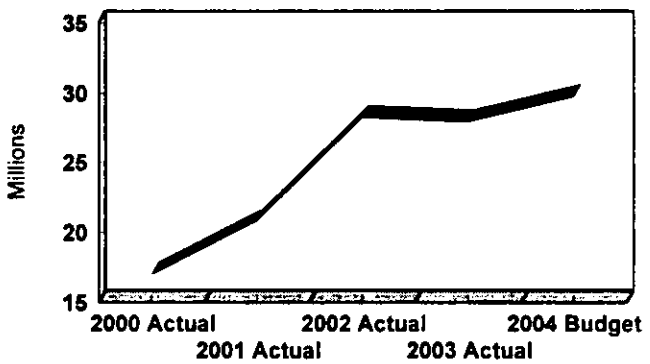


Trends and History: This category varies significantly due to need and funding availability from year to year. The increase in 2001 was for projects primarily related to roads and traffic improvements. The substantial increase in 2003 was attributable to the $16,468,517 appropriation for Homestead Option Sales Tax (HOST) Capital Outlay. In 2004, the appropriation for HOST Capital Outlay is $13,745,000.

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.

2000 Actual	$16,999,907
2001 Actual	$20,826,226
2002 Actual	$28,256,226
2003 Actual	$27,954,203
2004 Budget	$29,761,312

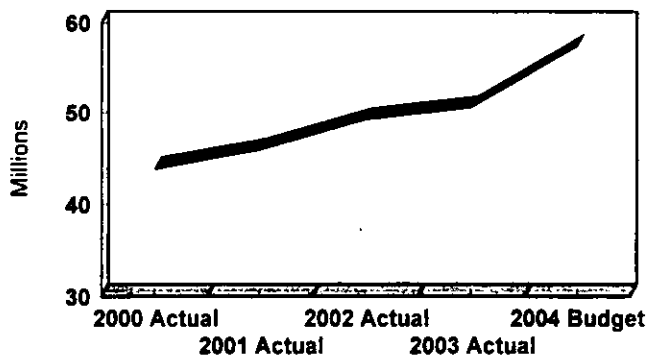


Trends and History: In 2001, voters approved a $125 million GO Bond issue to acquire land for parks and greenspace. The 2003 actual and 2004 budget reflect the costs associated with this issue. Other variations in this period are due to the variations in the prior debt service schedules. The Series 2003A 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.

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.

2000 Actual	$43,788,895
2001 Actual	$45,820,706
2002 Actual	$49,227,964
2003 Actual	$50,558,631
2004 Budget	$57,489,942

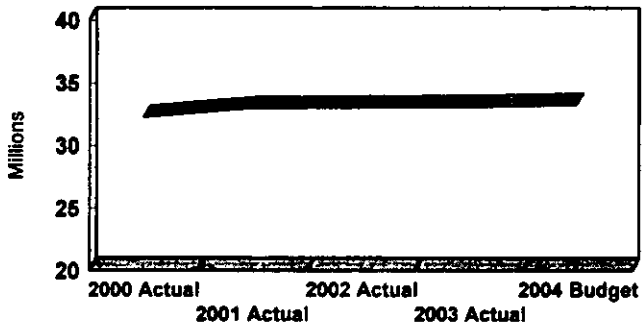


Trends and History: The increasing trend in this category is due primarily to significant software and development expenditures related to various departments; Y2K compliance and continued upgrades, network expansion and Information Systems Master Plan development; increases in utility and security costs; and increased personnel costs pursuant to implementation of a market pay and classification study in 2000. In 2004, the Registrar and Elections budget has increased due to the multiple elections that must be conducted.

HEALTH AND 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 General Fund portion of Human and Community Development.

2000 Actual	$32,276,126
2001 Actual	$32,954,095
2002 Actual	$33,016,925
2003 Actual	$33,066,889
2004 Budget	$33,251,507

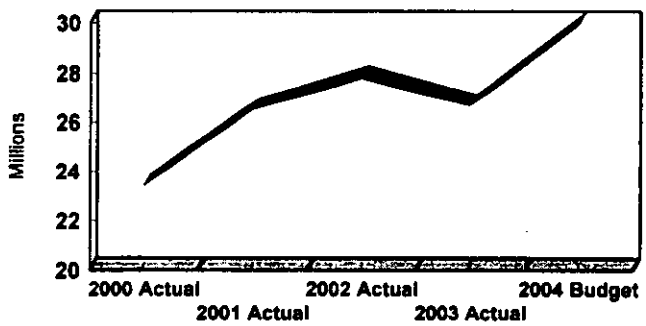


Trends and History: These fluctuations are due almost exclusively to varying levels of funding provided to the Fulton-DeKalb Hospital Authority. Since 1997, when funding was reduced due to the availability to the Authority of federal funds, the county's support has remained at a somewhat constant level.

LEISURE SERVICES

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

2000 Actual	$23,404,784
2001 Actual	$26,507,206
2002 Actual	$27,823,063
2003 Actual	$26,682,243
2004 Budget	$29,960,043

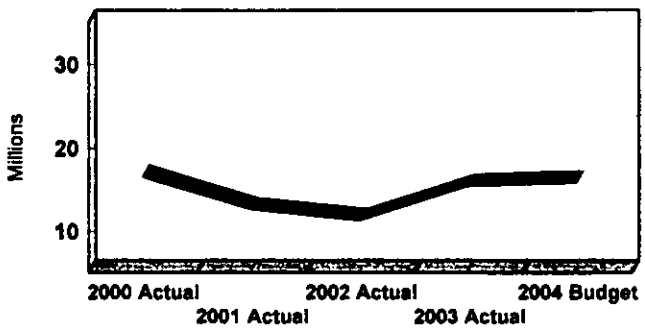


Trends and History: The increases in this function are due to the addition of 37 positions (14 in Libraries and 23 in Parks) in 2001 and 2002, increased salaries due to a pay and classification study, and some increases in the materials allocation for Libraries. In 2003, 35 positions in Parks were transferred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

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 Fund for expenses and settlements of certain law suits.

2000 Actual	$16,557,033
2001 Actual	$12,588,401
2002 Actual	$11,255,230
2003 Actual	$15,404,495
2004 Budget	$15,799,124

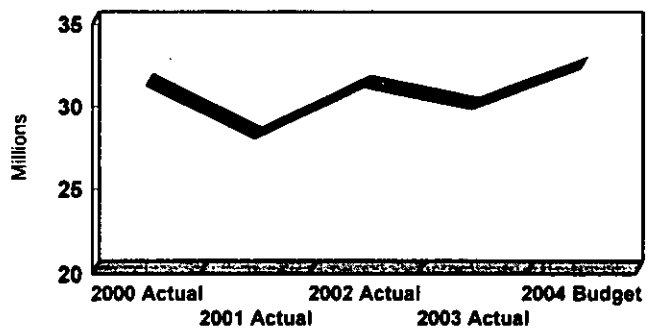


Trends and History: The increase in 2000 was due to a transfer of $5.4 million to the Capital Projects fund for various traffic improvement and road projects. The increase in 2003 was primarily due to a $18.4 million reserve, $1,000,000 for economic development incentives, and $880,000 for building authority debt service. The 2004 Budget includes a $16.9 million reserve, $1,000,000 economic development incentives, and $1,000,000 for building authority debt service.

PLANNING AND PUBLIC WORKS

Defined: This category includes planning, zoning enforcement, development and maintenance of the county's surface transportation system, and storm-water 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.

2000 Actual	$31,288,378
2001 Actual	$28,019,355
2002 Actual	$31,156,271
2003 Actual	$29,833,117
2004 Budget	$32,315,748

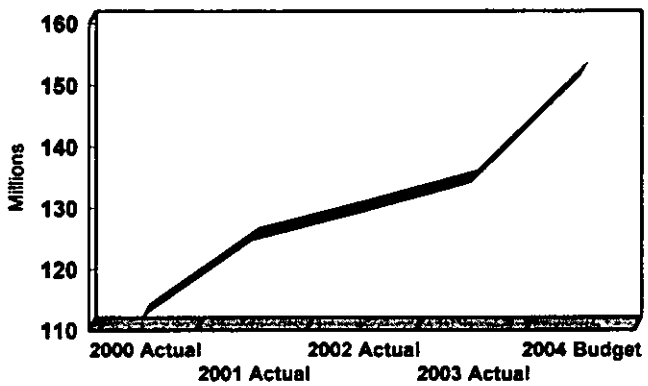


Trends and History: The increases through 2000 were due to the addition of 52 positions to address increased road and traffic projects and increased inspections related to development and environmental issues. The decrease in 2001 was due to the transfer of most of the development function to a special revenue fund. In 2002 a Transportation Division was created by reorganizing Roads and Drainage. The increase in the 2003 budget was primarily due to the pay and classification study implementation. The increase in the 2004 budget is due to the addition/ transfer of 54 positions.

PUBLIC SAFETY

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

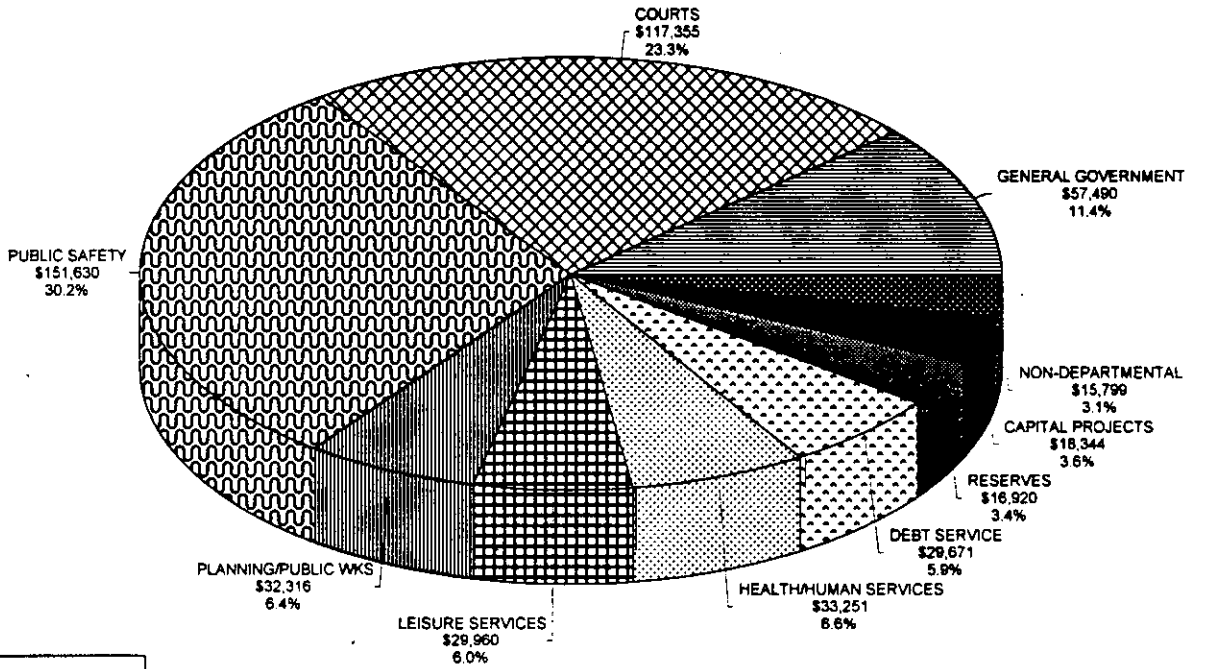
2000 Actual	$112,277,294
2001 Actual	$124,741,395
2002 Actual	$129,263,161
2003 Actual	$134,158,108
2004 Budget	$151,629,887



Trends and History: Virtually all of this increase is due to the development and implementation of 5 year plans for both police and fire. Since 1998 271 positions have been added to the Public Safety function. The pay and classification study implemented in 2000 has had a serious impact on this function, and has accounted for most of the budget growth in 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 2004 budget includes the net addition of 33 full-time positions.

2004 TAX FUNDS BUDGET

BY MAJOR FUNCTION

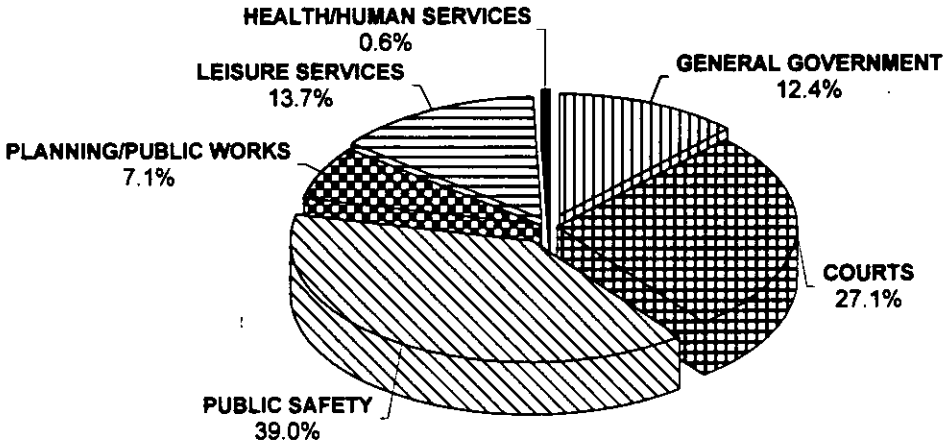


IN THOUSANDS

	1995 Budget	1996 Budget	1997 Budget	1998 Budget	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	ANNUALIZED % CHANGE 1995-2004
DEBT SERVICE	$17,643	$17,534	$17,559	$17,418	$17,160	$17,030	$16,679	$30,781	$30,492	$29,671	6.71%
CIVIL & CRIMINAL COURTS	$60,180	$62,142	$66,953	$74,117	$82,146	$90,538	$96,923	$103,008	$108,519	$117,355	8.71%
LEISURE SERVICES	$19,769	$19,530	$20,949	$22,266	$23,217	$24,696	$27,514	$27,885	$28,374	$29,960	5.33%
PUBLIC SAFETY	$88,742	$88,480	$94,122	$105,322	$107,617	$113,533	$124,059	$130,557	$139,037	$151,630	6.93%
HEALTH & HUMAN SERVICES	$31,357	$30,441	$26,027	$32,976	$31,984	$32,851	$33,008	$33,194	$34,030	$33,251	0.74%
GENERAL GOVERNMENT	$33,984	$34,562	$36,695	$39,571	$41,897	$46,735	$48,092	$52,103	$56,866	$57,490	6.79%
PLANNING & PUBLIC WORKS	$24,663	$24,333	$26,230	$26,448	$30,179	$32,378	$29,704	$32,887	$33,125	$32,316	3.44%
NON-DEPARTMENTAL	$8,187	$11,585	$15,310	$14,109	$14,505	$21,794	$18,412	$11,772	$16,216	$15,799	8.56%
FIRE FUND & RESERVES	$5,282	$7,473	$12,642	$5,874	$9,818	$17,913	$17,913	$17,888	$16,888	$16,920	15.66%
CAPITAL PROJECTS	$1,924	$2,419	$2,476	$5,021	$4,923	$4,259	$7,172	$4,503	$27,372	$18,344	32.56%
TOTAL	$291,731	$298,499	$318,963	$343,142	$383,446	$401,427	$419,476	$444,578	$490,918	$502,736	6.72%

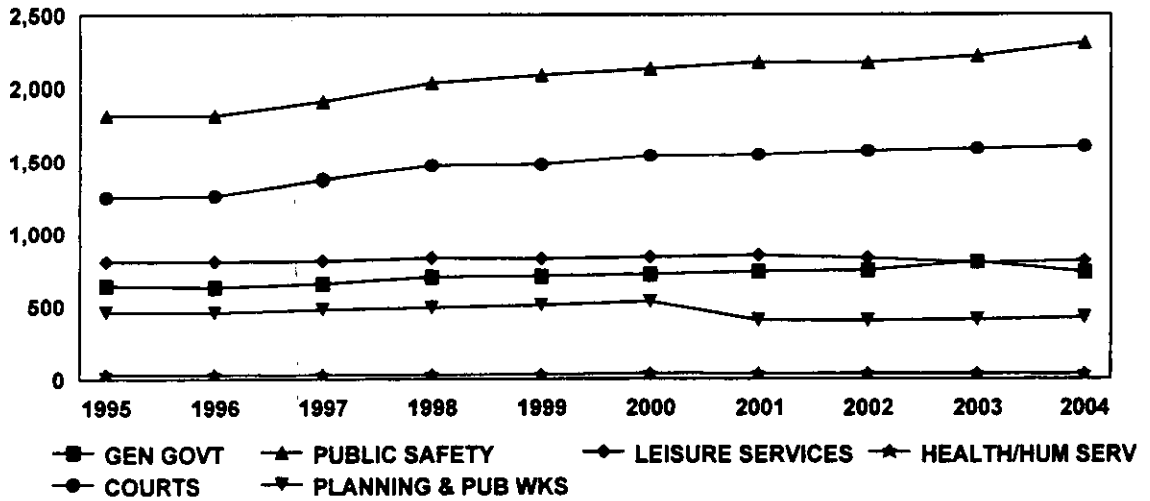
Increases in Civil and Criminal Courts are due to the opening of a new jail in 1995 and expansion of the court system with the addition of three judgeships and related support staff since 1997. Increases in Public Safety are related to the implementation of 5-year plans in Fire and Police in 1996, 1997, and 2001. The 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. This makes non-departmental budgets fluctuate and negates portraying these variations as any sort of trend. The Fire Refund program resulted from a court decision regarding homestead exemption and lasted from 1993 to 1996. 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 improvements; and in 2000, continuing projects were moved to Non-departmental and a reserve was budgeted in Non-Departmental for future infrastructure projects. The reserves are monies appropriated with the intention that they be held as true reserves. A major pay and classification study implemented beginning in 2000 has impacted all departmental budgets. Debt Service has been impacted by voter approval in 2001 of bonds to purchase land to be used for parks.

2004 TAX FUND POSITIONS
BY MAJOR FUNCTION

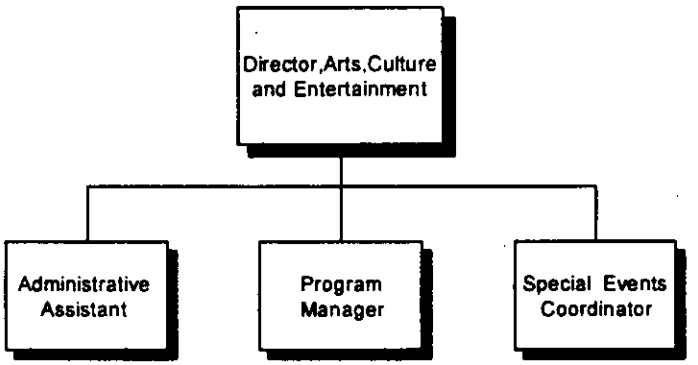


TAX FUNDS POSITIONS BY FUNCTION - 1995-2004

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
GENERAL GOVERNMENT	641	632	656	703	711	719	737	746	805	733
CIVIL & CRIMINAL COURTS	1,251	1,262	1,370	1,468	1,509	1,539	1,545	1,571	1,589	1,603
PUBLIC SAFETY	1,813	1,813	1,910	2,036	2,104	2,132	2,175	2,174	2,218	2,307
PLANNING & PUBLIC WORKS	459	456	479	493	509	534	403	402	408	421
LEISURE SERVICES	807	810	815	834	830	841	852	834	798	812
HEALTH & HUMAN SERVICES	34	31	29	29	29	39	36	36	37	34
TOTAL	5,005	5,004	5,259	5,563	5,692	5,804	5,748	5,763	5,855	5,910



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, and 2001; 2) the staffing of a new jail which opened in 1995; and 3) the expansion of the court system with the addition of three judgeships and related support staff since 1997.



MISSION STATEMENT

The office of Arts, Culture, and Entertainment serves to increase awareness, 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 businesses, tourists, and conventions.

MAJOR ACCOMPLISHMENTS IN 2003

Blues and Jazz Festival 2003 - Reinforced county economy by bringing in approximately 20,000 local and out of state citizens.

Weekly Emails - Distribution to over 7,000 county employees with future expansion to art groups of "Weekend Happenings" which include arts, culture, and entertainment events for the weekend. The county and metropolitan information aims to increase awareness and encourage citizens to attend local events.

Bike-DeKalb - Partnership with Decatur to include individuals, families and handicapped citizens to ride and explore Decatur/DeKalb.

In Process - Staffing a new department.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Multicultural Festival - Partnership with Stone Mountain Park.

Educational children's program - Partnership with county art groups, museums, universities, and theaters.

Educational arts education, cultural recognition, aesthetics and entertainment - Government televised program.

MAJOR BUDGETARY IMPACTS

Previous

None

2004

Budget of $790,325 includes full year funding for this department.

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

MAJOR BUDGETARY IMPACTS (CON'T)
Future
No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Arts, Culture and Entertainment	$0	$0	$790,325	$790,325
TOTAL	$0	$0	$790,325	$790,325

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$0	$0	$262,325	$262,325
Supplies	0	0	2,000	2,000
Operating Services and Charges	0	0	251,000	251,000
Aide to Other Agencies	0	0	275,000	275,000
Equipment	0	0	0	0
TOTAL	$0	$0	$790,325	$790,325

FUNDING SOURCES

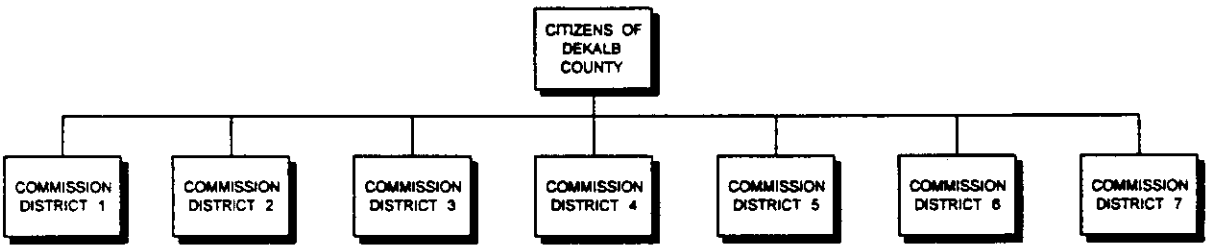
	2002	2003	2004 Budget
General Fund	$0	$0	$790,325

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Director, Arts, Culture, and Entertain	AH	0	0	1
Program Manager	28	0	0	1
Special Events Coordinator	25	0	0	1
Administrative Assistant	23	0	0	1
TOTAL		0	0	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 2004 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 1997, the budget was increased due to an increase in the number of hours budgeted for part-time Commisson Office Coordinator positions. In 1998, one Internal Auditor position was added as provided by the DeKalb County Organizational Act.
In 2001, the seven Commission Office Coordinator positions were converted from part-time to full time.
In addition one receptionist position was added.
In 2001, State Legislation GCA 36-5-28 (HB302) provided that beginning in 2002 the salary of the Local Governing Authority would increase by the same percentage as State Merit increases. Legislation GCA 36-5-27 (HB302) also provides for an additional $100/month supplement for a Commissioner who becomes certified by the University of Georgia.
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.

2004
In 2004 the operating budget for each Commissioner's District was increased by $20,000 from $105,000 to $125,000.

Future
In 2004 a resolution is being proposed to amend the salary and compensation of the Governing Authority of DeKalb County. If approved each member of the Board of Commissioners shall receive an annual salary equal to twenty-five (25) percent of the annual salary of the Chief Executive Officer. This resolution if adopted and approved would become effective on January 1, 2005.

BOARD OF COMMISSIONERS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
District 1	$97,663	$98,065	$125,000	$125,000
District 2	97,186	100,918	$125,000	$125,000
District 3	87,033	103,006	$125,000	$125,000
District 4	86,486	102,099	$125,000	$125,000
District 5	92,988	106,508	$125,000	$125,000
District 6	92,055	104,852	$125,000	$125,000
District 7	89,456	103,865	$125,000	$125,000
BOC Administration	92,748	102,391	$170,576	$170,576
TOTAL	$735,615	$821,704	$1,045,576	$1,045,576

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$630,882	$663,951	$748,518	$748,518
Supplies	8,248	14,922	8,050	8,050
Operating Services and Charges	91,290	132,899	289,008	289,008
Interdepartmental Services	0	0	0	0
Maintenance and Repair	0	0	0	0
Equipment	5,195	9,933	0	0
TOTAL	$735,615	$821,704	$1,045,576	$1,045,576

FUNDING SOURCES

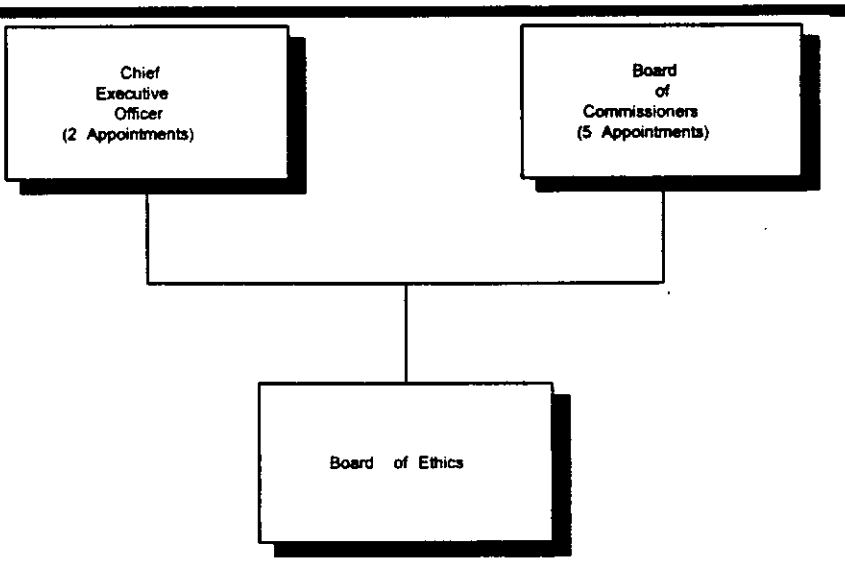
	2002	2003	2004 Budget
General	$735,615	$821,704	$1,045,576

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITIONS		NUMBER OF POSITIONS 2002	2003	2004
Commissioner	$20,576	7	4	4
Commissioner (Certified)	$21,803	0	3	3
Auditor, Board of Commissioners	AB	1	1	1
Commission Office Manager	CO	1	1	1
Commission Office Coordinator	C2	7	7	7
Commission Office Intern	PT	0	7PT*	7PT*
Receptionist	14	1	1	1
TOTAL		**17**	**17**	**17**
			7PT*	**7PT***

PT=Part-time

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 following:

- 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,
- the conducting of investigations as necessary to determine whether or not violations have occurred.

MAJOR ACCOMPLISHMENTS IN 2003

The Board of Ethics conducted 4 regular meetings and investigated 2 formal complaints.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

BOARD OF ETHICS

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.

2004

There are no significant changes for 2004.

Future

No significant changes are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Formal Complaints Investigated	2	2	2	1
Advisory Opinions Rendered	1	1	0	0
Regular and Special Meetings Held	5	4	4	4

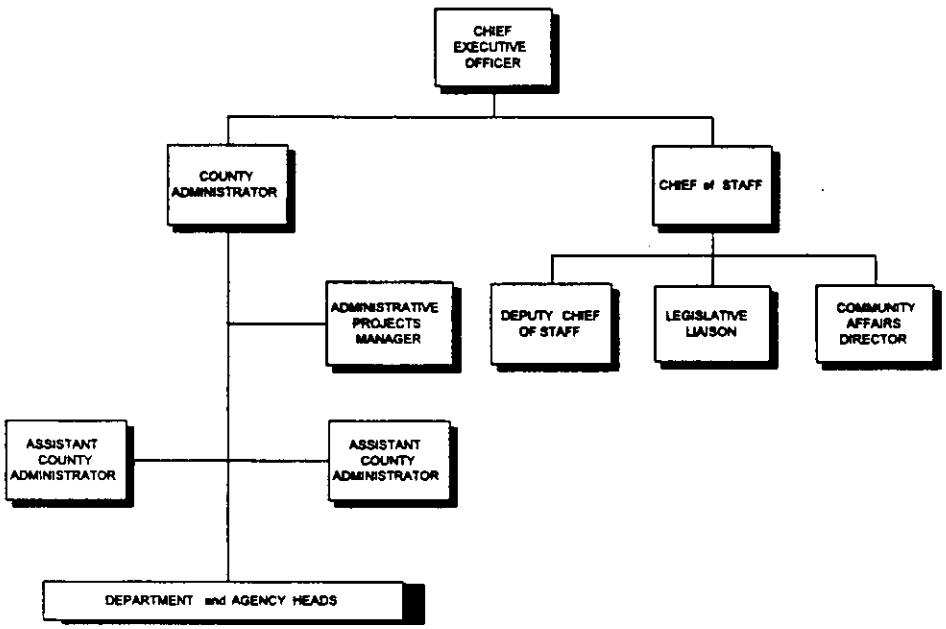
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services and Charges	$205	$52	$2,000	$2,000
TOTAL	$205	$52	$2,000	$2,000

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$205	$52	$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.

MAJOR GOALS FOR 2004 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.
Successfully implement a new building and development permitting and inspection system.
Create task group to define an integrated replacement for current tax appraisal, collection and property recording system.
Implement the reorganization of the Development Department to ensure quality construction and encourage appropriate development.
Provide direction to the departments in administering the policy directives of the Board of Commissioners and administrative directives of the CEO.
Establish an effective agenda process for handling the County's business.
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.
Present periodic status reports to the BOC, Grand Jury, general public, and citizens.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS (continued)

Economic Development

Continue stressing 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

Successfully implement a new Financial Management Information/Automated Purchasing System.
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 the 1997 Budget a second Assistant Administrator position was established and in 1998 a Senior Citizen Program Director position was established. In 2000, the Senior Citizens Program and Teenage Pregnancy Program was moved to the expanded Human & Community Development Department. In 2001, the new CEO reorganized the office and three positions were added: Legislative Liaison, Deputy Chief of Staff, and Administrative Assistant.

In 2003, the functions and personnel of the Contract Compliance/EEO cost center were transferred to Human Resources (EEO), and Purchasing (Contract Compliance). 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.

2004

In 2004, one Manager Government Television position was approved to manage the operations of DeKalb Government Television.

Future

No significant future developments of budgetary impact are anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Agenda Items Processed	1,222	1,105	1,134	1,100
Ceremonial Documents Prepared	312	437	698	700
Press Releases Prepared	328	384	715	800
Audiovisual Projects for County Departments	253	200	382	450
Government TV Episodes Created	84	120	450	530

CHIEF EXECUTIVE OFFICER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Chief Executive Officer	$273,242	$303,183	$292,713	$292,713
CEO - Operations	651,665	626,138	620,154	620,154
CEO - Staff	384,102	411,769	441,181	441,181
Assistant Administrator	120	276	0	0
Contract Compliance/EEO *	156,713	1,060	0	0
Community Relations	60	29	0	0
Public Information	187,052	145,289	260,862	260,862
Office of Process Improvement	0	70,746	152,923	152,923
Cable TV Support	110,573	111,501	106,686	106,686
TOTAL	$1,763,527	$1,669,991	$1,874,519	$1,874,519

* Contract Compliance transferred to Purchasing, and EEO transferred to Human Resources.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,428,419	$1,391,510	$1,628,724	$1,628,724
Supplies	79,227	42,891	33,300	33,300
Operating Services And Charges	208,401	176,425	176,215	176,215
Maintenance And Repair	21,276	20,908	20,800	20,800
Interdepartmental Services	130,977	128,289	122,166	122,166
Equipment	5,800	21,469	0	0
Interfund Credits	(110,573)	(111,501)	(106,686)	(106,686)
TOTAL	$1,763,527	$1,669,991	$1,874,519	$1,874,519

FUNDING SOURCES

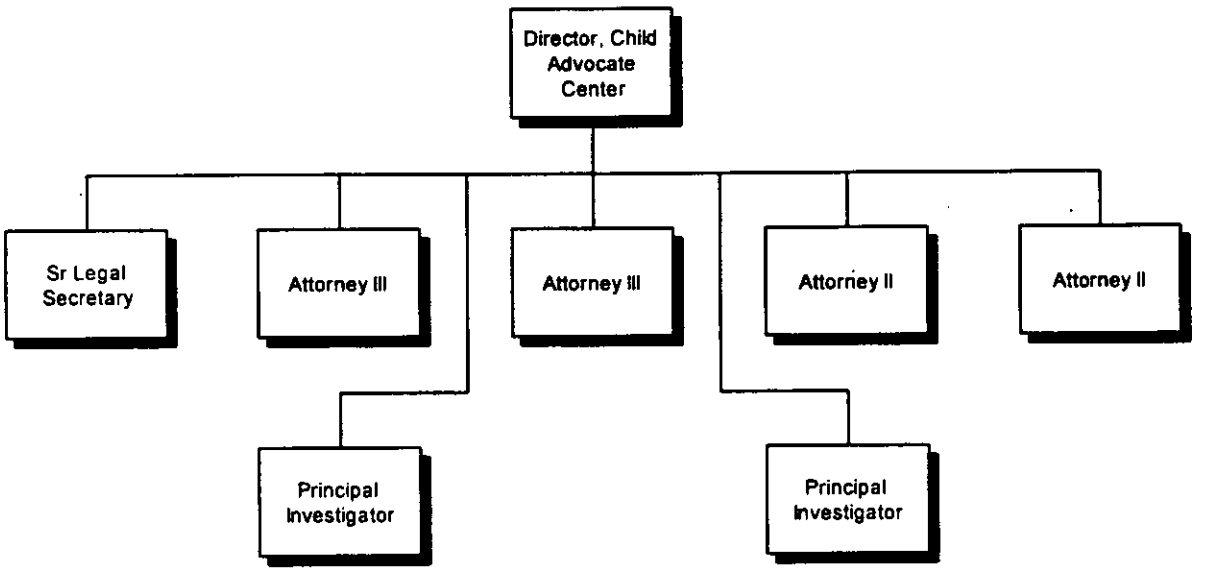
	2002	2003	2004 Budget
General	$1,652,954	$1,558,490	$1,767,833
Special Tax District-Unincorp	110,573	111,501	106,686
TOTAL	$1,763,527	$1,669,991	$1,874,519

CHIEF EXECUTIVE OFFICER

AUTHORIZED POSITIONS BY COST CENTER
(See Salary Schedule, Appendix A, for explanation of salary ranges.)

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Chief Executive Officer				
Chief Executive Officer	$99,274	1	1	1
Executive Secretary, Senior	25	1	1	1
Administrative Assistant	23	1	1	1
	Sub-total	3	3	3
CEO - Operations				
Executive Assistant	AA	1	1	1
Assistant County Administrator	AF	1	1	1
Administrative Project Manager CEO	31	1	1	1
Executive Secretary, Senior	25	1	1	1
Executive Office Assistant, CEO	21	3	3	3
	Sub-total	7	7	7
CEO Staff				
Chief of Staff	AF	1	1	1
Legislative Liaison	34	1	1	1
Deputy Chief of Staff	31	1	1	1
Director, Community Relations	31	1	1	1
Administrative Assistant	23	1	1	1
	Sub-total	5	5	5
Contract Compliance/EEO				
Director Contract Compliance/EEO	31	1	0	0
Contract Compliance Specialist, Sr.	26	4	0	0
EEO Officer	26	1	0	0
Contract Compliance Assistant	19	2	0	0
Secretary, Principal	21	1	0	0
	Sub-total	9	0	0
Public Information				
Director, Communications	31	1	1	1
Manager Government Television	31	0	0	1
Assistant Public Information Officer	25	1	2	2
Audiovisual Production Specialist	24	1	1	1
Audiovisual Production Assistant	21	1	1	1
	Sub-total	4	5	6
Process Improvement				
Director, Program Analysis and Process Improvement	31	0	1	1
Secretary, Principal	21	0	1	1
	Sub-total	0	2	2
TOTAL		**28**	**22**	**23**

CHILD ADVOCATE'S OFFICE



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 recent 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 2003

Effectively and ethically advocated for the interests of children, ensuring compliance with the American Bar Association and Georgia Supreme Court's Guardian ad Litem Standards.
Continued to improve the use of current technology to streamline production and maintenance of legal documents, statistics and client/case information.
Obtained Temporary office space.
The department began operations in April 2003.
Two Principal Investigators were added during the year.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Establish effective and ethical advocacy on behalf of the rights and interests of child/client following the guidelines and standards set forth by relevant state and professional entities.

Organizational Effectiveness

Improve the efficiency in the department operation.
To secure permanent space, facilities, and resources for the new department in order to better serve the target community.

MAJOR BUDGETARY IMPACTS

Previous

This organization began operation in April 2003.

2004

The 2004 budget of $676,756 includes full year funding for this office.

Future

No significant impact on this budget is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Child Advocate's Office	$0	$275,126	$676,756	$676,756
TOTAL	$0	$275,126	$676,756	$676,756

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$0	$188,365	$589,176	$589,176
Supplies	0	1,295	8,500	8,500
Operating Services and Charges	0	54,453	68,850	68,850
Equipment	0	31,013	10,230	10,230
TOTAL	$0	$275,126	$676,756	$676,756

FUNDING SOURCES

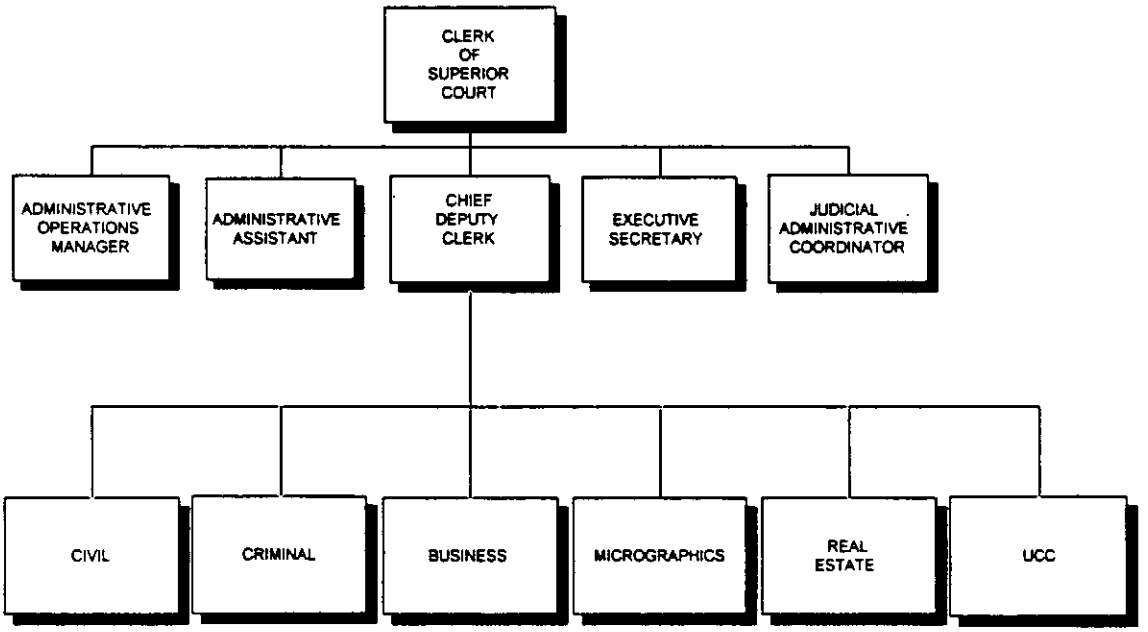
	2002	2003	2004 Budget
General Fund	$0	$275,126	$676,756

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Director-Child Advocacy Center	AH	0	1	1
Attorney III	31	0	2	2
Attorney II	29	0	2	2
Investigator, Prin	25	0	2	2
Legal Secretary, Sr	23	0	1	1
TOTAL		0	8	8

CLERK OF SUPERIOR COURT



MISSION STATEMENT

The mission of the Clerk of Superior Court is to provide professional judicial and administrative services to the citizens of DeKalb County and to the ten Superior Court Judges. To provide accountability, integrity, and the highest caliber of ethical and professional standards to all. To assure the citizens of DeKalb County that the Clerk of Superior Court is committed and dedicated to the accuracy and protection of their most valuable records, which are stored in this office and will always strive to better serve the citizens of DeKalb County.

PROGRAM DESCRIPTION

The Clerk of Superior Court has duties and obligations to the Superior Court, attorneys and the general public that the state law mandates. The office is divided into three divisions: Real Estate and Uniform and Commercial Code (UCC), Micrographics, and Judicial and Business.

The Real Estate Division of the Clerk of Superior Court is comprised of Document Intake, Document Processing, Intangible Tax, Transfer Tax, Data Entry and Uniform Commercial Code. This division files, records, and indexes all documents relating to real and personal property located in DeKalb County. Real Estate and Personal Property records are public information and accessible to all. Real Estate records dating from 1842 to the present are stored on site in the record room of the Clerk's Office.

The Micrographics Division is responsible for copying, binding, and microfilming all Real Estate and Personal Property records recorded as well as all closed Civil and Criminal actions. In addition, Micrographics films all General Execution, Notary Public Commissions, Partnership and Trade Name documents and Military discharges. This division also provides plat copies and certified copies of deeds and Military discharges to the public.

The Judicial Division of the Clerk's Office is responsible for the management and preservation of records relating to civil and criminal matters. Among the documents are Divorces, Adoptions, Name Changes, Condemnations, Property Damage Claims and Criminal Indictments. The Business Division is responsible for recording of various documents and for the collection and disbursement of all fees collected in the Clerk of Superior Court's Office.

MAJOR ACCOMPLISHMENTS IN 2003

Repaired some of the plat books.
Reduced the processing time to record, index, scan, and return to the customers all Real Estate documents.
Began scanning and the transmission of real estate documents from 1978 to the present to the Clerk's Authority.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To repair badly deteriorated deed books and plat books.
To develop a website so that records can be searched and documents can be downloaded via the Internet.
To develop and implement electronic filing for both civil and criminal matters.

MAJOR BUDGETARY IMPACTS

Previous

In 1999, three full-time positions, two Court Records Technicians and one Administrative Assistant were added. The Court Records Technicians positions were assigned to the Real Estate Division to reduce the processing time, overtime costs, and the backlog of the real estate transfer tax declaration transactions. The Administrative Assistant position was assigned to the Administrative Division. Five temporary part-time Court Records Technician positions were added and assigned to the Real Estate Division, for the period beginning September 14, 1999 and ending December 31,1999.

In 1999, funding, in the amount of $100,000, was included for the 1999 extended maintenance for the Clerk's Imaging System. As part of the across-the-board reduction, the 1999 budget was reduced by $15,391.

The 2000 Budget included funding for two full-time and three temporary part-time Court Records Technician positions. The full-time positions were assigned to the various divisions, on an as-needed basis, to reduce processing time and overtime. The temporary part-time positions were assigned to the filing function.

To address the deteriorating condition of the Deed Indices, funds totaling $100,000 were approved in 2000 to re-create and microfilm the 1954 to 1977 Deed Indices. This restoration will be phased in over a five year period.

The 2000 Budget included funding, in the amount of $100,000, for the 2000 extended maintenance for the Clerk's Imaging System. Some of the Clerk's operations were relocated to the Memorial Drive facility; the 2000 Budget included $35,759 for the full year rental of this leased facility. As part of the across-the-board reduction, the 2000 budget was reduced by $23,815.

The 2001 Budget included funding, in the amount of $110,000, for the 2001 extended maintenance of the Clerk's Imaging System. Three part-time temporary Court Records Technician positions were abolished. The Memorial Drive satellite office opened.

The 2002 Budget included funding, in the amount of $110,000, for the 2002 extended maintenance of the Imaging System. This Budget also included $48,000 for panels /dividers to reduce noise and create separate work stations.

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.

2004

The 2004 Budget includes 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 mailback. Funds totaling $88,648 are 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.

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 five years.

CLERK OF SUPERIOR COURT

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Real Estate Instruments Recorded	203,849	227,468	277,218	380,000
Pages Assigned	849,862	1,033,997	1,365,685	1,750,000
Documents Microfilmed	1,617,544	1,008,751	1,450,000	1,550,000
Criminal Indictments Processed	4,324	4,021	4,895	5,300
Civil Cases Disposed	11,257	12,785	12,892	13,500
Estimated Pages Intake (Judicial)	342,782	386,538	1,400,000	1,500,000
Criminal Cases Disposed	4,487	4,113	3,954	4,152

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Clerk of Superior Court	$3,638,970	$4,054,053	$4,333,168	$4,333,168
TOTAL	$3,638,970	$4,054,053	$4,333,168	$4,333,168

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$3,099,182	$3,188,254	$3,327,640	$3,327,640
Supplies	111,738	123,356	133,000	133,000
Operating Services and Charges	239,719	357,875	624,880	624,880
Maintenance and Repair	137,012	150,816	159,000	159,000
Equipment	51,319	233,752	88,648	88,648
TOTAL	$3,638,970	$4,054,053	$4,333,168	$4,333,168

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$3,638,970	$4,054,053	$4,333,168

AUTHORIZED POSITIONS BY COST CENTER

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

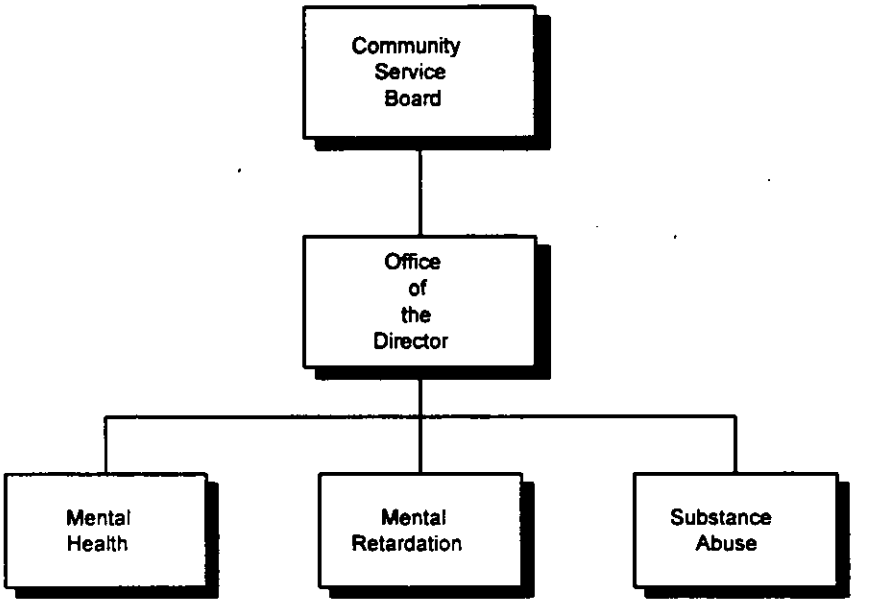
COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Clerk of Superior Court				
Clerk of Superior Court	$107,169	1	1	1
Chief Deputy Clerk	29	1	1	1
Administrative Operations Manager	28	1	1	1
Judicial Admin. Coordinator	26	1	1	1
Network Coordinator	26	1	1	1
Accountant	25	0	0	1
Court Records Supervisor	24	8	8	8

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Clerk of Superior Court (continued)				
Administrative Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Court Records Technician III	21	1	1	2
Court Records Technician II	19	43	43	42
Court Records Technician I	18	27	27	26
TOTAL		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.

MAJOR ACCOMPLISHMENTS IN 2003
Developed the Systems of Care model to implement a network for children and adolescents with severe emotional disturbances.
Provided school-based services to individuals, family, and group therapy to several local public elementary, middle, and high schools.
Implemented mental health services at the Oakhurst Medical Center.
Provided mental health services to students covered by the student plan at Mercer University.

COMMUNITY SERVICE BOARD

MAJOR GOALS FOR 2004 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 of 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

In 1999, three facilities opened: the Crisis Mental Health Center, the DeKalb Addiction Clinic, and the North DeKalb Comprehensive Mental Health Center. Construction of the DeKalb - Atlanta Human Services Center, serving the Kirkwood community was completed; the facility opened in December 1999. As part of the across-the-board reduction in 1999, this budget was reduced by $10,391.
As part of the across-the-board reduction in 2000, this budget was reduced by $14,121.

2004

The 2004 Budget for the Community Service Board of $46,660,765 consists of $3,681,852 in federal grant-in-aid funds $13,255,889 in state grant-in-aid funds, $2,238,627 in county funds, and $27,484,397 in fee revenues, prior year funds and interest.

Future

No significant changes are anticipated in the future.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total Consumers	9,644	10,986	11,300	11,400
Consumer Enrolled in:				
Jail Services and DUI Program	1,874	343	500	575
Mental Health Services, Adult	4,513	6,705	7,000	7,135
Mental Health Services, Child & Adolescent Services	1,087	2,165	2,300	2,385
Developmental Disabilities	637	835	840	850
Addictive Services, Adult	1,463	1,940	2,000	2,010
Addictive Services, Child & Adolescent Services	70	125	140	150

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Aid To Other Agencies	$2,228,598	$2,284,313	$2,238,627	$2,238,627
TOTAL	$2,228,598	$2,284,313	$2,238,627	$2,238,627

COMMUNITY SERVICE BOARD

FUNDING SOURCES	2002	2003	2004 Budget
General Fund	$2,228,598	$2,284,313	$2,238,627

CONTRIBUTIONS 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, Recorders 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 2003, there were contributions totaling $27,536,595 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

Department	Project	Amount
Facilities Management	Purchase of Building (330 Ponce De Leon)	$3,333,334
	Life Cycle Repair/Replacement Plan	1,000,000
Fire & Rescue Services	Fiber Optic Phase II Purchase Agreement	82,500
	Miscellaneous Fire Projects (to be determined)	1,000,000
Information Systems	Lease Purchase Y2K Systems	1,350,000
	2003 Technology Improvements	1,000,000
	Automated Purchasing System/Financial Management Information System	2,500,000
	Phase II I-Net	253,588
	New Property Appraisal System	250,000
	Kronos Lease Purchase Agreement	133,656
HOST-Justice Center	Phase I	145,000
HOST Capital Outlay	Transportation/Intersection/Safety Traffic Improvements	4,210,000
	High Priority Sidewalks & Safety Projects	6,220,000
	Other High Priority Projects	6,038,517
Economic Development	Match for Livable Centers Initiative Study for the Candler Road Streetscape	20,000
TOTAL		**$27,536,595**

2004

The requests from County departments totaled $22,626,699 for 2004. This total does not include $13,745,000 that was appropriated from HOST funds for Capital Outlay. (See HOST Capital Outlay section for a specific list of projects).

Future

The County is currently in the process of implementing a new Automated Purchasing System/Financial Management Information System. Once the new system is in place, it will greatly improve the efficiency and effectiveness of operations throughout the County.

CONTRIBUTIONS TO CAPITAL PROJECTS

ACTIVITY MEASURES

The adopted 2004 Budget includes $18,344,021 in Contributions to the Capital Projects Fund for the following projects:

Department	Project	Amount
Information Systems	Lease Purchase Y2K Systems	$300,054
	PC Lifecycle Refresh Program	1,000,000
	Automated Purchasing System/Financial Management Information System	1,450,000
	Phase III I-Net	1,297,460
	Criminal Justice Information System	150,000
	Kronos Lease Purchase Agreement	176,507
Library	Library Site Expansion	225,000
HOST Capital Outlay	Traffic Improvements, Safety & Management	6,000,000
	Other Traffic Management & Improvement Projects-County-wide	2,250,000
	Local Match for Federal & State Funding	2,350,000
	Sidewalk Improvements	3,145,000
TOTAL		**$18,344,021**

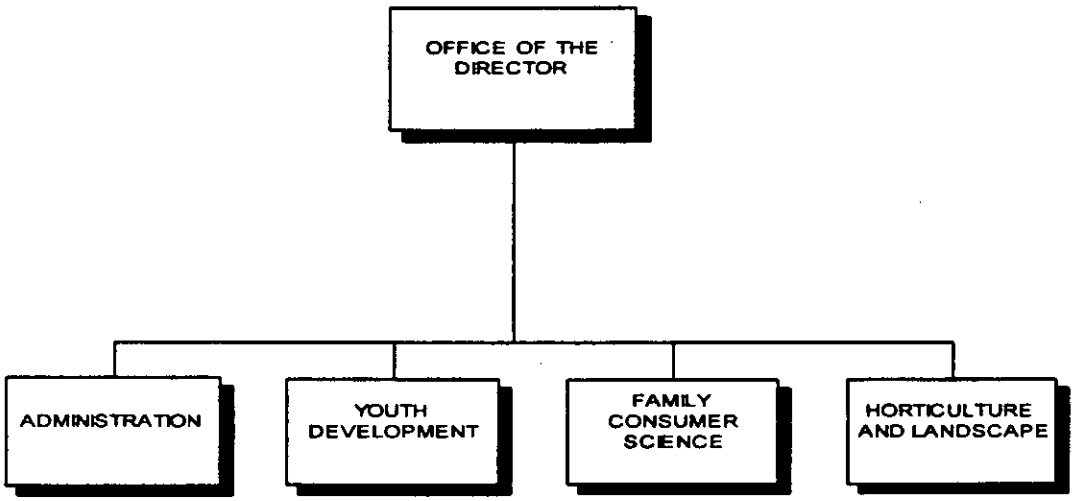
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Interfund Transfers	$6,003,316	$27,536,595	$18,344,021	$18,344,021
TOTAL	**$6,003,316**	**$27,536,595**	**$18,344,021**	**$18,344,021**

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$4,527,316	$9,840,578	$4,599,021
General Fund-HOST Capital Outlay	0	16,468,517	13,745,000
Special Tax District - DS	1,476,000	0	0
Fire Fund	0	1,082,500	0
HOST Fund	0	145,000	0
Total	**$6,003,316**	**$27,536,595**	**$18,344,021**

COOPERATIVE EXTENSION



CRITICAL MISSION STATEMENT AND SUCCESS FACTORS

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 Cooperative Extension Service is a joint educational effort with the U. S. Government, University of Georgia, and DeKalb County. The U. S. Department of Agriculture provides some funding, and the University of Georgia provides supplies as well as personnel services and some equipment for this department. The programs are administered by professional agents and program assistants who work with citizen advisory groups in developing the programs offered to the residents of the County.

MAJOR ACCOMPLISHMENTS IN 2003

The Family and Consumer Science received $271,000 from the U.S. Department of Treasury to fund financial literacy educational programs.
The Bilingual Life Skills program received $28,000 in grants to conduct community educational programs for life skills.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

Human Services and Crime Prevention

To increase violence prevention skills of 4-H and youth development participants.

MAJOR BUDGETARY IMPACTS

Previous

The department focused on increasing grant money and contract funds to allow for an increase in the overall Extension Service budget and increased programming.

2004

No significant changes.

MAJOR BUDGETARY IMPACTS (Continued)

Future

Continue to locate alternative sources for expansion. To provide environmentally sound landscape information for homeowners as well as programs .To provide quality educational programs for youths.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Calls Answered	43,388	43,388	N/A	N/A
Publications Distributed	44,586	44,586	N/A	N/A
Number Of Workshops	3,557	3,557	N/A	N/A
Number Of Home Visits	3,213	3,213	N/A	N/A
Number Of Volunteers	1,372	1,372	N/A	N/A
Volunteer Hrs. Contributed	15,855	15,855	N/A	N/A
Youths Reached By Programs	12,314	12,314	N/A	N/A
Participants	90,297	90,297	N/A	N/A

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$582,557	$557,999	$597,580	$597,580
Youth Program	133,053	137,454	142,060	142,060
Family & Consumer Science	190,900	195,466	206,285	206,285
Horticulture & Landscape	150,613	145,158	169,313	169,313
TOTAL	$1,057,123	$1,036,077	$1,115,238	$1,115,238

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$798,219	$785,268	$816,190	$816,190
Supplies	16,552	17,523	16,914	16,914
Operating Services & Charges	213,809	203,239	242,893	242,893
Maintenance & Repair	3,489	3,766	6,150	6,150
Aid To Other Agencies	11,800	11,100	11,800	11,800
Interfund Transfers	0	3,461	3,461	3,461
Interdepartmental Services	0	11,720	15,530	15,530
Equipment	13,254	0	2,500	2,500
TOTAL	$1,057,123	$1,036,077	$1,115,438	$1,115,438

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$1,057,123	$1,036,077	$1,115,438

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER	Salary Range	2002	2003	2004
ADMINISTRATION				
Office Assistant Sr.	18	1	1	1
Principal Secretary	19	3	3	3
Offset Equipment Op.	19	1	1	1
Network Coordinator	26	1	1	1
Director Ext. Serv. **	30	1	1	1
Administrative Supervisor **	25	1	1	1
Sub-total		8	8	8
YOUTH PROGRAM				
Extension Education Agent	23	1	1	1
County Extension Agent	25	1	1	1
County Extension Agent	25	1	1	1
Sub-Total		3	3	3
FAMILY & CONSUMER SCIENCE				
Family/Consumer Science Program Aic	19	1-PT	1-PT	1-PT
County Extension Agent **	25	2	2	2
County Extension Agent **	25	2	2	2
Sub-Total		4	4	4
		1-PT	1-PT	1-PT
HORTICULTURE & LANDSCAPE				
Garden Instructor	21	1	1	1
County Extension Agent**	25	1	1	1
Extension Service Manager	28	1	1	1
Sub-total		3	3	3
TOTAL		18	18	18
PT = Part-time		1-PT	1-PT	1-PT

** These positions are funded in varying amounts by the County and State.

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 year end:

	Moody's Investors Service	Standard & Poors
General Obligation	Aaa	AA+
General Obligation Refunding	Aaa	AA+
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

	1/1/01	1/1/02	1/1/03	1/1/04
Principal Balance (000's)	$160,575	$152,645	$144,560	$134,590
Millage Rate for Debt Service	0.87	0.85	0.72	0.63

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services & Charges	$16,367,033	$16,055,725	$15,442,918	$15,442,918
Total	$16,367,033	$16,055,725	$15,442,918	$15,442,918

FUNDING SOURCES

	2002	2003	Approved Budget 2004
Debt Service Fund	$16,367,033	$16,055,725	$15,442,918

DIRECT AND OVERLAPPING DEBT
December 31, 2003 (000's)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	$238,845	100.00%	$238,845
City of Atlanta (b)	$212,874	2.60%	$5,535
Fulton-DeKalb Hospital Authority (c)	$258,400	29.24%	$75,556
Total Direct & Overlapping Debt	$710,119		$319,936
Total Direct & Overlapping Debt Per Capita			$463.00

(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, 2003 (000's)

Assessed Value	$21,277,743
Debt limit 10% of Assessed Value	$2,127,774
Debt Applicable to Debt Limit	$238,845
Unused Legal Debt Limit	$1,888,929

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.

2004 BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 1992 (Ref.)	$0	$544,200	$544,200
Series 1998	0	100,000	100,000
Series 2003A	5,940,000	1,837,045	7,777,045
Series 2003B	2,980,000	4,013,173	6,993,173
Total	$8,920,000	$6,494,418	$15,414,418

TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 1992 (Ref.)	$9,070,000	$3,264,300	$12,334,300
Series 1998	2,000,000	1,600,000	3,600,000
Series 2003A (Ref.)	48,900,000	15,385,273	64,285,273
Series 2003B (Ref.)	74,620,000	31,856,813	106,476,813
Total	$134,590,000	$52,106,386	$186,696,386

DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, ALL SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
2004	$8,920,000	$6,494,418	$15,414,418
2005	8,250,000	5,318,111	13,568,111
2006	8,370,000	4,912,584	13,282,584
2007	9,450,000	4,565,922	14,015,922
2008	9,735,000	4,295,959	14,030,959
2009	9,990,000	4,013,371	14,003,371
2010	6,195,000	3,669,289	9,864,289
2011	6,545,000	3,347,396	9,892,396
2012	6,915,000	3,049,882	9,964,882
2013	7,585,000	2,732,078	10,317,078
2014	7,685,000	2,420,803	10,105,803
2015	8,085,000	2,118,704	10,203,704
2016	8,495,000	1,800,720	10,295,720
2017	8,925,000	1,465,291	10,390,291
2018	9,430,000	1,086,863	10,516,863
2019	10,015,000	814,995	10,829,995
2020			
Total	$134,590,000	$52,106,386	$186,696,386

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 RECREATION 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.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of year end:

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

* For information only. The Certificates of Participation are rated obligations of the County; however , periodic payment of the Certificates will be made through the General Fund in 2004 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.

Present

The budget for 2004 includes a reserve for the first interest payment for FY2005.

ACTIVITY MEASURES

	1/1/01	1/1/02	1/1/03	1/1/04
Principal Balance (000's)	N/A	$121,700	$114,995	$108,080
Millage Rate for Debt Service	N/A	0.53	0.56	0.55

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO's Recommended Budget	Approved Budget 2004
Operating Services & Charges	$11,889,193	$11,898,479	$14,228,394	$14,228,394
Total	$11,889,193	$11,898,479	$14,228,394	$14,228,394

FUNDING SOURCES

	2001	2002	2003	Budget 2004
Special Tax District-Debt Service Fund	$4,180,560	$11,889,193	$11,898,479	$14,228,394

DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

DIRECT AND OVERLAPPING DEBT
December 31, 2003 (000's)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	$252,664	100.00%	$238,845
City of Atlanta (b)	$212,874	2.60%	$5,535
Fulton-DeKalb Hospital Authority (c)	$258,400	29.24%	$75,556
Total Direct & Overlapping Debt	$723,938		$319,936
Total Direct & Overlapping Debt Per Capita			$463.00

(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, 2003 (000's)

Assessed Value	$21,277,743
Debt limit 10% of Assessed Value	$2,127,774
Debt Applicable to Debt Limit	$238,845
Unused Legal Debt Limit	$1,888,929

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.

2004 BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 2001	$7,170,000	$4,775,763	$11,945,763
Total	$7,170,000	$4,775,763	$11,945,763

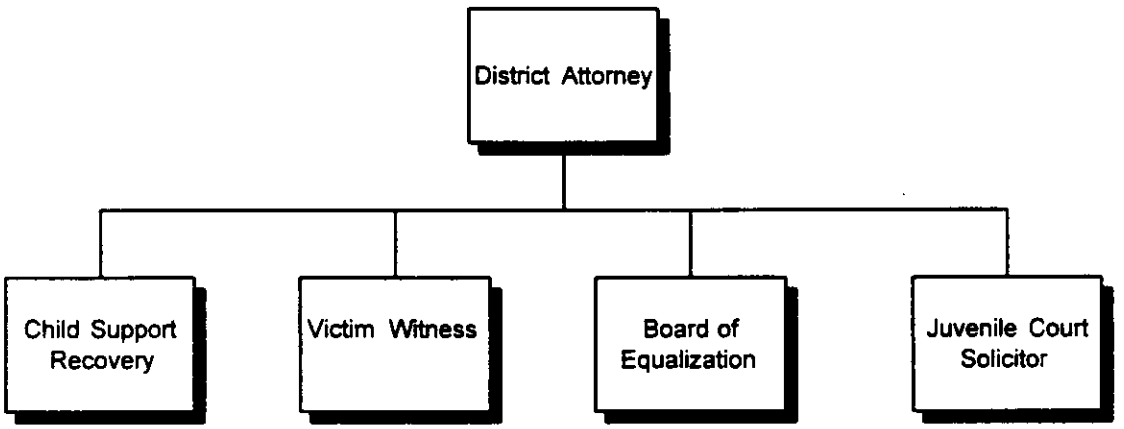
TOTAL BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2003

	Principal	Interest	Total P & I
Series 2001	$108,080,000	$34,404,550	$142,484,550
Total	$108,080,000	$34,404,550	$142,484,550

SPECIAL RECREATION DISTRICT -DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, SERIES 2001
AS OF 1/1/2004

	Principal	Interest	Total P & I
2004	$7,170,000	$4,775,763	$11,945,763
2005	7,445,000	4,560,663	12,005,663
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	$108,080,000	$34,404,550	$142,484,550

Note: The above represents the funds which must be budgeted to retire general obligation bonds.



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	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Number of Cases Opened	6,752	6,361	6,627	6,750
Number of Defendants Arrested	7,357	6,981	7,127	7,050
True Bills returned by the Grand Jury and accusations filed	4,591	4,096	4,000	4,100
Defendants tried by a jury	143	117	120	127
New cases appealed	91	53	70	78
Number of trials	139	114	122	132

MAJOR ACCOMPLISHMENTS IN 2003

The District Attorney's Office opened 6,361 cases and prosecuted 4,096 accusations and indictments in 2002. As of 9/30/03, the office has opened 4,932 cases. In 2002, 117 defendants were tried by juries in 114 trials. The office continued its program of educating teens and their parents about the consequences of crime through the continued distribution of "Rights & Responsibilities of Teenagers Under Georgia Law," and through public speaking at schools and civic organizations. The office installed its first full-time white collar prosecutor in 2003. This attorney, one full time investigator and one half-time investigatior handle the investigation and prosecution of mortgage fraud, scams involving elderly victims and similar labor intensive cases requiring specialized forensic accounting expertise. The unit is fully operational with a current caseload of approximately 48 cases. The death penalty trial of Bautista Ramirez (who killed a police officer) lasted nine weeks and was the most costly and resource-draining prosecution of the year involving multiple interpreters, many out of state witnesses and other expensive elements necessary for a successful prosecution.

Total Collections for Child Support Recovery for 2003 were $12,916,697.

MAJOR GOALS FOR 2004 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 legal representation, and educated in order to make enlightened decisions about what needs to be done to reduce crime in the county.
To ensure that DeKalb County victims continue to receive swift, efficient, and successful prosecution of criminals.

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.

2004

The 2004 budget includes the addition of one Hispanic Investigator.

Future

The increasing cost of empaneling grand juries for a lengthy period of time.
The rising costs associated with the payment of witness fees.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
District Attorney	$4,993,898	$5,144,888	$5,663,660	$5,663,660
Child Support Recovery	1,067,413	1,063,182	1,180,539	1,180,539
Board of Equalization	200,476	188,017	229,427	229,427
Victim/Witness Assistance	163,861	175,878	238,890	238,890
Juvenile Court Solicitor	1,010,113	1,128,114	1,178,458	1,178,458
TOTAL	$7,435,761	$7,700,079	$8,490,974	$8,490,974

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$6,497,665	$6,790,566	$7,337,323	$7,337,323
Supplies	75,791	88,648	105,900	105,900
Operating Services & Charges	655,947	627,444	825,987	825,987
Maintenance Services	17,677	9,955	21,597	21,597
Interdepartmental Services	117,846	115,803	104,786	104,786
Equipment	6,352	11,725	95,381	95,381
Interfund Transfers	64,483	55,938	0	0
TOTAL	$7,435,761	$7,700,079	$8,490,974	$8,490,974

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$7,435,761	$7,700,079	$8,490,974

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
District Attorney				
District Attorney*	$133,603	1	1	1
Chief Assist. District Attorney	35	0	1	1
Senior District Attorney	N/A**	2	2	2
District Attorney, Attorney	N/A**	10	12	12
Attorney IV	33	1	1	1
Attorney III	31	15	15	15
Dept. Microsystems Specialist	31	1	1	1
Attorney II	30	3	3	3
DA Investigator	N/A**	1	1	1
Chief Investigator	28	1	1	1
Administrative Operations Manager	28	1	1	1
Network Coordinator	26	1	1	1
Principal Investigator	25	15	15	16
Paralegal Supervisor	25	1	1	1
DA Records Supervisor	25	1	1	1
Administrative Supervisor	25	1	1	1
Paralegal	23	3	3	3
Victim/Witness Asst. Program Coord.	23	1	1	1
Administrative Aide, Senior	23	12	12	12
Legal Secretary, Senior	23	3	3	3
Investigative Intake Technician	21	3	3	3
URESA Coordinator	21	1	1	1
DA Investigative Aide	19	1	1	1
Office Assistant, Senior	19	3	3	3
Office Assistant	18	1	1	1
Receptionist	14	1	1	1
Subtotal		84	87	88
Child Support Recovery				
Attorney IV	33	1	1	1
Attorney II	30	1	1	1
Administrative Supervisor	25	1	1	1
Administrative Aide, Senior	23	2	2	2
Legal Secretary, Senior	23	1	1	1
Paralegal	23	1	1	1
Investigator	21	1	1	1
URESA Coordinator	21	9	9	9
Accounting Technician, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Receptionist	14	1	1	1
Subtotal		21	21	21

AUTHORIZED POSITIONS BY COST CENTER

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

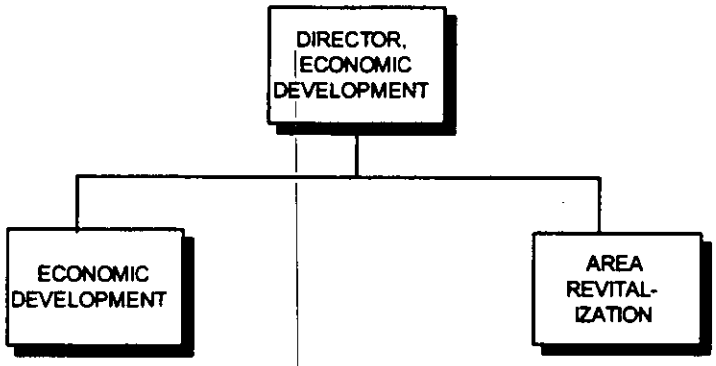
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Board of Equalization				
BOE Coordinator	23	1	1	1
Office Assistant, Senior	19	1	1	1
Office Assistant ***	18	1T	1T	1T
Subtotal		2	2	2
Subtotal***		1T	1T	1T
Victim/Witness Assistance				
Principal Investigator	25	3	2	2
Victim/Witness Program Coordinator	25	1	2	2
Subtotal		4	4	4
Juvenile Court Solicitor				
Solicitor, Juvenile Court	35	1	1	1
Chief Deputy Solicitor, Juvenile Court	31	1	1	1
Juvenile Court Attorney, Senior	30	2	2	2
Juvenile Court Attorney	29	3	3	3
Chief Investigator	28	1	1	1
Principal Investigator	25	2	2	2
Administrative Supervisor	25	1	1	1
Senior Investigator	23	2	2	2
Legal Secretary	21	2	3	3
Subtotal		15	16	16
TOTAL	FULL-TIME	126	130	131
	TEMPORARY	1T	1T	1T

* $36,279 DeKalb County Supplement; $97,324 authorized State salary; $133,603 Total.

** These are State-funded positions which receive a County supplement.

*** Temporary

ECONOMIC DEVELOPMENT



MISSION STATEMENT

The Office of Economic Development (OED) aggressively markets DeKalb County globally. OED partners to create quality jobs, investments and expand the tax base by supporting balanced growth. There is a special focus on redevelopment county-wide.

PROGRAM DESCRIPTION

The Office of Economic Development completes detailed industry assessments, targets industry types, recruits 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 incentives and recommends policies to benefit business expansion in DeKalb.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Estimated 2004
Number of jobs created	1,100	686	1,700
Number of jobs retained of the businesses Worked with	N/A	1,170	500
Amount of Investments	$200 million	$86.4 million	$400million

MAJOR ACCOMPLISHMENTS IN 2003

1. In partnership with the Development Authority of DeKalb County, the OED worked together to retain and expand General Motors Doraville Plant, ensuring that a $150 million operation and 3,700 jobs remained in DeKalb County.
2. Accomplished the sale of South DeKalb Mall, now known as the Gallery at South DeKalb.
3. Strengthened the revitalization corridors and now has observed 309 new businesses opened within these corridors.
4. OED is actively working six new Enterprise Zone projects.
5. Implemented the Business Retention & Expansion (BR&E) program as of May, 2003.
6. Through BR&E, the OED has retained 4,978 jobs with an investment of $386,036,000.
7. Worked in partnership with DEBCO to implement the DeKalb Microenterprise Alliance.
8. OED has compiled a list of undeveloped industrial sites, land and ownership.
9. Through the efforts of OED, 80 new businesses have located in DeKalb county, creating 7,163 jobs and $704.8 million in investment.

ECONOMIC DEVELOPMENT

MAJOR GOALS FOR 2004 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.
Partner with existing small businesses to develop a strategic marketing plan to encourage new business development through the implementation of the Tax Allocation Districts and Redevelopment Corporation.

Human Services

The continued implementation of Life Sciences in DeKalb.

MAJOR BUDGETARY IMPACTS

Previous

In 1999 funds were budgeted for the salary and benefits of the Coordinator of the Candler Road Revitalization Plan. This position was transferred from the Grant Fund by Board action in November 1999.

In 2000, this budget was reduced by $3,771 as part of an across-the-board budget reduction.

In the 2001 budget, $26,275 was allocated for the Memorial Dr. revitalization. $25,000 of this was for professional services and required a government grant dollar match. $25,275 was also approved for the Candler Road Revitalization Project.

In 2002 no program modifications or additional personnel were approved.

In 2003 $748,761 was approved for the budget; one Sr. Economic Coordinator position was added.

2004

$809,137 was approved for the operating budget with no new additions to personnel.

Future

Efforts continue to revitalize the Candler Road and Memorial Dr. corridors through business development programs. Efforts continue to increase investment along the I-20 corridor. The Stonecrest Mall is expected to continue to bring new business investment to DeKalb County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Economic Development	$662,573	$930,202	$809,137	$809,137
Candler Rd.	(35,096)	0	0	0
Memorial Dr.	1,146	0	0	0
TOTAL	$628,623	$930,202	$809,137	$809,137

ECONOMIC DEVELOPMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	2003 Recommended Budget	CEO'S Approved 2004 Budget
Personal Services	$513,321	$557,457	$631,695	$631,695
Supplies	11,631	11,974	20,000	20,000
Operating Services & Charges	88,855	355,472	153,142	153,142
Maintenance & Repair	2,922	5,299	4,300	4,300
Interdepartmental Services	20	0	0	0
Equipment	11,874	0	0	0
TOTAL	$628,623	$930,202	$809,137	$809,137

FUNDING SOURCES

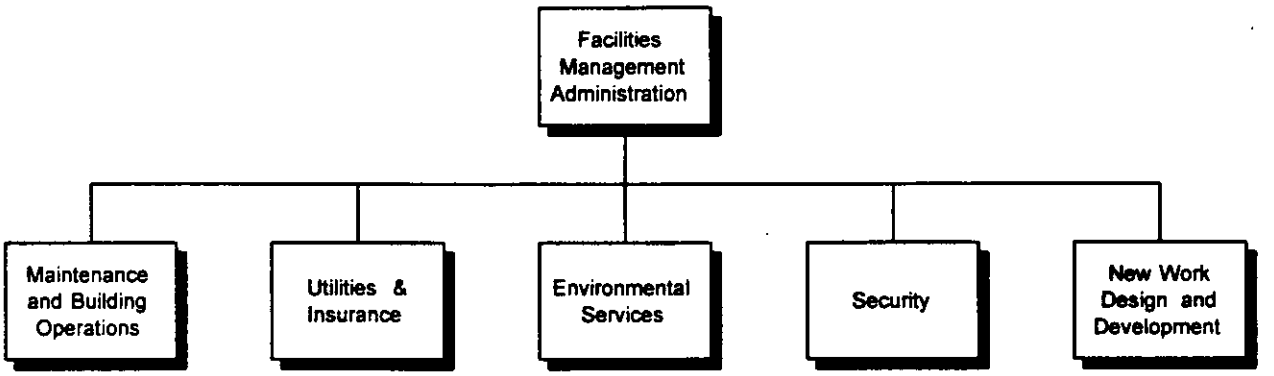
	2002	2003	2004 Budget
General	$628,623	$930,202	$809,137

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Economic Development				
Director, Economic Development	AI	1	1	1
Assistant Director, Economic Devel.	31	2	1	1
Asst. Dir. Finance & Bus. Services	31	0	1	1
Economic Devel. Coordinator, Sr.	29	0	2	2
Economic Development Coordinator	28	1	1	1
Administrative Assistant	23	2	2	2
Sub-total		6	8	8
Area Revitalization				
Economic Development Coordinator	28	1	0	0
Sub-total		1	0	0
Total Positions		7	8	8

FACILITIES MANAGEMENT



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS
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)
Public Safety Complex
Victoria Simmons Children's Shelter
East DeKalb Health Center
Flat Shoals Property
Roberds Building
DeKalb / Atlanta Street Center
Libraries
Bruce Street Center
North Dekalb Health Center
New Courthouse

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 2001	Actual 2002	Actual 2003	Estimated 2004
Square Footage Maintained	3,591,039	3,591,039	3,868,039	4,523,039
Maintenance Cost Per Square Foot *	$1.24	$0.80	$0.84	$1.00
Number of Facilities	229	230	325	325
Construct. Renovation (Square Feet)	82,267	35,000	36,000	300,000
Custodial Sq. Footage	812,823	843,000	968,827	1,019,104
Security Sq. Footage	692,522	692,522	692,522	1,322,522
Maintenance/Construction Budget ($)	$4,533,380	$2,875,615	$4,771,373	$4,508,684

* Calculation = Annual Budgeted Amount for the General Construction & Maintenance Division divided by the number of square feet maintained.

MAJOR ACCOMPLISHMENTS IN 2003
Implementation of the Facilities Management Modernization Plan through the leadership of Facilities Management, with the collaboration efforts of representatives of the multiple departments serving on the Modernization Committee. Other major accomplishments include: continued development of a comprehensive preventative maintenance system, organizational restructure, enhanced security systems, various renovation projects, merging and streamlining of county resources, expansion of department web site to provide more information to our customers, continued development of the energy management system, implementation of new custodial services strategy and implementation of in-house cross training.

FACILITIES MANAGEMENT

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Continue to implement several organizational,operational, and technological initiatives,that will lead to the delivery of outstanding facility management services as outlined in the FM Modernization Plan.
Continue the expansion of the in-house training efforts.
Continue the development of a comprehensive energy savings program, investigating alternative funding sources.
Develop approaches to achieve maintenance response time standards and continue efforts on increasing efficiency, effectiveness, and customer service.

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 postions 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,

2004

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

Future

No significant impact to the budget is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$774,126	$1,066,437	$1,067,363	$1,067,363
General Maintenance & Construction	2,885,121	4,562,183	4,508,684	4,508,684
Environmental Services	1,425,281	1,842,130	2,062,604	2,062,604
Utilities & Insurance	1,587,702	2,312,328	2,523,532	2,523,532
Construction	507,543	150	0	0
Security	1,012,105	890,576	1,049,424	1,049,424
Arch and Eng	93,092	330,738	424,756	424,756
TOTAL	$8,284,970	$11,004,542	$11,636,363	$11,636,363

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$3,469,666	$4,602,950	$4,785,643	$4,785,643
Supplies	99,333	109,600	95,122	95,122
Operating Services and Charges	3,105,228	4,217,564	4,415,199	4,415,199
Maintenance and Repair	1,127,314	1,293,687	1,545,749	1,545,749
Interdepartmental / Interfund Services	457,142	746,259	792,650	792,650
Equipment	26,287	34,482	2,000	2,000
TOTAL	$8,284,970	$11,004,542	$11,636,363	$11,636,363

FACILITIES MANAGEMENT

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$8,284,970	$11,004,542	$11,636,363

AUTHORIZED POSITIONS BY COST CENTER

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

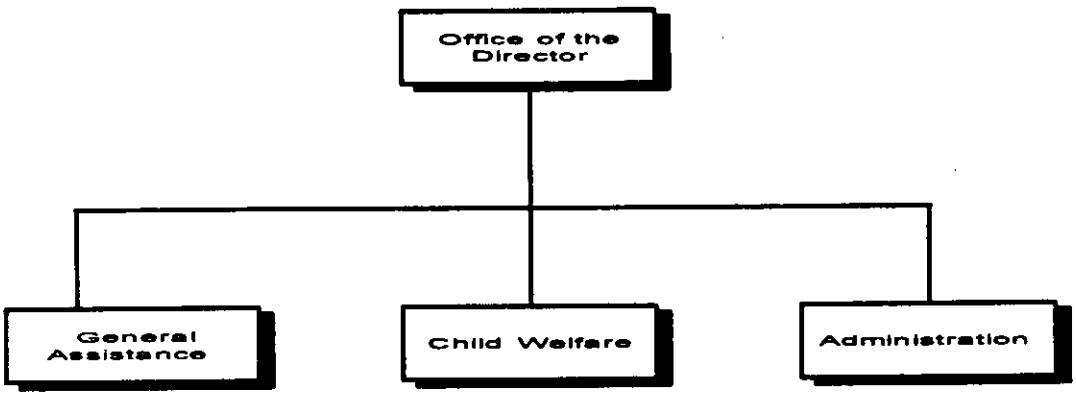
COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director of Facilities Management	AG	1	1	1
Deputy Director, Architectural / Engineering	31	0	0	0
Administrative Operations Manager	28	1	1	1
Project Manager	28	0	0	0
Engineering Technican, Senior	24	0	0	0
Production Control Coordinator	24	1	1	1
Office Software Specialist	23	1	1	1
Executive Secretary	23	1	1	0
Administrative Assistant	23	1	1	2
Purchasing Technician	21	0	0	0
Office Assistant	18	1	1	1
Sub-total		7	7	7
Environmental Services				
FM Services and Material Forman	25	1	1	1
Manager, Custodial Services	24	1	1	1
Manager, Security Services	24	0	0	0
Administrative Assistant	23	0	0	0
Custodian, Supervisor	21	1	1	1
Security Guard	18	0	0	0
Custodian, Senior	18	10	10	8
Crew Worker, Senior	18	4	4	5
Stockworker	18	0	0	1
Crew Worker	14	1	1	0
Service Material Clerk	14	0	1	0
Custodian	14	0	0	0
Sub-total		18	19	17
Design and Development				
Deputy Director A&E	31	0	1	1
Cons/Renovation Superintendent	29	0	1	0
Project Manager	26	2	4	6
Sr. Engineering Tech	24	0	1	0
Sub-total		2	7	7

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
General Maintenance and Construction				
Deputy Director, Building & Maintenance	31	1	1	1
Deputy Director, O&M	31	1	0	0
Parks Facility Maint Mgr	29	0	1	0
Maintenance Coord Parks	26	0	5	0
Crew Supervisor, Senior	25	2	2	0
Electrical Supervisor	25	0	0	1
HVAC Mechanic, Senior	25	7	7	7
General Forman	25	0	0	3
Sr.Supply Specialist	24	0	1	1
Parks Maint Supervisor	24	0	3	0
HVAC Mechanic	24	0	0	2
Crew Supervisor	23	0	1	1
Plumber, Senior	23	2	4	5
Graphic Design Tech	23	0	1	0
Electrician, Senior	23	6	9	9
Painting Supervisor	23	0	0	1
Building Automation Spec	23	0	0	1
Contractual Serv Ins	21	0	1	0
Painter, Senior	21	4	6	0
Carpenter, Senior	21	4	7	9
Senior Mason	21	1	2	2
Electrician	21	2	1	1
Welder, Senior	21	1	1	1
Swimming Pool Maint Mech	21	0	1	2
Plumber	21	0	0	2
Facility Engineer	21	11	14	6
Equipment Operator	21	0	1	0
Principal Secretary	21	0	1	1
Maintenance Mechanic	18	0	1	1
Carpenter	18	1	2	2
Painter	19	0	1	0
Crew Worker, Senior	18	0	4	4
Crew Worker	16	0	4	3
Sub-total		43	82	66
Construction				
Construction & Renovation Super	30	1	0	0
Project Manager	26	2	0	0
Sr. Crew Supervisor	25	1	0	0
Sr. Carpenter	21	6	0	0
Sub-total		10	0	0
Security				
Security Manager	24	1	1	1
Sub-total		1	1	1
TOTAL		84	119	98

FAMILY & CHILDREN SERVICES



MISSION STATEMENT

The DeKalb County Department of Family and Children Services (DFCS) is administered through the Division of Family and Children Services of the State of Georgia Department of Human Resources. The mission of the Department is "To assist Georgians in achieving healthy, independent and self-sufficient lives."

This area represents a composite of functions including the provision of financial assistance and social services programs to eligible DeKalb County citizens as required by law. This work is accomplished by social and technical staff who work within legal mandates to give assistance to eligible families, as well as recover fraudulent payments and counsel families in problem areas falling within our legal mandate.

PROGRAM DESCRIPTION

The DeKalb County Department of Family and Children's Services is a division of government created under the original Social Security Act enacted in 1935 and is charged with providing financial assistance and services to needy and troubled people. Offices located in each of the 159 counties in the State operate under regulations for granting assistance and offer essentially the same rehabilitative services.

For County financial purposes, the department is divided into three major divisions: Administration and Services, General Assistance and Child Welfare Program. The General Assistance program is funded 100% by the County. Other programs utilize a combination of County, State and Federal funds for the operating expenses as well as assistance and aid to eligible persons. The Children's Emergency Shelter closed in 2003.

Functionally, the Department is divided into three major sections: Welfare Reform, Food Stamps, Medicaid, Day Care, Refugee Assistance and General Assistance are managed by the Family Support Section. Child Welfare Programs and Adult Protective Services are managed by the Social Services Section. Administration manages the agency with the advice of a County appointed board and supports the other sections.

This department includes TANF (Temporary Assistance to Needy Families), day care for the working poor, Medicaid (for TANF recipients, SSI recipients and foster children); for medically needy and indigent pregnant women. The department handles food stamps, nursing home payments, child welfare services, adult services such as adult protective services, family planning, information and referral. Emergency shelter care, employability services, refugee assistance, emergency energy assistance and general assistance are also provided.

MAJOR ACCOMPLISHMENTS IN 2003

The department has been able to dramatically improve the timely and accurate delivery of benefits to DeKalb citizens. Customer service improvement efforts have resulted in a tremendous reduction in consumer complaints regarding services. The five year plan to improve services to children served at the Children's Shelter has been successfully implemented. The shelter was closed on February 14, 2003 and since that time virtually every child has been placed into an

MAJOR ACCOMPLISHMENTS IN 2003 (CONTINUED)

appropriate placement with 23 hours of the time they come for care. Children in need of residential treatment services are served in new facilities operated by DFCS, the Community Service Board and West Care. All county costs for operations have been shifted to the State of Georgia. Fostering Children Christmas engaged the community in donating over $200,000 in gifts for the 1,000 children in foster care. DeKalb and Fulton counties initiated a pilot for improved placement services for children requiring residential care and treatment. 3,000 families were provided with emergency food. Department received a federal grant of over $15,000 from Community Development to expand capacity to prevent homelessness for DeKalb families.

MAJOR GOALS FOR 2004 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Provide emergency food assistance to 3,000 families.
Prevent homelessness and eviction for 10,000 families.
Expand the effectiveness of General Assistance dollars by increasing the use of loans as a form of assistance.
Ensure that foster care placements and support services provided for children in state custody are appropriate and safe.
Provide improved services to children ages 16 or older to assist them in becoming self-sufficient. Services to children children in DFCS custody is solely a State responsibility. County funds supplement limited State funding to provide opportunities for abused children.
Increase the participation rate of persons receiving public assistance to promote their independence from public assistance to 25%.

Organizational Effectiveness

Improve the customer services in our eligibility programs by improving accuracy, our standard of promptness and the provision of compassionate service.
Complete implementation of our Five Year Plan to establish a new continuum of care for adolescents by opening the two independent living group homes in October, 2003 and completing construction of the Assessment Center in the Fall of 2004.

MAJOR BUDGETARY IMPACTS

Previous

The department worked with those who served abused, neglected, and delinquent children to study the current system of care. This group worked to build a consensus on a new system of care for those children who were recycled through various institutions with little change in outcomes. An opportunity existed to improve outcomes for children and to finance them through largely re-directed rather than new resources. The department identified a strategy to finance the capital construction of a new system of care for children with the assistance of the Decatur-DeKalb Housing Authority in 2003.

In 2001, with the advent of the recession, DeKalb DFCS continued on the first line of response to families in crisis. In October, 2001 the agency received an all time record number of Food Stamp applications.

In 2002, the Children's Shelter continued to present major challenges and opportunities. With support of DeKalb County, DFCS 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 abolished with the closing of the shelter.

MAJOR BUDGETARY IMPACTS (CONTINUED)

2004

$2,073,500 was approved for the basic operating budget. This budget reflects the removal of the Children's Emergency Shelter from the budget.

Future

No major changes are anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
General Assistance Cases	2,400	2,792	2,800	2,800
Child Welfare Cases	4,675	4,707	4,800	4,800
Medicaid, TANF, Food Stamps	71,818	70,675	74,000	74,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
General Assistance	$335,000	$335,000	$335,000	$335,000
Child Welfare Program	693,000	569,386	528,000	528,000
Administration Services	1,531,743	1,200,364	1,210,500	1,210,500
Children's Emergency Shelter	291,557	52,116	0	0
TOTAL	$2,851,300	$2,156,866	$2,073,500	$2,073,500

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO'S Recommended 2004	Approved Budget 2004
Personal Services	$122,319	$23,016	$0	$0
Supplies	120,721	11,865	0	0
Operating Services & Charges	128,185	86,987	127,000	127,000
Maintenance & Repair	7,892	0	0	0
Aid to Other Agencies	2,464,100	2,029,983	1,946,500	1,946,500
Interdepartmental Services	8,083	5,015	0	0
TOTAL	$2,851,300	$2,156,866	$2,073,500	$2,073,500

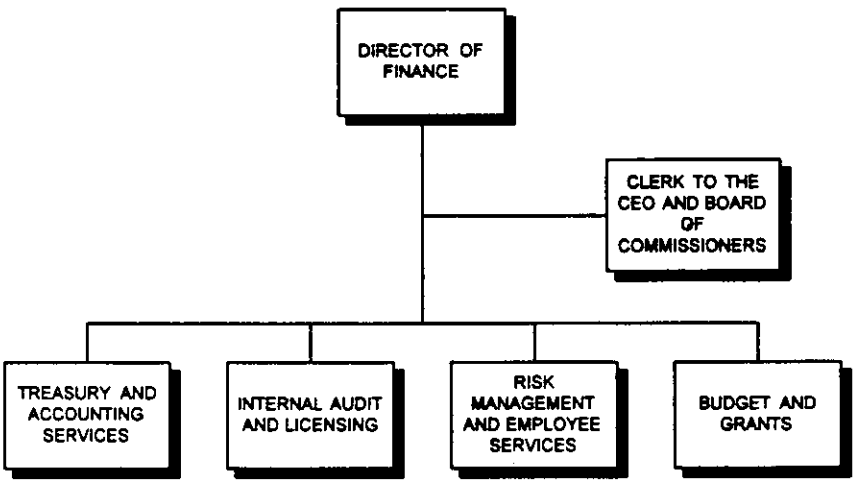
FUNDING SOURCES

	2002	2003	2004 Budget
General	$2,851,300	$2,156,866	$2,073,500

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
CHILDREN'S EMERG. SHELTER				
Food Service Specialist	21	1	0	0
Youth Group Coordinator	21	1	0	0
Custodian	14	1	0	0
Office Assistant, Sr.	19	1	0	0
TOTAL		4	0	0



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 maximize the return on the County's investments while adhering to the County's investment policies.
E. To provide an independent appraisal of County operations to insure compliance with laws, policies, and procedures.
F. To minimize losses to the County from accidents through data analysis and prevention programs.
G. To administer the County's surety, liability, employee insurance and benefits programs.
H. To record, codify, store and respond to inquiries regarding all official actions of the CEO and Board of Commissioners.
I. To administer the records 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 insuring 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. This Division controls associated revenue collections, as well as providing assessment billings and revenue collections for Water & Sewer usage, and False Alarm Billings.

The Division of Internal Audit and Licensing provides an independent appraisal of County operations to insure compliance with laws, policies, and procedures. 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

PROGRAM DESCRIPTION (continued)
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.

The Risk Management Division is responsible for minimizing losses to the County from accidents by data analysis and prevention programs as well as administering the County surety, liability, employee insurance and benefits programs. This Division is also responsible for payroll services and records retention.

PERFORMANCE INDICATORS	TARGET	2002	2003
% OF MINUTES PREPARED WITHIN 2 WEEKS OF THE MEETING	98%	100.0%	100.0%
FUND BALANCE, AS A PERCENTAGE OF TAX FUND EXPENDITURES	8.5%	7.6%	4.7%
COLLECTION RATE FOR WATER & & SEWER BILLINGS	97%	98.77%	95.80%
COLLECTION RATE FOR SANITATION BILLINGS	97%	98.1%	98.9%
CONTRACTED COLLECTIONS RATE FOR EMS BILLINGS	57%	N/A	N/A
BOND RATING: GENERAL OBLIGATION DEBT:			
STANDARD & POOR'S	AA+	AA+	AA+
MOODY'S	Aaa	Aaa	Aaa
BOND RATING: WATER & SEWER DEBT	AA	AA	AA
PAST DUE BUSINESS REGISTRATION FEES COLLECTED	N/A	$551,058	$1,028,613
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100 WORKERS	68	88

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Office of the Director:				
(Man-Years Allocated)				
General Administration	1.70	2.00	1.75	1.75
Financial Analysis	2.50	2.75	2.65	2.50
Clerk to Board of Commissioners	2.80	3.00	2.60	2.50
Treasury & Accounting Services:				
Journals Processed	2,364	2,539	2,749	280
Investment Transactions	290	310	288	276
Voucher Checks	57,186	55,544	53,031	54,000
Amount of Voucher Checks Written	$348,908,117	$349,973,879	$451,469,336	$460,000,000
Financial System Transactions	377,604	361,244	379,997	400,000

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Treasury & Accounting Services: (continued)				
Number of Sanitation Accounts *	169,725	8,722	11,835	12,000
Number of Sanitation Billings *	696,883	65,676	48,348	50,000
Number of Water Accounts	277,837	284,182	286,556	290,000
Number of Water Billings	1,118,282	1,155,887	1,126,093	1,200,000
Number of Other Billings	29,051	40,136	27,427	31,000
Budget & Grants:				
Budget Amendments	1,848	1,791	1,939	2,055
Personnel Requisitions	1,347	1,230	1,455	1,550
Budget Changes Reviewed	381	313	461	496
Amount of Budgets Monitored (Millions)	$1,491	$1,508	$1,667	$1,667
Grant Drawdowns	227	193	304	337
Internal Audit & Licensing:				
Financial & Compliance Audits	1,670	1,733	1,693	1,500
Fiscal Consultation & System Design	11	39	23	45
Data Processing Audits	41	98	103	110
Administrative Research & Study	455	464	550	600
Projects	206	185	215	200
Business Licenses	20,430	20,843	20,908	21,000
Alcohol Licenses	963	982	1008	1000
Risk Management:				
Management Safety Training Days	30	32	105	100
Employees Trained	483	540	875	750
Worker's Compensation Claims	1,277	1,159	1,139	1,200
Pension Requests	129	160	215	230
Safety Audits	0	0	4	4
Vehicle Claims	822	744	795	760
Pension Refunds	589	497	498	306
Pension Checks	7,018	6,581	6,880	5,170
Payroll Checks	95,729	64,863	80,482	72,778
Direct Deposit - Payroll	70,751	65,532	103,780	102,754
Direct Deposit - Pension	15,681	17,189	18,374	20,045
Records and Microfilming:				
Records Transferred (cubic feet)	3,705	5,256	3,234	4,200
File Requests/Refiles	32,252	37,155	46,140	47,000
Documents Microfilmed	243,506	197,623	382,062	325,000

* During 2002 billing of residential sanitation accounts was transferred to the Tax Commissioner.

MAJOR ACCOMPLISHMENTS IN 2003

Comprehensive Annual Financial Report was completed and distributed in a timely manner.
System for capitalizing infrastructure fixed assets was completed.
Reduced debt service payments by completing several bond issues.
Began implementation to upgrade Financial Management Information System to new Oracle Financial Package.
Achieved the GFOA Distinguished Budget Presentation Award for the 15th consecutive year.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

Maintain highly satisfactory bond ratings.
Implement new computer program for hotel/motel tax collections and franchise fees from cable television providers.
Continue to provide timely information and reporting to the CEO, Board of Commissioners and the public.
Implement changes and cost savings in employee benefits and insurance eligibility requirements.

Infrastructure

Implement new Oracle Financial Software Package.
Update and improve the functionality of the PeopleSoft pension administration module.
Implement a purchasing card program throughout the County to reduce the number of voucher checks written.

Organizational Effectiveness

Maximize vendor discounts.
Complete work on financial reporting model (GASB 34) and capitalization of infrastructure fixed assets.
Set up a secondary records storage area.
Audit Water Pollution Control (Sewerage Treatment) contracts: City of Atlanta.

MAJOR BUDGETARY IMPACTS

Previous

In 2000 funding was provided for a consulting firm to provide an overall evaluation of the County's employee & retiree health benefit plans relative to cost control and satisfaction. As part of the across-the-board budget reduction, this budget was reduced by $37,488. On 6/13/00 a Time-Limited Senior Accounting Technician position was converted to a permanent full-time position in the Budget/Grants section, and the BOC added three Meter Reader positions to the Water & Sewer function. On 9/12/00 an Accounting Technician position was transferred from Finance/Revenue Collections to the Sanitation Department (Fund 60).
In 2001, $130,000 was budgeted for the replacement of an Automated Meter Reading System.
In 2002 the Tax Commissioner assumed the responsibility for billing and collecting residential sanitation charges as part of the annual property tax billing process. As part of this change, Revenue Collections transferred one full time Customer Service Representative to the Tax Commissioner. One Payroll Supervisor position was added to the Pension Section of Risk Management. The Pension System will reimburse the cost of the position.
The decision was made to replace the County's Financial Management Information System and to acquire an Automated Purchasing System.
In 2003 a Senior Consultant position was added to the Finance Director's Office to work with the department on implementing the new FMIS system. The position is 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 11/04/03 to address the increased workload associated with the implementation of the Oracle financial package and FMIS system.

2004

$129,887 is included in the 2004 basic budget for personal services for the Functional Systems Administrator and the Grant Analyst positions approved on 11/04/03.
Funding in the amount of $29,750 is appropriated for the outsourcing preparation of the 2004 W-2 and 1099R reports.
Funding in the amount of $22,470 is included for the addition of one Auditor position in the Internal Audit Division.
The 2004 budget transfers all 57 positions from cost center 2130 (Revenue Collections) and 2 positions from cost 2120 (Accounting Services) to Water & Sewer cost center 2132.

Future

The implementation of the new Financial Management Information System along with conversion to the State of Georgia Uniform Chart of Accounts, will place a heavy workload on department staff over the next 18 months.

FINANCE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Office of Director	$645,584	$719,899	$779,302	$779,302
Treasury & Accounting	714,843	759,541	826,701	826,701
Revenue Collections	130,343	66,175	332,821	332,821
Internal Audit	600,865	577,959	537,749	537,749
Business License	857,304	1,036,598	1,126,099	1,126,099
Budget & Grants	808,299	862,450	1,007,681	1,007,681
Risk Management	1,718,193	1,731,371	1,947,654	1,947,654
Records & Microfilming	370,163	382,613	439,889	439,889
Water & Sewer *	4,480,879	4,780,210	5,151,909	5,151,909
Sanitation *	303,762	217,137	229,892	229,892
TOTAL	$10,630,235	$11,133,953	$12,379,697	$12,379,697

* Funding for these functions provided from the Water and Sewer and Sanitation Funds, respectively. The funding and positions are shown here for information purposes since they are all within, and the responsibility of, the Finance Department.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$8,943,147	$9,207,758	$10,144,976	$10,144,976
Supplies	187,103	166,276	192,164	192,164
Operating Services & Charges	711,018	767,037	1,065,710	1,065,710
Maintenance & Repair	102,620	139,471	109,754	109,754
Interdepartmental Services	3,459,167	3,719,319	1,561,282	1,561,282
Equipment	37,129	64,553	5,000	5,000
Interfund Credits	(2,809,949)	(2,930,461)	(699,189)	(699,189)
TOTAL	$10,630,235	$11,133,953	$12,379,697	$12,379,697

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$4,988,290	$5,100,008	$5,871,797
Water & Sewer Fund	4,480,879	4,780,210	5,151,909
Special Tax District - Unincorporated	857,304	1,036,598	1,126,099
Sanitation Fund	303,762	217,137	229,892
TOTAL	$10,630,235	$11,133,953	$12,379,697

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Office of the Director				
Director of Finance	AC	1	1	1
Assistant Director of Finance	AF	1	1	1
Senior Consultant	AB	0	1	1
Grants Procurement Manager	30	1	0	0
Financial Management Analyst	30	2	1	1

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Office of the Director (continued)				
Chief Deputy Clerk Bd. of Comm.	28	1	1	1
Secretary, Senior Legal	23	1	1	1
Executive Secretary	23	1	1	1
Administrative Clerk	21	1	1	1
Sub-Total		9	8	8
Treasury & Accounting Services				
Accounting Manager	31	1	1	1
Revenue Collections Manager	31	1	1	0
Oracle System Administrator	28	0	1	1
Accountant	25	1	1	0
Accounts Payable Supervisor	25	1	1	1
Accounting Technician, Senior	19	6	6	6
Principal Secretary	19	1	1	1
Accounting Technician	18	4	4	4
Sub-Total		15	16	14
Revenue Collections				
Deputy Director Fin.-Treasury and Accounting Services	AI	1	1	0
Revenue Collections Manager	31	2	2	0
Administrative Operations Manager	28	2	2	0
Accountant	25	1	1	0
Revenue Collections Supervisor	25	3	3	0
Accounting Technician, Senior	19	11	11	0
Customer Service Representative, Sr.	19	6	6	0
Office Assistant, Senior	19	3	3	0
Principal Secretary	19	1	1	0
Customer Service Representative	18	23	23	0
Customer Service Representative	18	1 PT	1 PT	0 PT
Parking Lot Attendant, Senior	18	1	1	0
Office Assistant	18	1	1	0
Courier	14	1	1	0
Parking Lot Attendant	14	1	1	0
Sub-Total		57	57	0
Sub-Total		1 PT	1 PT	0 PT
Water and Sewer				
Deputy Director Fin.-Treasury and Accounting Services	AI	0	0	1
Revenue Collections Manager	31	0	0	3
Administrative Operations Manager	28	0	0	2
Accountant	25	0	0	2
Revenue Collections Supervisor, Sr.	25	3	3	3
Revenue Collections Supervisor	25	1	1	4
Accounting Technician, Senior	19	4	4	15

AUTHORIZED POSITIONS BY COST CENTER

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

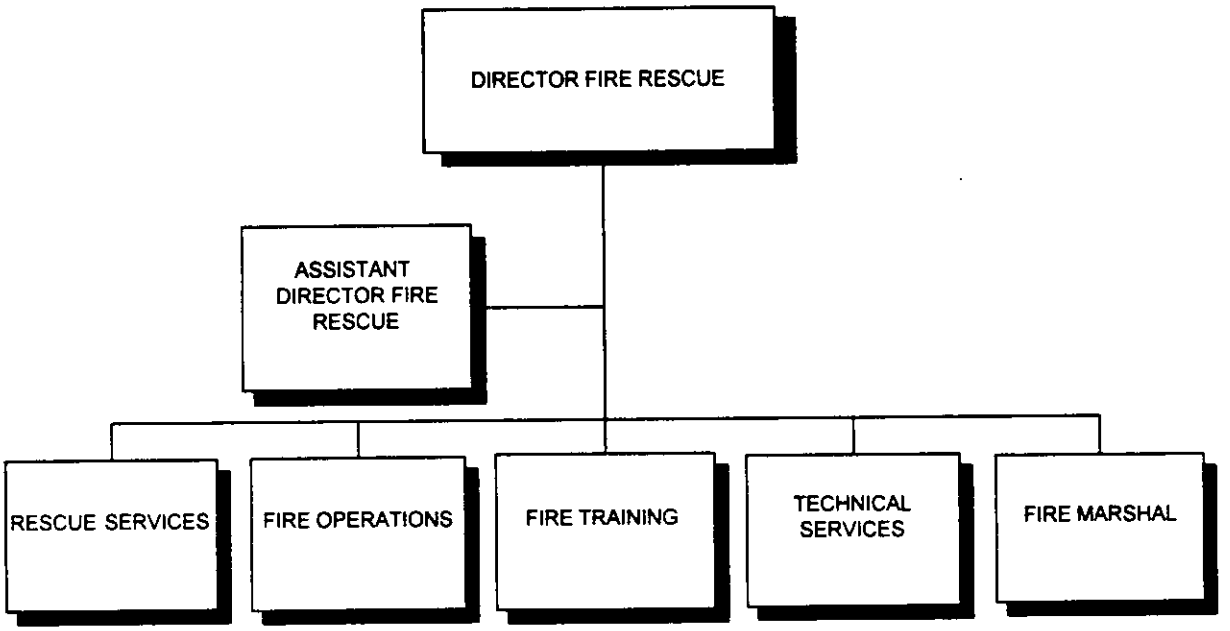
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Water and Sewer (continued)				
Field Service Representative	19	20	24	24
Customer Service Representative, Sr.	19	0	0	6
Office Assistant, Senior	19	0	0	3
Principal Secretary	19	0	0	1
Accounting Technician	18	1	1	1
Customer Service Representative	18	0	0	23
Customer Service Representative	18	0	0	1 PT
Parking Lot Attendant, Senior	18	0	0	1
Office Assistant	18	0	0	1
Meter Reader	18	18	18	18
Courier	14	0	0	1
Parking Lot Attendant	14	0	0	1
Sub-Total		47	51	110
Sub-Total		0 PT	0 PT	1 PT
Internal Audit & Licensing				
Deputy Director Fin.-Internal Audit & Licensing	AI	1	1	1
Internal Audit Manager	31	1	1	1
Auditor, Senior	26	5	5	5
IS Auditor	26	1	1	2
Accounting Technician, Senior	19	1	1	1
Sub-Total		9	9	10
Business License				
Alcohol & Business License Manager	28	1	1	1
Auditor, Senior	26	1	1	1
Auditor	25	1	1	1
License Inspector Supervisor	25	1	1	1
License Inspector	19	4	4	4
Accounting Technician, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Sub-Total		11	11	11
Budget & Grants				
Deputy Director Fin.-Budgets and Grants	AI	1	1	1
Budget Manager	31	2	2	2
Financial Management Analyst	30	0	1	1
Budget Management Coordinator	28	1	2	2
Accountant, Senior	26	1	1	1
Senior Budget and Management Analyst	26	2	4	4
Grant Analyst	26	0	1	1
Budget and Management Analyst	25	4	2	2
Budget Technician	21	1	1	1
Accounting Technician, Senior	19	2	2	2
Sub-Total		14	17	17

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Risk Management and Employee Services				
Deputy Director Fin.-Risk Management and Employee Services	AI	1	1	1
Employee Services Manager	31	1	1	1
Risk Control Manager	31	1	1	1
Workers' Compensation Manager	28	1	1	1
Pension Administrator	29	1	1	1
Insurance Manager	28	1	1	1
Employee Benefits Manager	28	1	1	1
Accountant, Senior	26	1	1	1
Risk Control Officer, Senior	26	4	4	4
Payroll Services Manager	26	1	1	1
Payroll Supervisor	25	2	2	2
Administrative Assistant	23	1	1	1
Benefits Specialist, Senior	23	3	3	3
Risk Control Analyst	23	1	1	1
Benefits Specialist	21	2	3	3
Payroll Technician, Senior	19	3	3	3
Principal Secretary	19	1	1	1
Office Assistant, Senior	19	2	2	2
Payroll Technician	18	0	0	0
Sub-Total		28	29	29
Records and Microfilming				
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
Sub-Total		6	6	6
TOTAL	FULL-TIME	196	204	205
	PART-TIME	1 PT	1 PT	1 PT

FIRE AND RESCUE SERVICES



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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 25 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 among two funds as follows:

FIRE AND RESCUE SERVICES

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 Suppression Division for 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 role of Fire Services is to protect life and property from fire, to promulgate regulations related to fire and explosion hazards, and to conduct public education programs in fire prevention and safety.
Fire Training is responsible for all basic training of fire recruits, advanced in-service training of fire personnel, and the continual development of course material. This section tests all new and existing equipment to insure proper functioning. 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.
Fire Marshal - 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.
Fire Operations - The Operations section responds to all reported fires within DeKalb County in the designated fire service district. The section operates from 25 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	2002	2003
RESCUE MEDICAL SERVICES			
% OF ADVANCED LIFE SUPPORT CALLS ANSWERED IN FIVE MINUTES OR LESS	90%	N/A	18%
CARDIAC CONVERSION RATE VERUS NATIONAL STANDARD	12%	15%vs12%	11%vs12%
COST PER CALL/COST RECOVERY RATE	N/A	$145 / 65%**	N/A
* UNABLE TO COMPUTE COST RECOVERY RATE DUE TO NEW BILLING SYSTEM			
** 1ST QUARTER ONLY			
FIRE SERVICES			
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	63%	93%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	70%	79%	95%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	74%	98%
% OF EMERGENCY RESPONSES WITHIN 5 MINUTES	90%	N/A	41.8%
% OF EMERGENCY RESPONSES WITHIN 9 MINUTES	N/A	N/A	83.5%
% OF EMERGENCY RESPONSES LESS THAN TWELVE MINUTES	N/A	N/A	94.4%

FIRE AND RESCUE SERVICES

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Fire & Rescue Services:				
Responses	N/A	N/A	71,750	75,000
Average response time per call	N/A	N/A	5.31 min.	5.30 min.
Fire Prevention:				
Building Inspections	7,661	7,765	7,718	7,800
Educational Presentations	258	199	429	500
Arson Investigations	358	393	318	400
Fire Suppression:				
Fire Dispatch Calls	33,330	33,129	23,671	25,000
Rescue Medical Calls	22,207	20,279	48,079	50,000

MAJOR ACCOMPLISHMENTS IN 2003

Implemented a Career Development and Enhancement Program to facilitate professional growth within Fire and Rescue Services.
Completed cross training for 100% of all eligible Rescue personnel to minimum standards of Basic Firefighter.
The new Personnel Section assumed responsibility for performance management, payroll/record management, grant management, departmental credentials, background checks/recruiting for all Fire and Rescue personnel.
Created a Tactical Medical Specialty Team to support law enforcement activities and assess threat levels.
Implemented controls to substantially reduce overtime expenditures.
Completed the transfer of all supply responsibilities from the police administration section to Fire and Rescue.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Complete all cross training of veteran employees and all new employees to a minimum of EMT-I/NPQ1.
Develop line item replacement schedules for all departmental assets.
Implement a hydrant-marking program.
Complete certification of all Fire Inspectors as Plan Review Examiner I.
Increase the number of State mandated inspections performed.
Reduce vacancy rate of Fire Rescue personnel by increased recruitment efforts.

Infrastructure

Complete planning, secure bids, and begin the construction of Fire Station #3 in Avondale.
Implement the planning process for Engineering Services and Land Purchase for two additional stations in high growth areas.
Enhance the system status monitors by equiping all responding equipment with a global positing system.

MAJOR BUDGETARY IMPACTS

Previous

The 2001 budget included funding in the amount of $335,181 for the addition of fifteen Firefighter positions per the Five Year Plan. $382,000 was appropriated for the replacement of SCBA (Self Contained Breathing Apparatus) equipment. This funding was for year two of a two year replacement program for backpacks, pass devices, face plates, and air cylinders.
Funding in the amount of $100,000 was approved for the replacement of fire hose equipment.
$250,000 was funded in the Fire Apparatus Supplemental account for the replacement of one Quint Pumper and the remanufacture of one Tillered Aerial Truck.
In addition $300,000 was appropriated for Promotional Testing and $225,000 was funded for the replacement of twenty-five KDT Mobile Terminals for Fire Services.
In 2001 the Administration recommended the addition of one Director of Fire and Rescue Services position.

MAJOR BUDGETARY IMPACTS (continued)

Previous

Pursuant to Executive Order 1-3 and General Order DPS 01-10 the DeKalb County Fire and Rescue Services was formally established on November 20, 2001. The department is comprised 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. Support and professional services, (i.e., Communications, Personnel, Financial Services, Records, and Internal Affairs) will continue to be provided to the new department by Police Services. Expanded career paths and compensation will now exist for employees cross-trained and assigned to fire and rescue responsibilities.

General Fund

FY02 funding in the amount of $185,000 was appropriated for year two of the Defibrillator Replacement Program. The 2002 budget included funding in the amount of $160,000 for the replacement of 75 Command & Line portable radios for rescue services. In addition $375,000 was funded for the replacement of fifty KDT Mobile Terminals for Fire and Rescue Services. Funding in the amount of $400,000 was appropriated for the consolidation of the Fire and EMS Bureau's into the Fire and Rescue Services Department.

Fire Fund

In 2002, $200,000 was funded in the basic budget for the Station Maintenance and Repairs of Priority One Items. The 2002 budget included funding in the amount of $51,536 for the addition of fourteen AED's (Defibrillators) and Pulse Oxemitry Units. This was year one of a three year phase in of all units. The total project cost is $186,060. Funding in the amount of $85,582 was approved for the 10-Year Station Equipment Cost Schedule. Cost estimates for the remaining 9-Years will average $98,000 per year. The total project cost is $965,518.

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 FY03 funding for these vehicles and related equipment was $122,370.

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 9 month 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 6 month funding.
The FY03 budget included an appropriation for $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.

2004

General Fund

Funding is included for the addition of ten Rescue Transport Ambulance vehicles. These vehicles will be funded through the GE Master Lease Agreement for six months. Total FY04 funding for these vehicles and related equipment will be $258,700.

Fire Fund

The Fire Fund basic personal services budget includes $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 are not being funded in FY04 because it was not utilized last year. However, the four positions are not being deleted.
The FY04 budget contains funding in the amount of $701,200 for one remanufactured aerial truck.
Funding in the amount of $56,250 is included for five Thermal Imaging Units as year two of the five year phase in plan.
Funding in the amount of $331,890 is included to replace outdated equipment with 15 new Zoll Defibrillators.
In addition the FY04 budget contains funding in the amount of $184,569 for various replacement equipment projects.

Future
The acquisition of additional rescue vehicles, ambulances, and ALS engines.
The acquisition of a new Fire and Rescue headquarters building.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Fire Training	$490,783	$121,432	$1,433,595	$1,433,595
Fire Technical & Administrative Services	1,945,344	2,396,398	3,757,222	3,757,222
Fire Marshal	1,168,112	1,320,797	1,609,755	1,609,755
Fire Operations	35,869,793	37,303,329	39,158,751	39,158,751
Interfund Support - Fire Fund	1,325,644	1,468,363	1,757,506	1,757,506
Rescue Services Division	15,023,489	13,668,774	14,825,969	14,825,969
TOTAL	$55,823,165	$56,279,093	$62,542,798	$62,542,798

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$46,000,270	$45,967,071	$49,335,153	$49,335,153
Supplies	1,397,854	1,542,140	1,765,000	1,765,000
Operating Services & Charges	827,523	942,001	1,324,430	1,324,430
Maintenance & Repair	408,217	565,821	605,500	605,500
Interdepartmental Services	6,771,420	6,376,441	8,940,006	8,940,006
Equipment	417,881	759,936	572,709	572,709
Interfund Transfers	0	125,684	0	0
TOTAL	$55,823,165	$56,279,093	$62,542,798	$62,542,798

FUNDING SOURCES

	2002	2003	2004 Budget
General	$15,023,489	$13,668,774	$14,825,969
Fire Fund	40,799,676	42,610,319	47,716,829
TOTAL	$55,823,165	$56,279,093	$62,542,798

AUTHORIZED POSITIONS BY COST CENTER
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Rescue Services Division				
Fire & Rescue Battalion Chief	31	4	3	3
Fire Medic Captain	30	10	33	33
Lieutenant - Fire & Rescue	28	25	0	0
Fire Medic I, II, III	24-26	0	163	163
Senior Paramedic	26	98	0	0
Paramedic	24	67	0	0
Emergency Medical Technician	23	1	6	6
Executive Secretary	23	1	1	1
Principal Secretary	21	1	2	2
Senior Office Assistant	19	1	0	0
	Sub-total	208	208	208
Fire Training				
Fire & Rescue Deputy Chief	35	1	1	1
Fire Captain	29	1	3	3
Fire Lieutenant	28	1	0	0
Fire Instructor III	28	1	2	2
Fire Instructor II	25	1	2	2
Fire Fighter III	25	1	5	5
Fire Fighter II	24	2	1	1
Fire Public Educ. Specialist	23	0	4	4
Principal Secretary	21	1	2	2
	Sub-total	9	20	20

AUTHORIZED POSITIONS BY COST CENTER

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

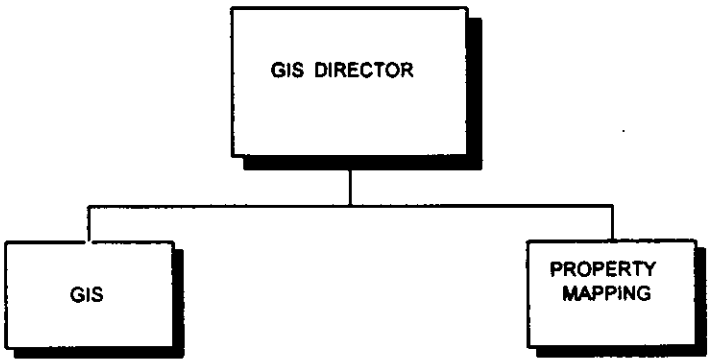
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administrative/Technical Services				
Assistant Fire Chief	35	1	1	1
Administrative Service Manager	31	0	1	1
Fire Services Specialist	31	1	1	1
Fiscal Officer	29	0	1	1
Fire Captain	29	2	1	1
Fire Lieutenant	28	1	0	0
Departmental Microsystem Specialist	28	0	1	1
Firefighter III	25	0	1	1
Firefighter II	24	0	1	1
Supply Supervisor	24	0	1	1
Payroll/Personnel Coordinator	23	0	1	1
Payroll Personnel Technician Lead	23	0	1	1
Fire Equipment Repair Tech	23	2	2	2
Administrative Assistant	23	0	1	1
Payroll Personnel Technician, Senior	21	0	1	1
Fire Svcs Facilities Engineer	21	1	1	1
Principal Secretary	21	1	0	0
Payroll Personnel Technician	19	0	1	1
Fleet Maintenance Coordinator	19	0	1	1
Central Supply Technician	18	0	1	1
Senior Data Entry Operator	18	1	1	1
	Sub-total	10	20	20
Fire Marshal				
Fire Rescue Assistant Chief	35	2	1	1
Fire Captain	29	2	9	9
Fire Protection Engineer Lead	29	0	1	1
Fire Protection Engineer	28	3	4	4
Fire Protection Engineer	28	0	4 T*	4 T*
Fire Lieutenant	28	5	0	0
Fire Inspector III	28	2	5	5
Fire Investigator III	25	1	1	1
Firefighter III	25	2	0	0
Sr. Fire Fighter	24	1	0	0
Administrative Assistant	23	0	1	1
Principal Secretary	19	2	0	0
Fire Public Educ. Specialist	23	2	0	0
	Sub-total	22	22	22
*T = Temporary	Sub-total		4 T*	4 T*

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Fire Operations				
Director of Fire & Rescue Services	AJ	1	1	1
Assistant Director Fire & Rescue	37	1	1	1
Fire & Rescue Assistant Chief	35	1	1	1
Fire & Rescue Deputy Chief	33	3	4	4
Fire & Rescue Battalion Chief	31	12	13	13
Rescue Division Chief	31	1	1	1
Fire & Rescue Captain	30	40	108	108
Fire Lieutenant	28	64	0	0
Departmental Microsystem Specialist	28	0	1	1
Fire Medic II - III	26-27	0	9	9
Project Manager	26	0	0	1
Firefighter III	25	133	212	212
Firefighter I - II	23-24	317	221	219
EMT-Intermediate/Firefighter	23	0	1	1
Administrative Assistant	23	0	2	2
Executive Secretary	23	1	1	1
Principal Secretary	19	1	0	0
	Sub-total	575	576	575
TOTAL FIRE & RESCUE SERVICES		824	846	845
*T = Temporary			4 T*	4 T*

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 databases 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	2002	2003
SYSTEM TIME AVAILABILITY EXCLUDING PLANNED DOWNTIME	100%	100%	100%
% OF USERS RECEIVING PRODUCTION ON TIME	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE PROCESSED FOR DISPOSAL WITHIN 60 DAYS	100%	96%	96%

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Workstations with GIS/CAD software	70	150	240	300
Plotters connected to GIS	15	17	17	17
Mapping /Data Requests	114	115	120	120

GEOGRAPHIC INFORMATION SYSTEMS

MAJOR ACCOMPLISHMENTS FOR 2003

The property mapping function eliminated any backlog in processing deed books, data entry of ownership, and mapping subdivisions. Land ownership issues were addressed in a more timely manner and datasets previously maintained in a manual method were automated.

The GIS activities included support for quality control of the sewer inventory contract, the initiation of the basemap update contract, and the development of the GIS intranet site. Mapping support was expanded to include projects for the District Attorney, Economic Development , the Greenspace Program and the Parks Bonds program.

GIS data was used to support the Livable Communities Initiative Grants for Perimeter, Northlake, Emory, Memorial Drive revitalization and Candler Road projects. Seven Host projects and fourteen Water and Sewer contracts included GIS data exchange for conceptual design purposes.

The Data Exchange agreement was approved for the Decatur Stormwater project resulting in the exchange of valuable drainage facilities inventory.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Continue annual Basemap update contract.
Train departmental personnel in GIS software.
Currently restructuring the property mapping division's responsibilities.
Developing streamlined data entry system.

MAJOR BUDGETARY IMPACTS

Previous

Seventeen positions were transferred from Planning: One Principal Secretary, One Deed Technician, One Senior Planner, One Planning Manager, Two Planning Tech.s, Four Planning Tech., Srs., Two Title Research Techs., Four CAD Operators, and One GIS Supervisor in 2001. The number of projects supported by GIS Mapping increased by 20%. One GIS Specialist position was transferred from Public Works-Roads and Drainage in 2002. Also in 2002, one Departmental Information Systems Manager position was transferred from Public Works-Director's Office to the GIS Department.
In 2003, one GIS Specialist was added in the budget to support Greenspace, and one Address Specialist was added during the year.

2004

Basemap update contract will continue as well as support for the Development Permit and Inspections system installation.

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 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
GIS	$896,952	$1,024,549	$828,370	$828,370
Property Mapping	713,622	755,216	930,197	930,197
	$1,610,574	$1,779,765	$1,758,567	$1,758,567

GEOGRAPHIC INFORMATION SYSTEMS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$998,934	$1,143,037	$1,391,390	$1,391,390
Supplies	49,542	59,656	173,434	173,434
Operating Services & Charges	514,673	526,019	138,010	138,010
Maintenance & Repair	45,153	50,853	55,733	55,733
Interdepartmental Services	821	200	0	0
Equipment	1,451	0	0	
TOTAL	$1,610,574	$1,779,765	$1,758,567	$1,758,567

FUNDING SOURCES

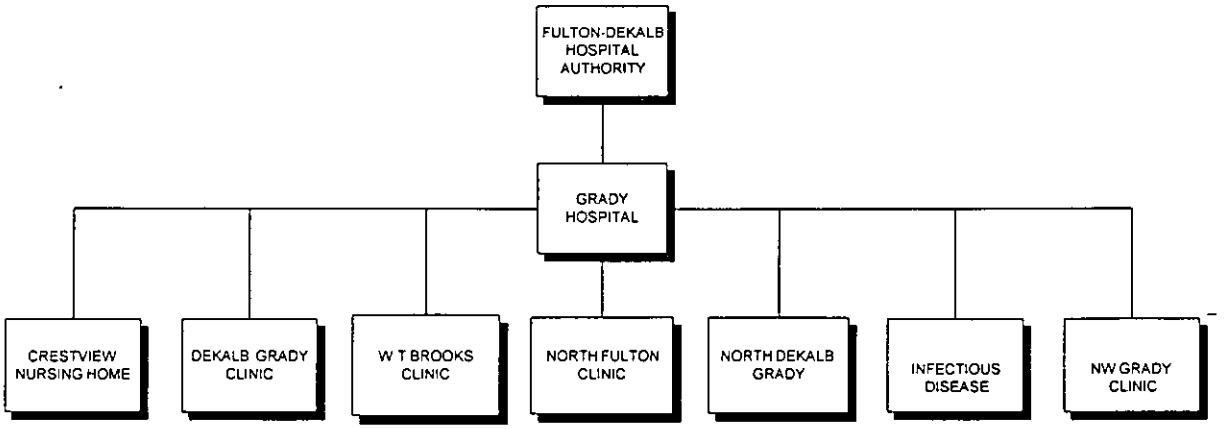
	2002	2003	2004 Budget
General Fund	$1,610,574	$1,779,765	$1,758,567

AUTHORIZED POSITIOINS

(See Salary Schedule, Appendix A, for explanation of Salary Range)

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
GIS				
GIS Director	34	1	1	1
Dept. Information Systems Mgr.	31	1	1	1
GIS Project Coordinator	29	1	1	1
GIS Technical Coordinator	29	1	1	1
GIS Specialist	24	1	2	2
Executive Secretary	23	1	1	1
Sub total		6	7	7
Property Mapping				
Planning Manager	31	1	1	1
Address Specialist	26	0	1	1
Planner, Sr.	26	1	1	1
GIS Supervisor	24	1	1	1
CAD Operator, GIS	23	4	4	4
Title Research Tech.	21	2	2	2
Principal Secretary	21	1	1	1
Planning Tech., Sr.	21	4	4	4
Planning Tech.	19	3	3	3
Deed Tech.	19	1	1	1
Sub total		18	19	19
TOTAL		24	26	26

HOSPITAL



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.

MAJOR BUDGETARY IMPACTS

Previous

In 1997, DeKalb County reduced its contribution to the Fulton-DeKalb Hospital Authority by $7.3 million as its share of a $32.9 million payment received by the Authority in December 1996 from Medicaid funds for the years 1993 and 1994. Also in 1997, the County funded $1.6 million for HMO startup expenses for Grady Hospital and $125,000 for a portion of the management study being conducted at Grady Hospital. In 1998, the County restored its share of funding for the Fulton-DeKalb Hospital Authority back to the 1996 level and included an additional $1,000,000 for computer upgrades.

As part of the adoption of the 1999 Budget, the Board of Commissioners approved an adjustment to the encumbered $1.6 million for HMO startup expenses remaining from the 1997 Budget. The adjustment reduced the payment amount to Grady Hospital to $1,159,624 as DeKalb's share under the 1984 Contract, with the remaining $440,376 falling to fund balance. In June, funds in the amount of $1,105,263 were approved, as a payment to Grady Hospital, for outpatient pharmaceuticals.

During 1999, a one-time Indigent CareTrust Fund payment of $53.4 million was received from the state to pay for uncompensated care costs from the past five years.

In 2000, a portion of the Indigent Care Trust Fund was used to offset uncompensated care provided in the outpatient pharmacy beginning July 1, 1999 through June 30, 2000, to cover the operating deficit, to pay for a management study and the implementation of the resulting recommendations, and for information system related purchases.

In 2003, the Fulton-DeKalb Hospital Authority completed a major bond refunding.

2004

The Hospital Authority refunded bonds in late 2003. The portion of the 2004 budget allocable to debt service may change based on the final debt service agreement.

MAJOR BUDGETARY IMPACTS (continued)
Future
The Fulton-DeKalb Hospital Authority will continue to implement strategies to reverse its budget shortfall.

The Fulton-DeKalb Hospital Authority and DeKalb County Board of Health will continue to develop a network that combines primary medical services and preventive health care services. This network complies with the decision by the Georgia Department of Medical Assistance to move toward a voluntary program of managed care within the Medicaid program.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Millage Rate	1.30	1.05	1.05	1.05
DeKalb % Deficit Share	22.87%	21.90%	21.89%	21.89%

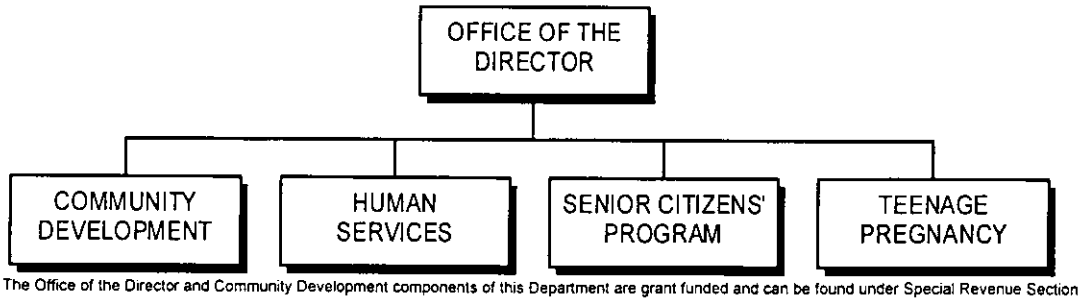
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services and Charges	$0	$0	$5,000	$5,000
Aid to Other Agencies	21,056,763	21,480,351	21,531,094	21,531,094
Interdepartmental Services	85,830	106,764	106,764	106,764
TOTAL	$21,142,593	$21,587,115	$21,642,858	$21,642,858

FUNDING SOURCES

	2002	2003	2004 Budget
Hospital Fund	$21,142,593	$21,587,115	$21,642,858

HUMAN AND COMMUNITY DEVELOPMENT



The Office of the Director and Community Development components of this Department are grant funded and can be found under Special Revenue Section

CRITICAL MISSION STATEMENTS AND CRITICAL SUCCESS FACTORS

A. To promote and support County and nonprofit agencies in the planning and delivery of services that foster cooperation among providers, ensure coordination, maximize resources, and eliminate unproductive duplication.
B. To continue management of the County's eight human services centers to ensure maximum feasible use by tenants and the community.
C. To serve as the catalyst that brings together diverse stakeholder groups that work collaboratively to prevent teenage pregnancies, and to develop essential supports that enable youth to complete their education when pregnancies do occur.
D. To organize a DeKalb Youth Council to address issues confronting youth.
E. To address the diverse and expanding needs of seniors in DeKalb by coordinating the development and implementation of a Strategic Plan for Senior Services and Facilities.
F. To provide decent affordable housing for low-to-moderate income persons residing in DeKalb County.
G. To provide a suitable living environment, public facilities, infrastructure and community services, principally benefiting low-to-moderate income persons.
H. To expand economic opportunities, increase and retain new and existing jobs.
I. To revitalize economically depressed areas that principally serve low-to-moderate income areas.

PROGRAM DESCRIPTION

The Human Services Division contributes to the County's policy decision-making process by research, analyzing and commenting on issues, collecting and disseminating information, and by preparing reports related to human services. The Division reviews grant requests from nonprofit agencies, represents the County at public and community meetings, and operates the County's network of eight human services centers. The Teenage Pregnancy unit of the Division provides coordination and leadership for a wide range of organizations, and community groups that work collaboratively to advocate for teen issues, identify needs and gaps in services, and initiate programs and projects that prevent initial and repeat pregnancies among teens. The Office of Senior Affairs promotes a coordinated and comprehensive approach to the delivery of senior services to enhance the quality of life for older adults and their families/caregivers.

The Community Development Division works to improve low-to-moderate income neighborhoods and address issues that affect the quality of life for low-to-moderate income persons. The Division administers the following Federal Grant Programs for DeKalb County: 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 McKinney Emergency Shelter Grant Program (ESGP), and the HOME Investment Partnerships Act (HOME).

MAJOR ACCOMPLISHMENTS IN 2003

1. As the County-Based Aging Provider, the Division established an information and referral system; instituted both fiscal coordination processes and program/project monitoring procedures.
2. Developed and implemented the Bridge Builder's planning process and developed the Five-Year Community Action Plan for Senior Services 2003-2007.
3. Established a Senior Roundtable that assists in recommendations for the improvement of the quality of life for DeKalb seniors.
4. Coordinated information forums for seniors that included Homestead Exemption options, and personal security; installed "peep" holes at homes, and distributed donated cell phones for "911" contact.
5. Conducted Public Information Briefings to prepare each group's work plan; organized and scheduled all group meetings; reviewed draft documents and assisted with writing and preparation of recommendations.

MAJOR ACCOMPLISHMENTS IN 2003(Continued)

6. Accomplished 5 year goal of teen pregnancy reduction rate for ages 15-17 through work with teen health clinics, new school prevention programs and continued awareness.
7. Provided services to 435 pregnant and parenting teens through the TAPP, TAMS, Decatur, PAL, and Building Young Families programs.
8. Introduced new comprehensive program, Solution for Pregnant Teens with Extension Service, and Families First.
9. Updated Resource booklet; Continued Advisory Board for S.Dekalb Y Child Care Academy.
10. Developed and continued relations with the Board of Health on MAPP/Healthy DeKalb Health Assessment, Youth PATCH, and other organizations (Communities that Care, DPA, and DICF).
11. Twenty-five Outreach Programs, including five Senior Benefit Fairs (approximately 150 seniors in attendance).
12. Conducted five Fire Safety & Prevention Programs held at the senior centers; and ten Medicare Watch Presentations.
13. Conducted Older Americans Month activities, presented in May, with approximately 180 persons participating in the Senior Golden Olympics.
14. Assisted in planning and implementing the annual Edgewood Day activities in the Dekalb-Atlanta community and assisted in implementing and promoting various community projects in Scottdale.
15. Received a $2,500.00 donation for the Hamilton beautification projects; creating linkage to 30 non-tenant organizations.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To promote and support County and non-profit agencies in the planning and delivery of services fostering cooperation among providers, ensuring coordination, maximizing resources, and eliminating unproductive duplication.

Provide and increase support for the Teen Pregnancy Task Force.

Promote a collaborative approach for service to pregnant and parenting teens.

To expand senior services as the County-based Agency for DeKalb County.

To enhance the quality of life for older adults through Information/Referral Services, Community Education, recognition and volunteer programs, empowering seniors and caregivers to access and to increase services.

Organizational Effectiveness

To restructure the management of the County's network of eight Human Services Centers.

To plan and enhance the 2nd Youth Development Conference and establish Teen Advisory Board.

To coordinate the effective use of existing resources through Community Action Plan for Senior Services.

MAJOR BUDGETARY IMPACTS

Previous

None.

2004

One (1) position, a Human Services Administrative Assistant, was added to Human Services Division.

Future

None anticipated.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Estimated 2004
Number of citizen visits to Human Service Centers	505,346	524,396	525,000
Percentage of space occupied in Human Service Centers	98%	97%	99%
Number of grant applications reviewed	60	65	78
Number of incoming calls for senior Information & Referral	1021	5,508	10,500
Number of senior volunteer hours	989	713	350
Number of pregnant and parenting teens served	435	425	475
Percentage of births over 5.5 pounds	93%	92%	95%
Percentage of teens who completed/continued education	92%	87%	90%

HUMAN AND COMMUNITY DEVELOPMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Budget	Approved 2004
Human Services	$458,650	$568,469	$428,975		$428,975
Teenage Pregnancy	55,922	38,507	39,874		39,874
Senior Citizens Program	117,629	161,850	328,101		328,101
TOTAL	$632,201	$768,826	$796,950		$796,950

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$572,678	$628,209	$725,614	$725,614
Supplies	7,162	14,892	9,200	9,200
Operating Services and Charges	38,240	64,436	42,598	42,598
Maintenance and Repair	14,121	17,006	19,538	19,538
Equipment	0	44,283	0	0
TOTAL	$632,201	$768,826	$796,950	$796,950

FUNDING SOURCE

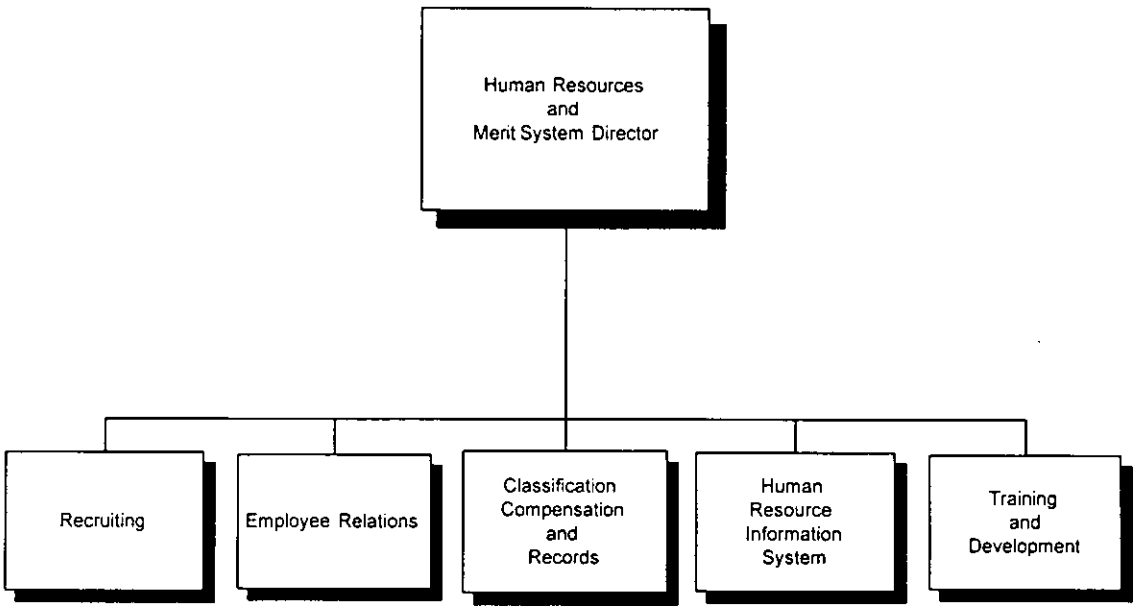
	2002	2003	2004
General	$632,201	$768,826	$796,950

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Human Services				
Asst Director, Human Services	33	1	1	1
Planning Manager	31	2	2	1
Senior Planner	26	0	1	1
Human Services Facilities Coordinator	28	2	2	2
Human Services Administrative Assist.	23	0	0	1
Asst. Human Services Facilities Crd.	25	2	2	0
	Sub-total	7	8	6
Teenage Pregnancy				
Teen Project Coordinator	25	1	1	1
	Sub-total	1	1	1
Senior Citizens Services				
Senior Services Administrator	32	0	0	1
Project Monitor	26	0	0	1
Planning Manager	31	0	0	1
Senior Citizen Program Director	31	0	0	1
Information & Referral Specialist	23	0	0	1
	Sub-total	2	2	5
TOTAL		10	11	12

HUMAN RESOURCES & MERIT SYSTEM



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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, 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 four sections within the Human Resources & Merit System activity perform distinct functions with specific responsibilities.

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	2001	2002	2003
% OF NEW POSITIONS CLASSIFIED WITHIN 10 DAYS FROM RECEIPT OF COMPREHENSIVE POSITION QUESTIONNAIRE FROM DEPARTMENT	85%	100%	100%	100%
% OF VACANCIES ADVERTISED WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	80%	92%	97%	100%
% OF REFERRALS FROM EXISTING REGISTER (FORWARDED TO REQUESTING DEPARTMENTS) WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	90%	98%	100%	100%
% OF DRUG AND ALCOHOL VIOLATIONS PER 100 FULL TIME EQUIVALENT EMPLOYEES, AMONG EMPLOYEES SUBJECT TO ADMINISTRATIVE CONTROL OF THE CEO	< 3%	0.22%	0.15%	0.13%
% OF PROMOTIONS AND NEW HIRES SUCCESSFULLY COMPLETING THE PROBATIONARY PERIOD	85%	94%	99%	94%
% OF TERMINATIONS, SUSPENSIONS, AND OTHER DISCIPLINARY ACTIONS UPHELD UPON APPEAL	100%	94%	100%	97%

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Applications Received	23,218	17,623	21,184	22,000
Applications Referred for Job Vacancies	23,943	15,679	17,339	18,000
Vacancies Filled	1,484	776	800	900
Employment Registers	865	511	510	550
Upon receipt of request, average number of days to provide the requesting department with a certification list (when a lists exists)	2	2	2	2
Individuals Counseled	541	522	528	560
Employee Assistance Program Cases	1,156	1,376	1,250	1,400
Termination Appeals Processed	31	27	44	55
Termination Appeals Conducted	16	18	28	35
Number of Classifications Maintained	826	859	992	1,000
Number of Class Specification Reviews	436	465	320	400
Number of Classifications Established	66	44	217	100
Number of Classifications Abolished	13	16	35	60
Number of Reclassifications	96	29	41	50
Number of Title Changes	21	73	117	65
Number of Training Classes Held	160	159	182	170
Number of Employees Attended	3,201	3,097	3,505	3,000

ACTIVITY MEASURES (continued)	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Number of Employment Verifications Processed	3,994	3,386	4,100	3,707
Number of Personnel Actions Processed	15,876	16,111	17,564	17,344

MAJOR ACCOMPLISHMENTS IN 2003

Continued to implement the salary and classification recommendations of the PricewaterhouseCoopers market pay and classification study.
Streamlined the County's disciplinary process.
Implemented the Recruit Workforce module of the PeopleSoft payroll/personnel system.
Participated in the county-wide implementation of the Kronos time keeping module.
Data conversion and upgrade of PeopleSoft 7.56 to 8.3.
Conducted 182 classes for 3,505 County employees.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To continue the review of class specifications to consolidate the number of job classifications and update job duties as appropriate.
To train new supervisors and designated departmental personnel in the preparation and documentation of disciplinary actions.
To implement electronic processing of personnel action forms, personnel requisitions, and training registration forms.
To complete promotional testing for Police Services and Fire and Rescue Services.

MAJOR BUDGETARY IMPACTS

Previous

The 2001 Budget included funding in the amount of $385,000 for the Police and EMS promotional exams.

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 Automatic Purchasing System, the Financial Management Information System, the Hansen System, and other technical systems.

2004

The 2004 Budget includes $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.

Future

No future budgetary considerations of significance are anticipated.

HUMAN RESOURCES & MERIT SYSTEM

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Human Resources & Merit System	$2,667,746	$2,365,560	$2,803,537	$2,803,537
Training and Development	123,378	202,773	349,992	349,992
TOTAL	$2,791,124	$2,568,333	$3,153,529	$3,153,529

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,791,140	$1,830,100	$2,237,272	$2,237,272
Supplies	42,599	49,333	42,000	42,000
Operating Services and Charges	933,470	666,264	865,150	865,150
Maintenance and Repair	6,930	4,648	3,500	3,500
Interdepartmental / Interfund Services	4,770	5,268	5,607	5,607
Equipment	12,215	12,720	0	0
TOTAL	$2,791,124	$2,568,333	$3,153,529	$3,153,529

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$2,791,124	$2,568,333	$3,153,529

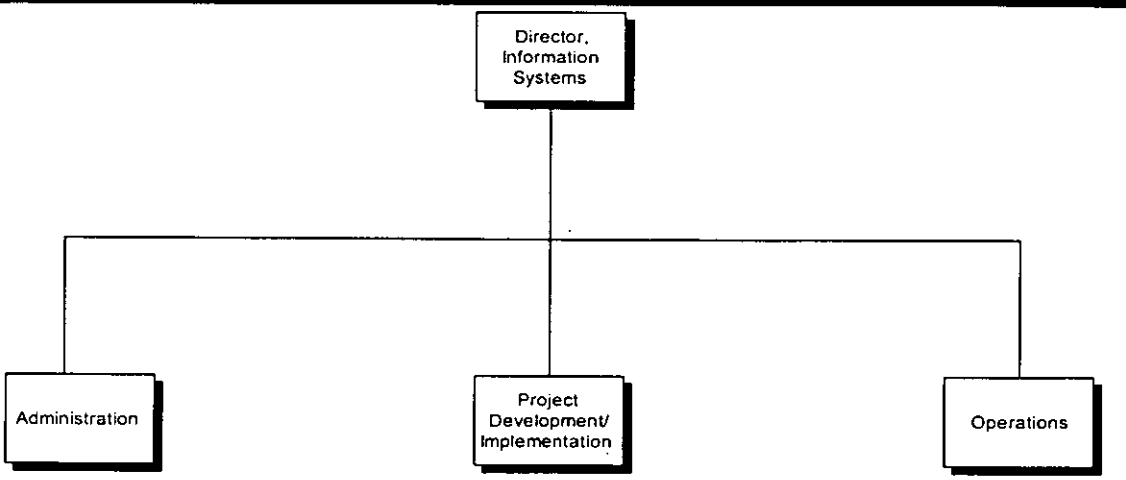
AUTHORIZED POSITIONS BY COST CENTER

COST CENTER / POSITION	SALARY RANGE	2002	2003	2004
Human Resources & Merit System				
Director, Human Resources & Merit Syster	AD	1	1	1
Deputy Director, Human Resources & Merit System	AG	1	1	1
Personnel Manager	31	3	3	3
HRIS Manager	31	1	1	1
Personnel Supervisor Field Office	28	1	1	1
EEO Officer	26	0	1	1
Personnel Officer Senior	26	8	8	8
Personnel Officer	25	0	0	0
HRIS Specialist	25	1	1	1
Administrative Supervisor	25	1	1	1
Personnel Records Supervisor	24	1	1	1
Secretary Executive	23	0	0	0
Personnel Specialist	23	5	5	5
Human Resource Assistant	21	0	1	1
Personnel Assistant	21	4	4	4
Office Assistant Senior	19	1	1	1
Contract Compliance Specialist	19	0	1	1
Sub total		28	31	31

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER / POSITION	SALARY RANGE	2002	2003	2004
Training and Development				
Oracle Technical Training Consultant	AB	0	1	1
Training Coordinator	31	1	1	1
County Training Officer	25	1	1	1
Administrative Assistant	23	1	1	1
Sub total		3	4	4
Total Positions		31	35	35

INFORMATION SYSTEMS



MISSION STATEMENT

The mission of the Information Systems Department is to provide computer and telecommunications services to all county departments. We are to work together with our customers in a cooperative spirit to deliver the best, most cost-effective information systems with an emphasis on innovation, communications and accessibility. Our vision is a technology rich integrated communications and information system structure which is accessible, useful and efficient for customers throughout the county.

PROGRAM DESCRIPTION

The department provides teleprocessing services and computer processing support 24 hours per day, 365 days per year. The mainframe/enterprise server supports 60 customer departments through 110 major applications consisting of more than 4300 programs. Connectivity to all departments is provided through a sophisticated Wide Area Network (WAN) linking 65 locations, more than 145 servers and 5000 + PC's, terminals, and peripheral devices. The department provides technology and process improvement consulting project management, hardware and software acquisition including program development for all county departments. It also provides centralized help desk function, problem identification, resolution, program enhancement, procurement assistance and standards enforcement. Major initiatives include managing the use of this versatile environment.

PERFORMANCE INDICATORS	TARGET	2002	2003
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	94%	88%
ENTERPRISE SERVER (MAINFRAME) AVAILABILITY	95%	99%	78%
DECATUR COMPLEX (MALOOF BUILDINGS, CALLAWAY BUILDING, AND COURTHOUSE) TELEPHONE SWITCH AVAILABILITY	95%	100%	99%

INFORMATION SYSTEMS

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimate 2004
Systems & Program Requests Received	1,215	1,206	1,512	1,600
Help Desk Calls	8,100	11,745	9,504	10,000
Telephone Requests	3,000	*	N/A	N/A

*Police Dept. maintains these records now, effective 2002.

MAJOR ACCOMPLISHMENTS IN 2003

Successfully completed a major upgrade from Peoplesoft 7.5 to 8.3, a web-based application.
Converted from DB2 IBM mainframe to RS6000 Oracle based system.
Kronos (Work Force Central) was successfully implemented within budget and schedule and is now countywide.
100 departments and 500 users were trained with Kronos and are now using the system.
Modified approximately 60 programs in the State Court Accounting and State Court Probation Accounting systems for the Superior Court Clerk's Retirement Fund.
Extracted 1987-1989 Superior Court cases from old Docketrac files to be located into Banner.
Modified OJS to suppress all sealed cases and Superior Court first offender cases.
Completed DA Division Assignment.
Peoplesoft conversion from PS7.5 using DB2 on the mainframe to PS8 using Oracle on client server platform (UNIX/AIX 4.3.3).
Installed and configured 12 new servers to support various applications including Hansen, Oracle (FMIS/APS), Utility Billing (C-pak) and in-house developed street system (SAMS).

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Formulate security procedures.
Recommend tax system replacement.
Continue PC/Server Refresh Program.
Expand E-Business and web-based customer service programs.
Research and standardize wireless systems.
Expand street standardization project.

Infrastructure

Implement FMIS/APS Oracle System.
Implement Hansen Development.
Implement Recorders Court computer system.
High AV exchanger and Internet.
Expand imaging and web-based applications.
Consolidate servers and backups.
Restructure I.S. support infrastructure.
Migrate all applications from DB2.
Convert programs to server based platform.
Establish charge-back systems.
Continue INET (conversion).

MAJOR BUDGETARY IMPACTS

Previous

The Executive Information Technology Review Process (ExTe) was inaugurated in 1999 to coordinate departmental IT requests. Information Systems coordinated the implementation of the programs selected for approval through the Capital Technology Improvement Program (CTIP) which is funded through CIP. Funding included adding 4 customer support analyst positions to assist users with system and software application problems and added 1 technical support position for enterprise server maintenance and support. Consulting services of $640,000 were funded for the Organizational and Cultural Alignment Project of the Strategic IS Master Plan. As part of an across-the-board budget reduction, this budget was reduced by $75,060 in 2000.
No additions were made in personnel or program modifications for this department in 2001 and 2002.

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.

2004

$10,586,761 is appropriated for the basic operating budget. One Technical Support Analyst position has been approved to serve as a Database Administrator for Oracle.

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

	2002 Actual	2003 Actual	CEO'S Recommended Budget	Approved Budget 2004
Administration	$9,798,681	$5,114,268	$5,345,718	$5,345,718
Communications	1,483,829	575,537	0	0
Operations	0	3,898,565	5,013,306	5,013,306
Project Dev./Implementation	0	53,796	227,737	227,737
TOTAL	$11,282,510	$9,642,166	$10,586,761	$10,586,761

INFORMATION SYSTEMS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$4,773,995	$4,827,573	$5,322,995	$5,322,995
Supplies	252,941	235,683	270,840	270,840
Operating Services & Charges	3,024,163	1,897,281	1,839,260	1,839,260
Maintenance & Repair	3,061,456	2,646,791	3,138,421	3,138,421
Equipment	154,355	24,948	0	0
Interdepartmental Charges	15,600	9,890	15,245	15,245
TOTAL	$11,282,510	$9,642,166	$10,586,761	$10,586,761

FUNDING SOURCES

	2002	2003	2004 Budget
General	$11,282,510	$9,642,166	$10,586,761

AUTHORIZED POSITIONS BY COST CENTER

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

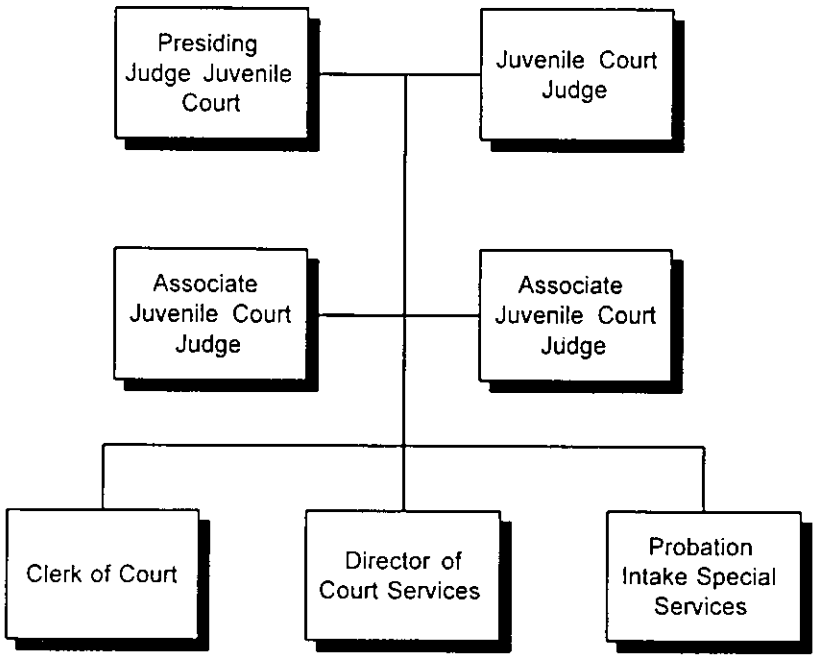
COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Administration				
Director, Information Systems	AD	1	1	1
Assistant Director, Information Syste	AI	1	1	1
Secretary, Principal	21	1	1	1
Secretary, Executive	23	1	1	1
Office Assistant, Senior	19	1	1	1
Customer Support Analyst	26	4	4	4
Customer Service Technician	26	1	0	0
EDP Security Manager	30	1	1	1
Sr. Project Manager	31	0	1	1
Accounting Technician, Sr.	19	0	1	1
Contract Officer	26	0	1	1
Customer Serv. Manager	28	0	1	1
Microsystem Specialist	29	0	2	2
Sub-Total		11	16	16
Operations				
Information Tech Sp Proj Manager	33	1	1	1
EDP Technical Support Manager	18	0	1	1
EDP Functional Project Leader	30	5	3	3
EDP CPU Manager	31	1	1	1
EDP Microsystems Manager	17	0	1	1
EDP Technical Support Analyst	30	3	3	4
EDP Database Manager	30	1	1	1
Network Control Manager	31	1	0	0
Network Engineer	31	0	3	3
EDP Programmer Analyst III	29	9	8	8
EDP Microsystems Specialist, Sr.	N/A	0	1	1

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Operations (Continued)				
EDP Microsystems Specialist	29	6	5	5
EDP Engineering Technician	29	2	0	0
EDP Programmer Analyst II	28	13	13	13
EDP Programmer Analyst I	25	7	3	3
EDP CPU Operations Supervisor	28	3	3	3
Administrative Supervisor	25	1	0	0
EDP Production Control Supervisor	10	1	1	1
EDP CPU Operator	23	7	7	7
Data Control Technician, Senior	23	1	1	1
Data Control Technician	19	2	1	1
Duplicating Equipment Operator	14	1	0	0
Sub-Total		65	57	58
Proj. Dev./Implementation				
Programmer Analyst II	28	0	2	2
Programmer Analyst III	29	0	4	4
IS Funct. Proj.	30	0	2	2
Network Control Manager	31	0	1	1
Sub-Total		0	9	9
Communications				
Telecommunications Manager	31	1	1	1
Telecommunications Specialist	26	2	0	0
Telephone Systems Technician	25	1	0	0
Telecommunications Operator	19	2	0	0
Telecommunications Technician, Sr.	26	0	0	0
Sub-Total		6	1	1
Department Total		82	83	84

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
Hearings are conducted by two Judges and two Associate Judges. The Probation Division screens all children referre 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.

MAJOR ACCOMPLISHMENTS IN 2003
Made the transition to a new, integrated case management process for the entire Juvenile Court: ended the use of two different, paralell systems. Began the use of a custom-developed risk/needs assesment instrument for Probation/ Supervision. Completed internal re-organization of Clerk of Courts office under the Director of Court Services. Began staffing and implementation of a 30 month U.S.Department of Labor Demonstration Project Grant of $1.1 million dollars to enact a Re-Entry program for two hundred at risk youth, to help successfully re-integrate them into the community. Completed transition from audio-to-digital CD recording of all Juvenile Court Hearings in all four Juvenile Courtrooms. Upgraded, without interruption, the new version of the court/case management system.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Organizational Effectiness
Continue implementation of a custom-designed risk assessment computer program that links into the court/case management system.
Streamline the program/client referral process.
Begin an analysis of whether or not the court should accept credit card payments to increase our revenue stream.
Complete an assessment/analysis of an E-Filing system for the court.

MAJOR BUDGETARY IMPACTS

Previous

In Fiscal Year 1998, one Legal Secretary position was funded to provide appropriate support to an Associate Judge who began in mid-year FY 1997. Also in Fiscal Year 1998, one Juvenile Court Probation Counselor position was funde in order to continue the truancy intervention program at the conclusion of grant funding. Equipment was already fundec by the grant. In 1999, one Juvenile Court Probation Counselor position was funded in order to perform investigating services for Child Advocate Attorneys. One Calendar Clerk position was added in order to provide appropriate support to an Associate Judge. Funding in the amount of $59,000 was appropriated for two metal detectors for use at the publi entrances to the Juvenile Court. As a part of an across the board budget reduction, this budget was reduced by $20,611. In 2000, funding in the amount of $29,369 was appropriated for the addition of one Probation Counselor. This position had been funded through grants for several years and was being funded through DATE funds until 2/29/00. Funding in the amount of $36,000 was appropriated for the DeKalb County CASA (Court Appointed Special Advocate's) program. Previous funding for this program was acquired through private grants and contributions. Funding in the amount of $34,000 was appropriated for one Scan X-Ray machine. As part of the across-the-board reduction, this budget was reduced by $36,970.

In 2003, the Child Advocacy Division was transferred from Juvenile Court to the newly created Child Advocate's 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 one Administrative Assistant and one Sr. Tribunal Technician.

2004

A Probation Program Supervisor is being added in the fourth quarter. This position has been funded through a grant which will expire in September.

Future

No significant Budgetary impact is anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Delinquent Charges	7,897	7,660	8,150	8,252
Unruly Charges	2,391	1,602	1,790	1,777
Deprived Charges	2,020	2,042	1,951	1,953
Traffic Charges	604	843	890	837
Special Proceedings	101	229	328	312
Warrants Issued *	0	1,241	1,306	1,241

*New Measurement in 2002

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$2,556,429	$2,746,226	$2,670,933	$2,670,933
Probation Services	2,657,663	2,888,283	3,017,002	3,017,002
TOTAL	$5,214,092	$5,634,509	$5,687,935	$5,687,935

JUVENILE COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$4,495,420	$4,628,826	$4,822,137	$4,822,137
Supplies	58,110	70,476	68,900	68,900
Operating Services and Charges	623,698	768,405	762,375	762,375
Maintenance and Repair	15,923	21,284	25,997	25,997
Interdepartmental / Interfund Services	1,044	2,852	1,200	1,200
Equipment	10,897	44,005	7,326	7,326
Grant-in-Aid Fund	9,000	98,661	0	0
TOTAL	$5,214,092	$5,634,509	$5,687,935	$5,687,935

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$5,214,092	$5,634,509	$5,687,935

AUTHORIZED POSITIONS BY COST CENTER

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

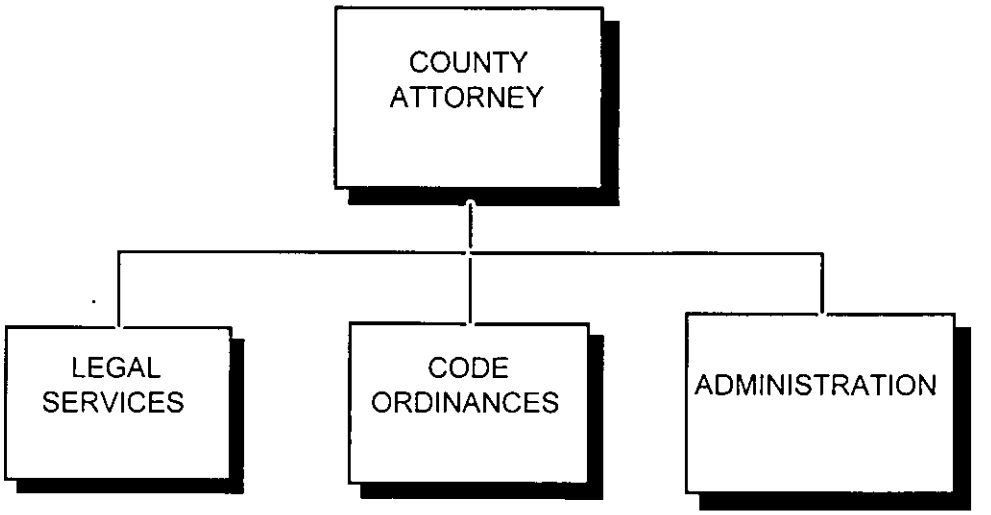
COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Juvenile Court Judge	$128,602	2	2	2
Associate Judge	33	2	2	2
Juvenile Court Attorney, Chief	31	1	0	0
Director of Court Svcs.- Juvenile Court	31	1	1	1
Juvenile Court Attorney, Senior	31	1	0	0
IS Microsystems Spec	29	1	1	1
Clerk of Juvenile Court	26	1	1	1
Review Program Manager	26	1	1	1
Grants and Administrator Manager	25	0	1	1
Juvenile Court Probation Supervisor	25	0	0	1
Court Records Supervisor	24	1	1	1
Juvenile Court Probation Admin. Supvsr	24	1	1	1
Chief Deputy Clerk	24	1	1	1
Juvenile Court Probation Counselor, Sr.	23	2	2	2
Administrative Assistant	23	0	1	1
Executive Secretary	23	2	2	2
Calendar Clerk	21	4	4	4
Legal Secretary	21	4	3	3
Accounting Technician, Senior	19	1	1	1
Juvenile Court Tribunal Technician	19	3	4	4
Office Assistant, Senior	19	8	8	8
Subtotal		37	37	38

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Probation Services				
Chief Juvenile Probation Officer	29	1	1	1
Juvenile Court Probation Supervisor	25	4	4	4
Juvenile Court Probation Officer	24	0	4	4
Juvenile Court Probation Counselor, Sr.	23	40	38	38
Administrative Assistant	23	1	1	1
Juvenile Court Probation Counselor	21	6	4	4
Subtotal		52	52	52
TOTAL		89	89	90

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. The County Attorney provides legal advice and renders legal opinions on matters of County business to the Board of Commissioners, department heads, elected officials and other County personnel. The Law Department reviews all legislation pertinent to the affairs of County government. The Law Department represents the County in all court cases and is responsible for associated trial research and preparation.

MAJOR ACCOMPLISHMENTS FOR 2003

In 2003 the Law Department opened 41% additional files, generated 58% additional legal opinions and responded to 60% additional requests than previous years. The three hundred and thirty three new litigation files in 2003 equates to 1.3 lawsuits filed against the County each day. The number of litigation matters sent to outside counsel for handling decreased from 30% to 8% in 2003. An Attorney was added to prosecute county code violations in Recorders Court. One Assistant County Attorney was transferred from Purchasing and one Assistant County Senior was transferred from the Police Department.

LAW DEPARTMENT

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY 'S GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

Reducing outside counsel fees by handling litigation cases in-house.

MAJOR BUDGETARY IMPACTS

Previous

No significant impacts for 2001.
Renovation of the Law department was completed in 2002.
Two Assistant County Attorney positions were added in 2003.

2004

The appropriation for outside counsel fees are $100,000 less than in 2003.
Two Assistant Attorney positions, previously funded in other departments, have been transferred to the Law Department.

Future

Additional space will be required to provide offices for additional positions.

PERFORMANCE INDICATORS

	TARGET	2002	2003
% OF CLOSED LITIGATION FILES WON OR SETTLED	90%	100%	100%
% OF LEGAL OPINIONS RESPONDED TO WITHIN 30 DAYS	90%	97%	99%
% OF STANDARD FORM CONTRACTS REVIEWED AND RETURNED WITHIN 20 DAYS	80%	100%	100%

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total files Pending	1,100	1,492	1,899	1,678
Total files Opened	724	1,011	1,020	1,050
Total files Closed	332	604	1,241	950
Legal Opinions Requested	365	497	512	550
Litigation files opened	133	225	198	205
Litigation files closed	50	88	181	150
Tax appeal files opened	117	87	135	150
Tax appeal files closed	21	64	168	100
Demands (claims recvd.)	51	85	74	80
Contracts & agenda items reviewed	886	884	892	915

LAW DEPARTMENT

SUMMARY OF EXPENDITURES BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
County Attorney	$2,085,165	$2,285,568	$2,873,903	$2,873,903
	$2,085,165	$2,285,568	$2,873,903	$2,873,903

SUMMARY OF EXPENDITURES BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,482,465	$1,622,194	$2,102,403	$2,102,403
Supplies	23,574	18,945	19,000	19,000
Operating Services and Ch	532,769	617,061	741,900	741,900
Maintenance and Repair	14,561	9,700	10,600	10,600
Equipment	31,796	17,668	0	0
TOTAL	$2,085,165	$2,285,568	$2,873,903	$2,873,903

FUNDING SOURCES

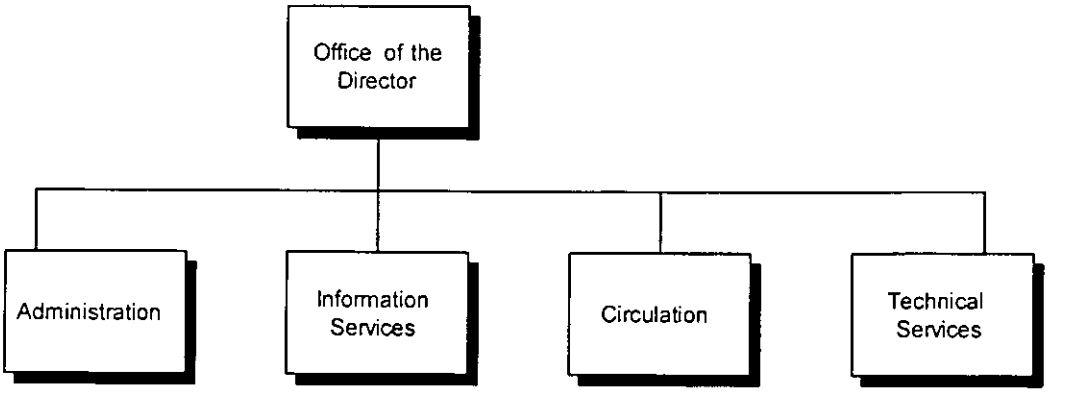
	2002	2003	2004 Budget
General Fund	$2,085,165	$2,285,568	$2,873,903

AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of Salary Ranges)

Cost Center	Salary Range	2002	2003	2004
County Attorney	AC	1	1	1
Chief Asst. County Attorne	29	2	2	2
Asst. County Attorney	21	11	13	15
Legal Coordinator	15	1	1	1
Legal Secretary, Sr.	9	1	1	2
Legal Secretary	8	5	5	5
Principal Secretary	7	1	1	0
Office Assistant, Sr.	7	1	1	1
	Total Positions	23	25	27

LIBRARY



MISSION STATEMENT

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 vision 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.

Circulation staff functions include: (1) checking out and checking in library materials so that patrons can access them quickly and easily; (2) computer registration of applicants for library cards; (3) helping patrons locate and obtain materials online; (4) shelving books and keeping an accurate patron file; (5) advising patrons of borrowed books that are overdue and collecting for overdue fines.

The Technical Services division is responsible for maintaining the Library's electronic information network which includes over 585 personal computer workstations.

PERFORMANCE INDICATORS	TARGET	2002	2003
MATERIAL CIRCULATIOIN PER CAPITA	4.65	4.52	4.59
LIBRARY VISITS PER CAPITA	4.4	4.22	4.37
REFERENCE TRANSACTIONS PER CAPITA	1.35	2.28	2.23
PERCENT OF POPULATION REGISTERED	31%	30%	31%

LIBRARY

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Patron Visits	2,582,391	2,799,195	2,866,374	2,900,000
Collection				
Books Collection	838,544	792,744	785,396	805,000
Books Purchased	80,979	64,000	73,877	70,000
Audiovisuals Collection	57,908	61,369	61,326	64,000
Audiovisuals Purchased	11,816	10,000	11,313	13,000
Periodical				
Subscriptions	2,246	1,730	1,977	1,650
On-line/CD ROM Databases	19	19	15	17
Materials Checked Out	2,726,465	2,970,430	3,017,303	3,050,000
Books	2,115,862	2,225,728	2,261,556	2,275,000
Audiovisuals	610,603	744,702	755,672	765,000
*Registered Users	179,405	193,457	212,188	206,000
New Users Registered	48,476	47,051	44,004	45,000
Materials Transactions (internal)	4,501,558	4,945,370	4,988,682	5,000,000
Library Programs	2,132	1,830	1,900	1,900
Attendance	44,657	41,325	49,199	50,000
Community Meetings in Library	3,382	3,500	2,074	2,075
Attendance	60,671	47,700	44,459	45,000
Remote Hits to Library Homepage	N/A	N/A	335,178	350,000

*Registered users for 2003 contain an inflated number of active cardholders. Subsequent investigation has revealed that 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 2003

Materials circulation increased 1.5% over FY 2002.
Library walk-in traffic increased 2.4% over FY 2002.
Library's four-year technology plan was updated to FY2003-FY2006.
Library sponsored several major literary/art events, including a Smithsonian exhibit (Vietnam: Journey of the Heart), the River of Words, art and poetry exhibit, and a Summer Writers Program series.
Initiated an electronic library newsletter (8,400 current subscribers).
Initiated program of electronic database reminders to advise customer of upcoming materials return dates.
Upgraded library system catalog to a new web-based version, with enhanced features (IPAC.)
Upgraded patrons and staff security conditions in branch facilities.
Initiated a materials recovery program, including credit reporting, to encourage timely return of library materials.
Replaced 45% of the library's pcs with new systems.
JobView kiosks placed in four libraries in partnership with the Atlanta Journal-Constitution.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Maintain service levels while accommodating increased public use through expanded volunteer programs.
Enhance the library's role in the community as a cultural center through development of programs intended to promote the book and Georgia's literary heritage.

Organizational Effectiveness

Increase availability of library materials to the public through collection growth and increased reliability of delivery mechanisms.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Organizational Effectiveness (Continued)
Maintain operating effectiveness of the Library's electronic information network.
Maintain quality library facilities.
Develop 2005-2025 Capital Plan
Initiate expansion of the Library Processing Center.
Provide for future expansion of facilities.

MAJOR BUDGETARY IMPACTS
Previous
In 1998, nine positions were added to increase open hours at three neighborhood libraries to 36 hours per week and meet the high demand for youth services and programs. In 2000, the book budget was increased by $250,000 as year 1 funding of an anticipated 5 year program to upgrade the library's book collection. As part of an across the board reduction, the budget was reduced by $60,894 in 2000. In 2001, $85,642 was approved for seven positions for Decatur, Wesley Chapel-Brown and Chamblee libraries. This allowed these libraries to be open more hours.

No additional positions or replacement equipment were approved for 2002. $10,307,148 was approved for basic operating expenses.

In 2003 $11,037,383 was approved for basic operating expenses. $200,000 was approved for increasing the library materials collection.

2004
$11,468,430 was approved for operating expenses. $379,015 was added to the basic book budget.

Future
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 $5.00 per capita for library materials.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended 2004	Approved Budget 2004
Administration	$2,552,961	$2,390,852	$2,479,687	$2,479,687
Information Services	3,097,530	3,335,934	3,576,665	3,576,665
Circulation	2,268,321	2,522,039	2,736,080	2,736,080
Technical Services	1,729,312	1,666,215	1,757,899	1,757,899
Automation	128,825	278,450	308,866	308,866
Maintenance & Operations	266,592	588,171	609,233	609,233
Total	$10,043,541	$10,781,661	$11,468,430	$11,468,430

LIBRARY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$8,026,707	$8,535,424	$9,203,253	$9,203,253
Supplies	300	440	400	400
Operating Services & Charges	953,093	1,153,180	1,184,000	1,184,000
Maintenance & Repair	63,033	57,503	55,090	55,090
Aid to Other agencies	996,293	1,018,846	1,018,847	1,018,847
Equipment	0	0	0	0
Interdepartmental Services	4,115	16,268	6,840	6,840
TOTAL	$10,043,541	$10,781,661	$11,468,430	$11,468,430

FUNDING SOURCES			
	2002	2003	2004 Budget
General Fund	$10,043,541	$10,781,661	$11,468,430

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director of Library	AE	1	1	1
Assistant Director of Library	AL	1	1	1
Manager-Administrative Services	31	1	1	1
Librarian, Administrative	31	5	5	5
Librarian, Principal	28	1	1	1
Librarian, Senior	11	0	0	0
Library Public Information Specialist	25	1	1	1
Library Statistical Analyst	24	1	1	1
Library Services Information Specialist	10	0	0	0
Library Facilities Administrative Coord.	25	1	1	1
Graphics Design Technician	23	1	1	1
Librarian	23	1PT*	1PT*	1PT*
Secretary, Executive	23	1	1	1
Accounting Technician, Senior	19	1	1	1
Secretary, Principal	19	1	1	1
Library Technician, Senior	18	1	1	1
Custodian, Senior	18	7	7	7
Secretary, Senior	18	1	1	1
Office Assistant, Senior	19	2	2	2
Security Guard	18	2	2	2
Library Technician	14	1	1	1
Custodian	18	1	1	1
Custodian	18	8PT*	8PT*	8PT*
Sub-total		31	31	31
		9PT*	9PT*	9PT*

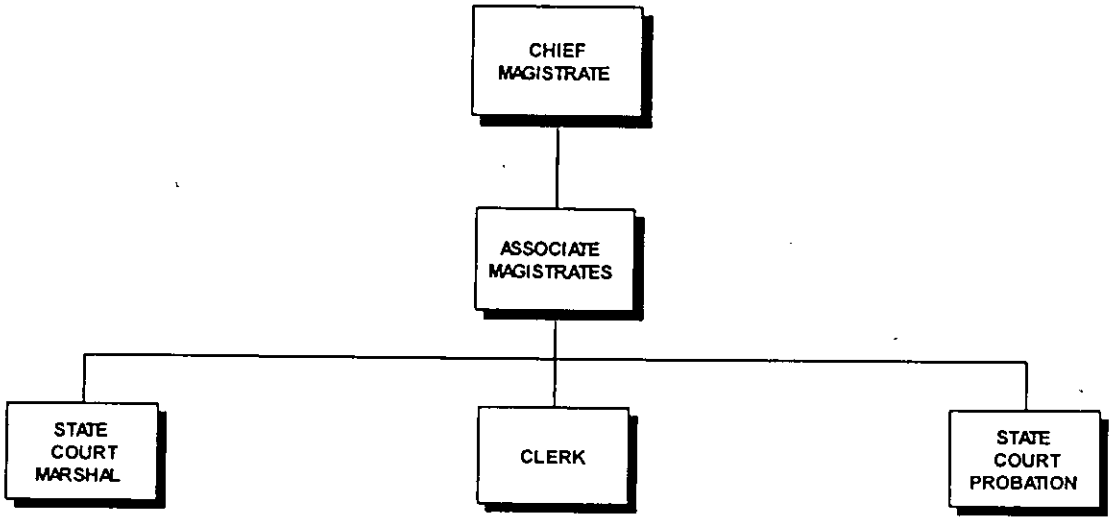
LIBRARY

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Information Services				
Librarian, Principal	28	7	7	7
Librarian, Senior	26	13	13	13
Librarian, Senior	26	3PT*	3PT*	3PT*
Librarian	23	21	21	21
Librarian	23	2PT*	2PT*	2PT*
Library Specialist, Sr.	23	21	21	21
Library Specialist, Sr.	19	6PT*	6PT*	6PT*
Library Technician	19	0	0	0
Custodian	18	1	1	1
Security Guards	18	3	3	3
	Sub-total	66	66	66
		11PT*	11PT	11PT
Circulation				
Library Specialist	18	19	19	19
Library Technician, Sr.	23	12	12	12
Library Technician, Sr.	23	7PT*	7PT*	7PT*
Library Technician	14	28	28	28
Library Technician	14	25PT*	25PT*	25PT*
	Sub-total	59	59	59
		32PT*	32PT*	32PT*
Technical Services				
Librarian, Administrative	31	2	2	2
Library Network Admin.	29	1	1	1
Library Systems Analyst	29	1	1	1
Librarian, Principal	28	2	2	2
Departmental Microsystems Specialist	28	1	1	1
Senior Librarian	26	0	0	0
Librarian	23	1	1	1
Library Spec., Sr.	19	2	2	2
Library Spec., Sr.	19	0	0	0
Library Specialist	18	1	1	1
Office Assistant, Senior	19	1	1	1
Library Technician, Senior	18	3	3	3
Office Assistant	18	1	1	1
Receptionist	14	0	0	0
Library Technician	14	1	1	1
Library Technician	14	0	0	0
Courier	14	2	2	2
	Sub-total	19	19	19
TOTAL		175	175	175
*Part-Time		52PT*	52PT*	52PT*

MAGISTRATE COURT



PROGRAM DESCRIPTION

The Magistrate Court was created by the 1983 State Constitution and became effective July 1983, and is under the direction of the Chief Magistrate who is elected for a four year term. The Magistrate Court has jurisdiction and power over the following matters:

(1) The hearing of applications for and the issuance of arrest and search warrants;
(2) Issuance of warrants and related proceedings as provided in Article 4 of Chapter 6 of Title 17 of the Georgia Code, Annotated (GCA), relating to bonds for good behavior and bonds to keep the peace;
(3) The holding of courts of inquiry;
(4) The trial of charges of violations of county ordinances and penal ordinances of state authorities;
(5) The trial of civil claims including garnishment and attachment in which exclusive jurisdiction is not vested in the Superior Court and the amount demanded or the value of the property claimed does not exceed $15,000, provided that no prejudgment attachment may be granted.
(6) The issuance of summons, trial of issues, and issuance of writs and judgments in dispossessory proceedings and distress warrant proceedings as provided in Articles 3 and 4 of Chapter 7 of Title 44 of the GCA;
(7) The punishment of contempts by fine not exceeding $200 or by imprisonment not exceeding ten days or both;
(8) The administration of any oath which is not required by law to be administered by some other officer;
(9) The granting of bail in all cases where the granting of bail is not exclusively committed to some other court or officer;
(10) The issuing of subpoenas to compel attendance of witnesses in the Magistrate Court and subpoenas for the production of documentary evidence before the Magistrate Court;
(11) Such other matters as are committed to their jurisdiction by other general laws;
(12) The trial and sentencing of misdemeanor violation of Code Section 16-9-20, relating to criminal issuance of bad checks, as provided in Article 10 of this chapter; or
(13) The execution of subscribing and the acceptance of written waivers of extradition in the same manner provided for in Code Section 17-13-46.

MAJOR BUDGETARY IMPACTS

Previous

The number of part-time hours was increased in 1997 and 1998 to deal with increasing numbers of hearings and trials that must be held within strict time frames, to meet increased demand for night and weekend court, and the addition of MARTA cases. Two additional part-time magistrate positions were also added to expand the pool of judges available to meet this demand. In 2002, one Calendar Clerk, Senior position was transferred from State Court to reflect the actual workload of the position.

In 2003 the City of Atlanta decided to cease hearings of County arrestees in Municipal Court, requiring that they be held in Magistrate Court.

2004

$1,495,639 was approved for operating expenses. No additions to personnel were approved.

MAJOR BUDGETARY IMPACTS (continued)
Future
There are no significant changes anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Criminal Division:				
Arrest & Search Warrants and Citations Issued	19,972	20,713	22,933	27,600
Warrant Applications	4,490	4,760	4,969	5,000
Bond Hearings	20,800	13,315	6,689	8,000
Committal Hearings	16,613	11,090	29,376	29,000
Ordinance Cases	392	362	298	400
Civil Division:				
Civil Actions	12,417	12,427	14,518	14,200
Total Activity All Divisions	74,684	62,667	78,783	84,200
Marshal's Office:				
Service All Actions	5,884	5,108	5,846	6,138

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,193,386	$1,211,237	$1,327,312	$1,327,312
Supplies	31,651	25,130	42,500	42,500
Operating Services & Charges	59,869	68,816	91,152	91,152
Maintenance And Repair	9,673	7,425	23,500	23,500
Equipment	15,730	0	11,175	11,175
	$1,310,309	$1,312,608	$1,495,639	$1,495,639

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$1,310,309	$1,312,608	1,495,639

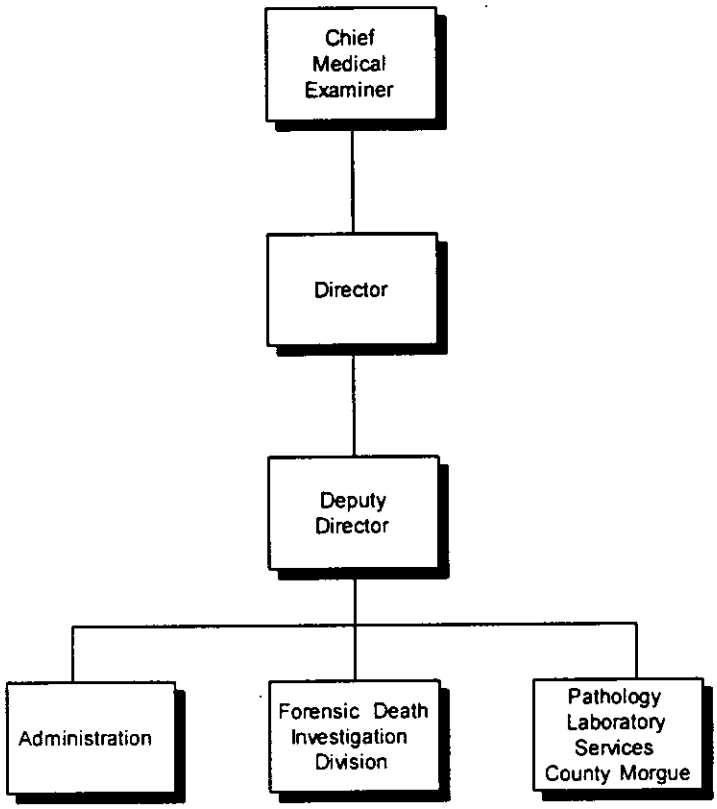
AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Magistrate Court				
Chief Magistrate	AA	1	1	1
Associate Magistrate	AA	2	2	2
Sr. Assoc. Magistrate-Part-time	$46.37/hr.	1PT*	1PT*	1PT*

AUTHORIZED POSITIONS BY COST CENTER				
	SALARY	NUMBER OF POSITIONS		
COST CENTER/POSITION	RANGE	2002	2003	2004
Magistrate Court (continued)				
Assoc. Magistrate-Part-time	$46.37/hr.	22PT*	22PT*	22PT*
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	23	1	1	1
TOTAL		5	5	5
		23PT*	23PT*	23PT*

*PT=Part-time

MEDICAL EXAMINER



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

PROGRAM DESCRIPTION (continued)

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.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Deaths Investigated	1,544	1,582	1,690	1,700

MAJOR ACCOMPLISHMENTS IN 2003

1. 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.
2. Performance of numerous post mortem examinations and autopsy procedures, with collection/submission of evidence and specimens, in a quality controlled laboratory, with no identifiable, significant errors.
3. The provision of a safe, user friendly environment for employees who are committed to injury and loss prevention; as a result, no on the job injuries were reported in 2003.
4. The Medical Examiner's office generated over $100,000 in revenue for the county through the use of the sterile autopsy/operating room.

MAJOR GOALS FOR 2004 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

General Maintenance and Repair accounts were increased with the new facility coming off warranty. The annual contract with the Medical Examiner reflected no increase in 2000 over 1999 appropriation. As part of the across-the-board budget reduction, the budget was reduced in 2000 by $10,075.

An increase of $10,000 (2.11%) was approved in the annual Medical Examiner Contract in the 2001 budget. One Office Assistant, Sr. was approved to handle increased work load of typing and data entry. One heavy duty cargo van was also approved in order for the department to have immediate accessibility to death scenes/environments requiring a four wheel drive vehicle.

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

In 2002 no program modifications were requested or approved for this budget. $1,667,667 was approved for basic operating expenses. There was an increase of 2.5% ($12,094) in the Medical Services Contract.

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.

2004

$1,938,507 was approved for the basic operating budget. One Forensic Investigator position was approved.

Future

There will be an increased need for thorough, comprehensive and professional death investigation as the population grows in DeKalb County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Medical Examiner	$1,635,030	$1,771,472	$1,938,507	$1,938,507
Total	$1,635,060	$1,771,472	$1,938,507	$1,938,507

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$1,001,737	$1,052,075	$1,210,815	$1,210,815
Supplies	39,062	36,655	42,000	42,000
Operating Services & Charges	523,736	575,249	592,944	592,944
Maintenance & Repair	17,742	18,929	19,679	19,679
Equipment	0	72,296	70,569	70,569
Interdepartmental Services	52,783	16,268	2,500	2,500
TOTAL	$1,635,060	$1,771,472	$1,938,507	$1,938,507

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$1,635,060	$1,771,472	$1,938,507

MEDICAL EXAMINER

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Medical Examiner				
Director, Medical Examiner	34	1	1	1
Deputy Director	33	1	1	1
Chief Forensic Investigator	29	1	1	1
Administrative Operations Mng	28	1	1	1
Forensic Investigator	28	5	6	7
Forensic Lab Supervisor	24	1	1	1
Forensic Technician	22	2	2	1
Forensic Technician, Sr.	23	0	0	1
Senior, Office Assistant	19	4	4	4
Office Assistant	18	0	0	0
Custodian	16	1	1	1
	TOTAL	17	18	19

NONDEPARTMENTAL

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.

MAJOR ACCOMPLISHMENTS IN 2002

Budgetary reserve account: $16,887,766.
Provided funding in the amount of $1,000,000 for economic development incentives.
Provided funding in the amount of $1,250,000 for Reserve for Salary Adjustments due to the Price Waterhouse Coopers implementation.
Provided funding in the amount of $1,010,000 for Lease Purchase of Information Systems.

MAJOR GOALS FOR 2004 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 2002 budget included the following: a reserve of $16,887,766 toward establishing a one month reserve, -$5,610,000 for salary savings not allocated to specific departments, $1,000,000 for economic development incentives, $1,010,000 for the lease purchase of various information systems and $500,000 as a reserve for process improvements.

2003

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.

2004

The 2004 Budget includes the following: a budgetary reserve of $16,887,766 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.

Future

No significant changes are anticipated in the near future.

EXPENDITURE HISTORY - COMMUNITY SERVICE AGENCIES

Human/Community Serv. Agency	2001 Contract	2002 Contract	2003 Contract	2004 Contract
Crisis Intervention Services				
DeKalb Rape Crisis Center*	$48,500	$48,500	$43,650	$38,800
International Women's House	0	0	48,000	43,200
Metro Atlanta Task Force/Homeless	30,000	30,000	27,000	24,000
Phoenix Alliance	0	0	0	20,000
Women Moving On, Inc.*	115,000	115,000	103,500	92,000
Child Welfare and Family Serv.				
Big Brothers/Big Sisters, Inc.	30,000	30,000	0	27,000
Childkind, Inc.	32,000	32,000	28,800	25,600
Elaine Clark Center	0	0	25,000	12,500
Georgia Center for Children, Inc.*	55,000	55,000	60,000	54,000
DeKalb Initiative for Children and Fa	0	0	0	30,000
Fledglings, Inc	0	0	0	25,000
Green Forest Comm. Dev.	0	0	0	10,000
Positive Growth	0	0	45,500	0
Our House, Inc	0	0	0	15,000
Quality Care for Children, Inc.	28,162	30,000	27,000	24,000
Total Family & Children Services (formerly NBA Columbia Community Connection)	30,000	30,000	15,000	0
YMCA/Ashford-Dunwoody	0	0	39,078	0
YMCA/Eastlake	0	0	38,992	19,496
YMCA of Metro Atl.	0	0	0	38,426
YMCA of Greater Atl	0	0	0	19,496
YMCA/South DeKalb	68,850	68,850	0	0
Elderly Services				
Atlanta Legal Aid Society, Inc.	35,000	35,000	31,500	31,500
Ga. State University/RSVP	0	22,500	22,500	0
I CARE, Inc.	0	37,000	0	0
Marcus Jewish Comm. Ctr of Atl.	6,000	0	0	0
Senior Citizen Serv. Of Metro Atlanta	22,500	0	0	0
Set Aside for Senior Services	0	0	0	853,260
Senior Connections	726,938	761,938	403,469	0
Health/Human Services				
African Comm. Resource Center	10,000	0	0	0
Clarkston Comm Center	0	0	0	25,000
Friends of Disabled Adults	0	0	0	25,000
Oakhurst Medical Center	0	0	0	25,000
Decatur Cooperative Ministry	0	65,747	0	5,000
Men Stopping Violence	56,000	69,000	62,100	69,000
Partnership for Community Action	121,000	20,253	18,230	25,000
Set Aside For Human Ser. Voucher I	0	0	0	20,000
Project Open Hand/Atlanta	35,000	35,000	31,500	28,000
St. Joseph's Mercy Care	0	0	17,500	8,750
Judicial System Support Services				
DeKalb Juvenile Foundation	0	0	40,000	20,000
Justice Center of Atlanta	57,000	57,000	28,500	0
Advocacy, Plng, & Educ. Serv.				
Compeer Atlanta	15,000	15,000	7,500	7,500
DeKalb Citizen Advocacy, Inc.	10,000	0	15,000	7,500
Developmental Disabilities Council	17,700	17,700	17,700	17,700
Literacy Volunteers of America	5,000	5,000	5,000	5,000
Prevent Child Abuse Georgia (formerly Ga. Council on Child Abuse)	16,200	16,200	14,580	12,960

Human/Comm Serv Agency Con't	2001 CONTRACT	2002 CONTRACT	2003 CONTRACT	2004 CONTRACT
Cultural Arts/Historic Preservation				
DeKalb Council for the Arts, Inc.	275,000	313,836	275,000	0
Total Contract Amounts	$1,845,850	$1,910,524	$1,493,602	$1,706,692
Less Victim Assistance Funds	(156,496)	(120,000)	(140,500)	(228,000)
Tax Fund Contribution	$1,689,354	$1,790,524	$1,353,102	$1,478,692

* a portion of these contracts is funded by the Victim Assistance Fund.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Nondepartmental	$10,602,483	$15,404,494	$32,719,039	$32,719,039
Construction Management	88,078	0	0	0
TOTAL	$10,690,561	$15,404,494	$32,719,039	$32,719,039

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

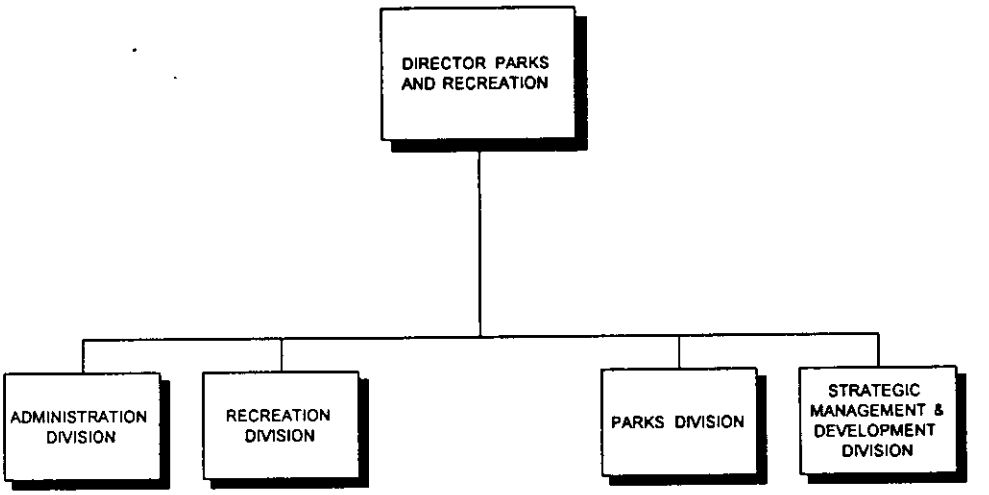
	Actual 2002	Actual 2003	CEO's Recommended 2004	Approved Budget 2004
Personal Services	1,505,848	$ 1,467,297	$ (4,398,750)	$ (4,398,750)
Supplies	147,077	(21,187)	50,000	50,000
Operating Services & Charges	6,439,698	9,099,815	35,457,326	35,457,326
Maintenance & Repair	0	0	0	0
Aid to Other Agencies	2,114,084	2,124,043	1,279,060	1,279,060
Interdepartmental Services	423,852	776,891	331,403	331,403
Equipment	0	57,813	0	0
Interfund Transfers	60,002	1,899,822	0	0
TOTAL	$ 10,690,561	$ 15,404,494	$ 32,719,039	$ 32,719,039

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$6,746,108	$10,830,107	$26,241,802
Fire Fund	1,384,876	1,133,004	2,053,542
Special Tax District/Desig. Serv. Fund	2,184,311	2,229,059	3,512,173
Special Tax District/Unincorp. Fund	375,266	1,212,324	911,522
TOTAL	$10,690,561	$15,404,494	$32,719,039

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Construction Management				
Construction Manager	CMA 1	1	1	0
	Sub-total	1	1	0
2001 Parks Bond				
Assistant County Administrator	37	1	1	1
Senior Accountant	26	1	1	1
Administrative Assistant	23	1	1	0
	Sub-total	3	3	2
TOTAL		**4**	**4**	**2**



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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 rights-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 thoughout 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.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Recreation Centers - Number Operated	11	11	11	11
Average Operating Cost/Center	$97,267	$179,687	$101,787	$100,000
Total Number Registered Patrons	64,821	N/A	N/A	N/A
Total Number Participants Serverd	N/A	81,445	94,276	95,000
Swimming Pools - Number Operated	11	12	10	12
Average Operating Cost/Pool	$43,398	$46,789	$47,548	$50,000
Average Revenue Collected/Pool	$8,000	$6,352	$10,093	$12,000
Average Attendance/Pool	4,000	N/A	4,755	5,000
Total Number Participants Served	N/A	2,995	49,172	50,000
Playgrounds - Number Sites Operated	8	N/A	N/A	N/A
Average Operating Cost/Site	$68,000	N/A	N/A	N/A
Average Daily Attendance	1,800	N/A	N/A	N/A
Day Camps - Number Operated	3	10	11	11
Average Daily Attendance	550	150	160	200
Average Operating Cost Per Site	N/A	73,654	$46,701	$48,000
Summer Food Service Program- Numbei	N/A	57	52	55
Summer Food Service Program - ADA	4,443	6,100	5,040	5,500
Total Number Meals Served	N/A	225,256	196,541	200,000
Special Populations Day Camp - ADA	40	45	N/A	N/A
Inclusion Campers	N/A	60	60	75
Special Populations - Disabled Patrons	1,300	500	350	400
Special Populations - Senior Patrons	19,000	6,000	4,000	5,000
Sports and Athletics				
Total Number Youth Served	N/A	26,000	16,199	20,000
Total Number Adults Served	N/A	N/A	4,740	5,000
Volunteer Coaches Certified	1,100	1,400	1,120	1,200
Park Facilities				
Total Acreage	3,300	5,371	5,036	5,636
Acres Maintained	3,150	4,179	4,532	4,632
Maintenance Costs Per Acre Annually	$2,595	$1,964	$1,352	$1,424
Non-Park Sites Maintained	80	82	83	83
Non-Park Acreage Maintained	205	208	212	212
Average Maintenance Cost/Acre	$4,350	$3,953	$3,834	$4,504
Recreation & Parks Structures				
Maintained	215	215	**N/A (FAC.MAN)	**N/A (FAC.MAN)
Average Maintenance Cost/Structure	$9,481	$10,566	**N/A (FAC.MAN)	**N/A (FAC.MAN)
Golf Courses	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg. County Cost/Golf Course	$475,847	$1,015,000	$1,114,737	$1,245,707
Total Average County Revenue/				
Golf Course	$500,000	$841,445	$778,989	$1,010,000
Total Number of Rounds/Golf Course	26,358	31,033	22,009	30,000
Shelter Reservation Revenue	$41,075	$41,550	$36,261	$37,349
Shelter Reservations	189	192	197	197

*Included in Summer Day Camp
** Transferred to Facility Maintenance Dept

MAJOR ACCOMPLISHMENTS 2003

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 Aradia 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.

MAJOR GOALS FOR 2004 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.

Infrastructure

Implement a management program to protect physical and natural assets
Manage the 2001 General Obligation Park Bond Program.

MAJOR BUDGETARY IMPACTS

Previous

In September 2000, The DeKalb BOC adopted the DeKalb County Parks & Recreation Comprehensive Strategic Plan (CSP) as a conceptual planning document, incorporated it into the County's Comprehensive Land Use Plan, and authorized the CEO to effect necessary reorganization of the Parks & Recreation Department to include the reclassification and/or elimination of positions in accordance with the CSP.
In March 2001, Dekalb County voters approved a $125 million bond referendum for preserving greenspace and 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. Elecrtricians, 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.

2004

The Arts, Culture, and Entertainment cost center will no longer be part of the Parks Department. Effective Jan.1, 2004, it became a separate department. Four positions will be transferred to A.C.E.

Future

No significant budget impacts are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$1,430,683	$1,344,540	$2,279,410	$2,279,410
Marketing and Promotions	70,947	47,993	70,416	70,416
Mystery Valley Operations	81,948	(32)	0	0
Mystery Valley Maintenance	1,025,774	1,210,813	1,349,750	1,349,750
Sugar Creek Operations	560,369	599,815	1,209,563	1,209,563
Sugar Creek Maintenance	427,577	460,828	0	0

PARKS & RECREATION

'SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Special Populations	205,283	132,538	94,533	94,533
Summer Programs	340,548	422,152	559,639	559,639
Recreation Administration	220,183	184,320	75,099	75,099
Recreation Centers	1,617,592	1,806,173	1,895,247	1,895,247
Aquatics	513,304	481,429	571,578	571,578
Athletics	125,433	127,088	234,591	234,591
Departmental Planning	165,824	468,487	0	0
Parks Administration	1,094,513	989,430	883,259	883,259
North Service Center	2,322,879	2,381,453	2,616,928	2,616,928
South Service Center	2,765,332	2,700,168	2,714,778	2,714,778
East Service Center	877,043	853,679	892,237	892,237
Building Maintenance	2,077,736	236,449	371,754	371,754
Public Ground Maintenance	826,044	820,427	954,840	954,840
Operations and Tech Support	138,314	142,616	712,549	712,549
Brook Run	226,717	(15,270)	0	0
Natural Resource Management	200,004	181,216	215,117	215,117
Strategic Management & Development	176,423	177,367	0	0
Safety & Risk Management	62,313	64,888	0	0
Park Security	$196,833	$65,859	0	0
GAPS	$29,904	$14,152	0	0
Total	$17,779,520	$15,900,581	$17,701,288	$17,701,288

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$11,341,979	$9,806,542	$11,008,866	$11,008,866
Supplies	282,704	325,438	293,197	293,197
Operating Supplies	3,492,867	3,148,756	3,326,464	3,326,464
Maintenance & Supplies	679,562	472,762	440,995	440,995
Interdepartmental Services	2,047,443	2,109,398	2,717,907	2,717,907
Equipment	10,462	109,814	0	0
Interfund Transfers	7,250	0	0	0
Interfunds	(82,747)	(72,129)	(86,141)	(86,141)
Total	$17,779,520	$15,900,581	$17,701,288	$17,701,288

FUNDING SOURCES

	2002	2003	2004 Budget
Special Tax District Designated Services	$17,779,520	$15,900,581	$17,701,288

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director,Parks and Recreation	AE	1	1	1
Assistant Director, Parks and Recreation	AH	0	1	1
Deputy Director,Revenue & Support Ser	AJ	1	1	1
Recreation Resource Mgt. Specialist	30	1	0	0
Support Services Manager	29	1	1	1
Greenspace Initiative Coord.	28	1	0	0
Senior Planner	26	1	0	0
Administrator Officer P7R	26	0	0	1
Executive Secretary	23	1	0	0
Administrative Assistant	23	1	1	2
Contract Technician	23	0	1	0
Purchasing Coordinator	22	1	2	2
Principal Secretary	19	1	0	0
Payroll Personnel Technician	19	0	2	2
Office Assistant, Senior	19	4	2	4
Courier	14	0	1	1
Subtotal		16	13	16
Strategic Management & Development				
Dep. Dir. Strategic Management & Dev.	AJ	1	1	2
Grants Coordinator	26	0	0	1
Principle Secretary	21	1	1	1
Office Assistant Senior	19	0	0	0
Subtotal		2	2	3
Special Events and Playgrounds				
Office Assistant	T	2T*	2T*	2T*
Playground Supervisor	T	5T*	5T*	5T*
Playground Leader	T	160T*	160T*	160T*
Bus Driver	T	17T*	21T*	20T*
Subtotal		0	0	0
Subtotal*		184T*	188T*	187T*
Recreation Division Administration				
Deputy Director, P&R-Recreation	AJ	1	1	1
Sports Program Coord. Mgr.	25	1	0	0
Youth Sports Program Coord.	21	1	0	0
Administrative Assistant	23	1	1	0
Subtotal		5	2	1

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Swimming Pools				
Recreation Program Manager	26	1	0	1
Office Assistant, Senior	19	1	1	1
Recreation Program Coordinator	19	2	1	1
Pool Coordinator	T	3T*	3T*	5T*
Pool Manager	T	12T*	12T*	13T*
Senior Lifeguard	T	15T*	15T*	18T*
Lifeguard	T	50T*	50T*	48T*
Pool Attendants	T	0	0	24T*
Subtotal		2	2	3
Subtotal*		80T	80T*	108T*
Recreation Centers				
Recreation Program Manager	28	1	3	3
Recreation Center Director	23	10	10	10
Sports Program Coordinator	21	0	0	0
Recreation Center Leader	19	15	14	13
Office Assistant, Senior	19	1	2	2
General Maint Worker Sup.	19	0	0	1
General Maintenance Worker , Senior	18	9	8	7
Custodian	18	0	1	1
Courier	14	1	0	0
Recreation Center Aide	T	47T*	47T*	47T*
Recreation Aide	T	6T*	6T*	0
Subtotal		37	38	37
Subtotal*		53T*	53T*	47T
Parks and Greenspace				
Financial Project Administrator	31	0	1	0
Comprehensive Planner	29	1	1	0
Principal Planner	27	1	1	0
Executive Secretary	23	1	1	0
Electrician	21	0	1	0
Welder	19	0	1	0
Mason	18	0	1	0
Data Entry Operator	18	0	1	0
Subtotal		3	8	0

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
North Service Center				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supervisor	24	3	0	7
Construction Supervisor	24	4	7	0
Crew Supervisor	23	0	0	1
Supply Specialist	21	1	1	1
Principal Equipment Operator	21	2	2	2
Office Assistant, Senior	19	1	1	1
Sanitation Driver/Crew Leader	19	1	1	1
Senior Equipment Operator	19	5	11	5
Senoir Grounds Technician	18	14	13	13
Senior Crew Worker	18	3	3	4
Equipment Operator	18	4	0	4
Crew Worker	16	8	8	7
Data Clerk	14	0	1T*	0
Subtotal		49	50	49
Subtotal*			1T*	0
Parks Division Administration				
Deputy Director, Parks & Rec-Parks	AJ	1	1	1
Parks Operation Manager	31	1	1	0
Revenue Center Operations	30	0	1	1
Operations Mgr	29	1	0	1
Parks Facility Maintenance Manager	29	1	0	0
Golf Course Maintenance Manager	29	1	0	0
General Mgr. - Parks Admin. Services	28	1	1	0
Parks Maintenance Superintendent	28	2	0	0
Network Coordinator	26	1	1	1
Security Coordinator	25	1	0	1
Grounds Maintenance Chemical Supv.	24	1	0	0
Administrative Assistant	23	1	1	1
Principal Secretary	19	2	1	0
Office Assistant, Senior	19	4	4	1
Mgr. Parks Design & Development	16	1	0	0
Crew Worker	T	0	0	17T*
Subtotal		19	11	7
Subtotal*		1T*	1T*	0T*
Strategic Planning & Mgt/Marketing				
Recreation Program Prom	23	0	1	1
Subtotal*		0	1	1

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
South Service Center				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supervisor	24	6	7	7
Crew Supervisor	23	1	1	1
Supply Specialist	21	1	1	1
Principal Equipment Operator	21	1	1	1
Office Assistant, Senior	19	1	1	1
Senior Grounds Service Technician	19	16	18	0
Sanitation Driver/Crew Leader	19	1	1	1
Senior Equipment Operator	19	5	3	3
Grounds Service Technician	18	2	2	17
Equipment Operator	18	4	4	4
Senior Crew Worker	18	2	4	5
Crew Worker	16	9	6	5
Data Clerk	14	0	1T*	0
Subtotal		52	52	49
Subtotal*			1T*	0
East Service Center				
Parks Maintenance Coordinator	26	1	1	1
Playground Equip. Safety Supervisor	26	1	1	1
Parks Maint. Construction Supervisor	24	1	1	1
Construction Supervisor	24	1	1	1
Senior Equipment Operator	19	1	1	1
Sanitation Driver/ Crew Leader	19	1	1	1
Office Assistant, Senior	19	1	1	1
Maintenance Mechanic	18	2	2	1
Small Engine Mechanic	18	1	1	1
Equipment Operator	18	1	1	1
Senior Crew Worker	18	3	4	4
Crew Worker	15	3	3	3
Data Clerk	14	0	1T*	0
Subtotal		17	18	17
Subtotal*			1T*	1T*
Natural Resource Management				
Natural Resource Manager	29	0	1	1
Landscape Architect	28	0	2	1
Park Ranger Interp Naturalist	25	0	1	1
Subtotal		0	4	3

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Building Maintenance				
Park Maintenance Superintendent	28	1	1	2
Parks Maintenance Coordinator	26	3	0	0
Parks Maint. Construction Supervisor	24	3	0	0
Graphic Design Technican	23	1	0	0
Senior Electrician	23	3	1	1
Senior Plumber	23	4	1	1
Supply Specialist	21	1	0	0
Contractual Services Inspector	21	1	0	0
Senior Painter	21	2	0	0
Senior Carpenter	21	3	0	0
Senior Mason	21	1	0	0
Swimming Pool Maintenance Mechanic	21	1	0	0
Principal Equipment Operator	21	1	0	0
Welder	19	1	0	0
Maintenance Mechanic	18	2	1	1
Mason	18	1	0	0
Painter	18	1	0	0
Senior Crew Worker	18	7	0	0
General Maintenance Worker Senior	18	1	0	0
Crew Worker	14	1	0	0
Data Entry Operator	14	1	0	0
Subtotal		40	4	5
Public Grounds Maintenance				
Landscape Management Supervisor	28	1	1	1
Horticulturist	26	1	1	1
Parks Maintenance Coordinator	26	1	1	1
Grounds Maintenance	24	0	1	0
Construction Supervisor	24	1	1	1
Grounds Maint Chem. Supv	24	1	1	1
Grounds & Nursery Supervisor	23	1	1	1
Senior Grounds Service Technician	19	7	0	0
Grounds Service Technician	18	5	12	12
Crew Worker	16	1	1	1
Greenhouse/Nursery Technician	11	2	2	2
Subtotal		20	20	21
GAPS				
Grants Coordinator	26	1	1	0
Subtotal		1	1	0

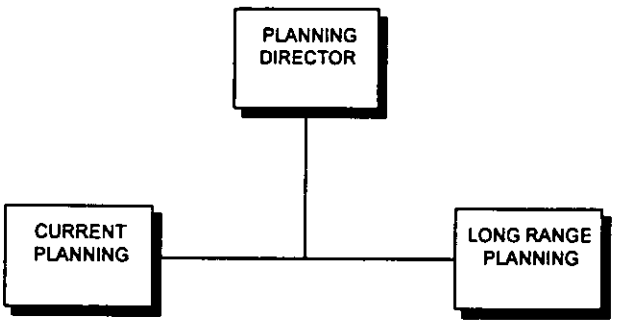
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Special Populations				
Recreation Program Manager	28	1	0	0
Recreation Center Director	23	1	0	1
Recreation Program Coordinator	19	1	0	2
Day Camp Supervisor	T	2T	2T*	2t*
Recreation Center Aide	T	1T	1T*	1T*
Day Camp Leader	T	3T	3T*	3T*
Subtotal		3	0	3
Subtotal*		6T*	6T*	6T*
Youth Athletics				
Sports Program Coordinator	25	1	1	1
Youth Sports Coordinator	21	1	2	4
Office Assistant Sr.	23	1	1	1
Subtotal		3	4	6
Planning and Development				
Parks Operations General Mgr	31	0	0	1
Financial Project Administrator	31	0	0	1
Mgr. Natural Resource Management	29	1	1	0
Comprehensive Planning Manager	29	0	0	1
Parks Design & Dev Manager	29	0	0	1
Landscape Architect	28	1	1	2
Principal Planner	27	0	0	1
Network Coordinator	26	0	0	1
Executive Secretary	23	0	0	1
Principal Secretary	21	0	0	1
Mapping/ Inventory Tech P7R	19	1	1	1
Subtotal		3	3	11
TOTAL	FULL TIME	275	237	232
TOTAL	TEMPORARY*	332	332	349
TOTAL POSITIONS		607	569	581

*T = Temporary

PLANNING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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 Planning Department is responsible for devising proposals and recommendations for the orderly development of the County, for obtaining increased intergovernmental cooperation, and for contributing to the county policy decision making processes. The department consists of four divisions, each of which performs specific functions.

The Administrative Division provides managerial guidance to the department and advises the Chief Executive Officer and Board of Commissioners on policy issues for which the department is responsible.

The Long Range Plans Division develops and revises the county's plans for long term land use, transportation systems and public facilities development, assists in economic (industrial/ commercial) development projects and provides county citizens with demographic information.

The Current Planning Division, which is funded in the Special Tax District Unincorporated Fund, administers the County's Zoning Ordinances and maintains the county's official zoning maps, provides staff support to the Planning Commission and is responsible for processing all rezoning applications, land use plan amendments, alteration requests, and Zoning Ordinance text amendments.

The Development Support Cost Center was created in 2002 and deals primarily with subdivision plats. This Cost Center was a part of Development and was transferred to Planning in 2002.

PERFORMANCE INDICATORS	TARGET	2002	2003
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS PREPARED WITHIN 60 DAYS	100%	100%	100%

PLANNING

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Rezoning Applications Processed	122	86	88	90
Land Use Plan Amendments	81	56	53	56
Text Amendments	8	9	15	17
Revenue from Land Use & Zoning filing	$161,335	$168,150	$185,900	$195,195

MAJOR ACCOMPLISHMENTS in 2003

Consultant study initiated to consider Development Impact fees for the Library, Parks and Recreation, Public Safety, and Roads/Transportation facilities. Initiated coordination of Planning's databases for rezoning, land use permits, variances, overlay districts, historic preservation and subdivision plats. Completed annual Comprehensive Plan text update process. Provided staff support for 36 planning commission hearings, 9 Board of Appeals hearings, and 36 Board of Commissions hearings.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

Assist in economic development projects and update the County's land use, transportation plans.

Human Services

To establish visible planning services through collaboration with other departments community outreach initiatives and publication of planning reports on special project reports, land use and zoning, growth management, transportation planning, and public facilities/infrastructure issues.

Organizational Effectiveness

Complete consultant Development Impact fee for the Board of Commissioners.

MAJOR BUDGETARY IMPACTS

Previous

A Transportation Planning Group consisting of one Transportation Planning Manager and two Senior Planners has been consolidated in 2003 to assist in the preparation of the Comprehensive Transportation Study.

2004

One Administrative Operations Manager was added to Administration to provide support for the Director.

Future

To establish a Community Planning program with Long Range Planning, and a comprehensive research and policy analysis function withthin the Administration/Special Projects divisions.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$282,799	$607,531	$580,002	$580,002
Long Range Planning	504,432	575,996	523,255	523,255
GIS	611	0	0	0
Development Support	0	155,213	268,811	268,811
Current Planning	615,565	330,095	736,764	736,764
TOTAL	$1,403,407	$1,668,835	$2,108,832	$2,108,832

PLANNING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,259,179	$1,538,129	$1,868,732	$1,868,732
Supplies	42,614	61,309	68,848	68,848
Operating Services and Charges	95,528	360,092	159,252	159,252
Maintenance and Repair	3,972	3,819	3,600	3,600
Interdepartmental / Interfund Services	2,114	(294,514)	5,100	5,100
Equipment	0	0	3,300	3,300
TOTAL	$1,403,407	$1,668,835	$2,108,832	$2,108,832

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$662,048	$1,183,527	$1,103,257
Development Fund	125,794	155,213	$268,811
Special Tax District - Unincorporated	615,565	330,095	736,764
TOTAL	$1,403,407	$1,668,835	$2,108,832

AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, appendix A, for explanation of Salary Ranges)

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Planning Director	AF	1	1	1
Deputy Director Planning Administration	AI	1	1	1
Micro Systems Specialist	28	1	1	1
Admin. Operations Manager	28	0	0	1
Planner, Sr.	26	1	1	1
Administrative Assistant	23	1	1	1
Office Assistant, Sr.	19	1	1	1
Sub- Total		6	6	7
Long Range Planning				
Deputy Director of Long Range Planning	34	1	1	1
Planning Manager	31	1	1	1
Planning Supervisor	28	1	1	1
Planner, Sr.	26	4	4	4
Planning Tech., Sr.	21	2	2	2
Administrative Assistant	23	1	1	1
Sub- Total		10	10	10

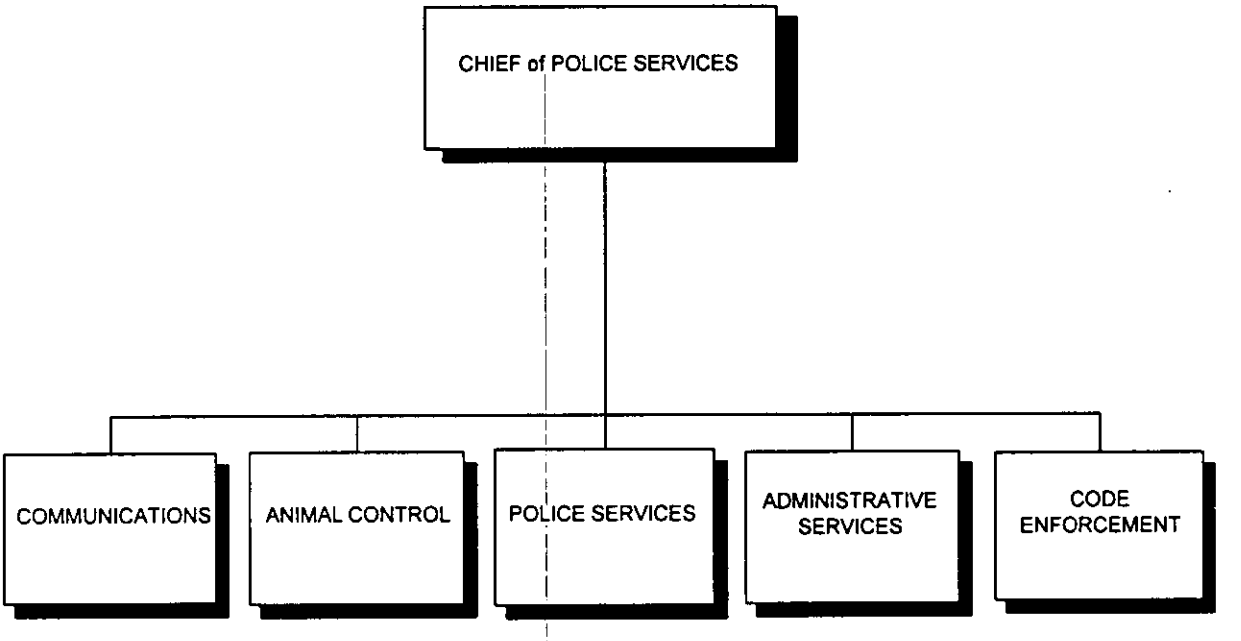
PLANNING

AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, appendix A, for explanation of Salary Ranges)

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Current Planning				
Asst. Director, Planning	34	1	1	1
Zoning Administrator	31	1	1	1
Planning Manager	31	1	1	1
Sr. Planners	26	5	5	5
Planning Tech, Sr.	21	1	1	1
Planning Comm. Asst.	21	3	3	3
Sub- Total		12	12	12
Development Support				
Chief Subdivision Engineer	29	1	1	1
Engineer Review Officer	28	3	3	2
Senior Engineer Technician	24	2	2	2
		6	6	5
Total Positions		34	34	34

POLICE SERVICES



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

POLICE SERVICES GENERAL

A. To receive and process requests/calls for emergency services and to coordinate these requests/calls through the selective assignment of primary and secondary field response units.
B. To serve as the central contact point for service requests for Fire Rescue, Public Works, the Sheriff, Homeland Security, and other County services after regular business hours.
C. To receive and process requests/calls for disaster situations and to coordinate these requests for county agencies and state and federal agencies when applicable.
D. To receive and process requests/calls for non-emergency services and to coordinate these requests/calls through the selective assignment of primary and secondary field response units.
E. To enforce the County's Animal Control Ordinances and to respond to citizen complaints/calls about stray, unwanted, or injured animals.
F. To manage the operations of the Animal Control Shelter facility and conduct animal adoption and public education programs.
G. To administer and maintain the County's rabies vaccination records and tag registration systems.

POLICE SERVICES - STD DESIGNATED SERVICES

A. To enforce all state criminal laws, traffic laws, and applicable County ordinances.
B. To provide a primary delivery system of police services for the citizens and businesses in DeKalb County and respond to citizens requests/calls for police services.
C. To provide optimum patrol coverage for the prevention and suppression of crime and disorder.
D. To issue permits and licenses for certain business activities and the enforcement of liquor laws.
E. To process and maintain all official records applicable to the police, fire, and emergency medical incident reporting systems.
F. To respond to inquiries/requests for information.

POLICE SERVICES CODE ENFORCEMENT - STD UNINCORPORATED

A. To maintain the integrity of the County Land Use Plan, and to prevent neighborhoods, commercial areas and other zoning districts from falling into a state of blight, decay and deterioration.

PROGRAM DESCRIPTION

The Police Services Department is a consolidation of Police, Communications, Civil Defense, Homeland Security, Animal Control and Code Enforcement services. The organization is directed primarily toward the maintenance of safety and security for the individual, the community, and residential and business establishments.

The Department provides the vital link between all persons in DeKalb County who may require an immediate response to an emergency situation. When required, various services such as criminal investigation or evidence collection are available for necessary follow-up action.

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.

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 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.

PROGRAM DESCRIPTION (Continued)

Special Tax District - Designated Services Fund

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 - 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.

PERFORMANCE INDICATORS	TARGET	2002	2003
COMMUNICATIONS			
% OF CALLS DELAYED	10%	15.0%	27.25%
AVERAGE DELAY PER CALL (SECONDS)	8 SEC	16 SEC	26 SEC
AVERAGE TIME PER CALL (SECONDS)	80 SEC	95 SEC	93 SEC
ANIMAL CONTROL			
AVERAGE RESPONSE TIME PER CALL (MINUTES): PRIORITY ONE CALLS	45 MIN	43 MIN	43 MIN
AVERAGE RESPONSE TIME PER CALL (MINUTES): GENERAL CALLS	60 MIN OR LESS	49 MIN	59 MIN
% OF CALLS RESOLVED ON THE FIRST RESPONSE	70%	49%	46%
POLICE SERVICES			
FBI PART 1 CRIME INDEX % OF CASES CLEARED COMPARED TO NATIONAL AVERAGE	ABOVE 31%	40% vs 31%	40% vs 31%

POLICE SERVICES

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Communications:				
911 Calls Received	926,422	990,727	919,340	940,000
Emergency Calls Dispatched:				
Police	658,540	662,518	N/A	N/A
Fire	61,127	53,520	N/A	N/A
Rescue Medical	59,773	57,958	N/A	N/A
Alarms	109,114	102,961	N/A	N/A
% False	99%	99%	N/A	N/A
Animal Control:				
Calls Answered	30,019	27,979	27,774	28,500
Animals Handled	13,476	11,785	11,514	11,750
Bite Cases Investigated	682	609	611	635
Animals Reclaimed	1,119	994	973	990
Animals Adopted	568	613	718	750
Animals Euthanized	9,375	8,948	9,006	9,200
Citations Issued	3,251	2,747	2,096	2,400
Records:				
Case Reports Processed	115,389	139,069	127,390	135,000
GCIC - Data Entry	23,131	45,096	35,958	40,250
GCIC - Messages/Inquiries	56,028	45,459	45,877	45,500
Fingerprint Classification	2,900	1,400	1,233	1,500
Fingerprint Identification	2,345	90	191	250
Revenue, Sale of Records	$273,914	$250,385	$296,293	$310,000
Criminal Investigations:				
Crimes Against Persons				
Number of Incidents	13,781	13,140	15,590	17,000
Number of Cases Cleared	10,786	10,802	11,490	13,500
Number of Persons Arrested	934	954	1,011	1,700
Drug Investigations	616	626	2,690	2,900
Number of Cases Cleared	615	616	2,690	2,900
Drug Arrests	697	702	2,766	2,819
Burglaries				
Number of Incidents	7,102	7,267	7,498	7,700
Number of Cases Cleared	1,102	1,576	1,214	1,400
Number of Persons Arrested	471	639	614	775
General Investigations				
Number of Incidents	51,021	52,035	53,200	55,000
Number of Cases Cleared	19,904	21,002	19,677	23,500
Number of Persons Arrested	3,454	3,701	3,846	4,700

POLICE SERVICES

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Uniform:				
General Calls	318,599	316,964	376,306	400,000
Citations Issued	131,506	162,306	215,896	195,000
Number of Persons Arrested	32,332	37,115	40,677	42,000
Traffic Calls	79,056	77,064	105,970	115,000
Hit and Run Accidents	N/A	2,332	2,568	2,500
Traffic Deaths Investigated	86	61	69	70
Aerial Support Hours	923	995	1,070	1,500
Special Investigations:				
Voice Stress Analysis Examinations	419	359	364	375
Internal Investigations	127	121	135	145
Liquor Permits Issued	4,645	4,726	4,588	4,800
Pistol Permits Issued	1,239	1,102	1,002	1,100
Solicitor Permits Issued	70	22	27	50
Taxi Permits Issued	1111	1147	973	1,000
Wrecker Permits Issued	44	15	62	75
Evidence Collection:				
Field Responses	3,649	3,924	3,517	3,800

MAJOR ACCOMPLISHMENTS IN 2003

Completed the renovation of the Central Records Section workarea and training room.
Implemented an electronic warrant system.
Completed implementation of the Compactt System (Computer Policing with accurate and timely tactics).
Completed the upgrade of the Computer Aided Dispatch (CAD) System.
Completed a reorganization and the creation of key positions within the Police Services Department.
Acquired a second building to house Homeland Security personnel and Grant Awards totaling $1,000,000.
Purchased a fuel truck with confiscated funds which will allow for a 50% reduction in fuel costs for the aerial units.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Relocation of the Center Precinct to leased property in the Toco Hills area on North Druid Hills Road.
Begin a construction plan of the North Precinct facility on County owned property on Savoy Drive.
Initiate planning for a multi-use complex to house Police Services, administration and communications, and the emergency operations center.

Crime Prevention

Initiate collaborative effort with the Parks and Recreation Department for implementation of a Park Police Program.
Complete the installation of the new Microwave Loop System to improve countywide commumications.
Expedite the replacement of the older police helicopter.

MAJOR BUDGETARY IMPACTS

Previous

2001

General Fund

Funding in the amount of $407,514 was appropriated for the final year of the four year Radio Transmitter Replacement Program.
The 2001 budget included funding in the amount of $626,675 for the replacement of 250 Command & Line portable radios for police.

MAJOR BUDGETARY IMPACTS (Continued)

Previous

Special Tax District - Designated Services

The 2001 budget included funding in the amount of $202,404 for the addition of fifty (50) Police Officer positions per the Police Services Five Year Plan. This funding is the ten percent (10%) County Match for personal services for year one of the 1999 COPS Universal Hire Grant. $100,000 was appropriated to fund related operating supplies and uniforms/clothing for these fifty positions. The eighteen vehicles and related equipment for these fifty Officer positions were acquired in the FY2000 budget.

The 2001 budget did not include funding for the 50 Police Officer positions relative to the 2000 COPS Universal Hire Grant accepted by the Board of Commissioners on September 26, 2000.

In addition, funding in the amount of $108,740 was appropriated for five (5) police vehicles to be acquired through the Master Lease for vehicles deleted from the FY2000 budget.

Funding in the amount of $130,000 was appropriated for miscellaneous equipment such as Copiers, Emergency Generator, Telephone System and Furniture for the new Tucker Precinct.

The 2001 budget included funding to raise the starting salary for Police Officer positions to $32,179. In addition each new Police Officer recruit is eligible for a $1,000 bonus upon graduation from the Police Academy.

2002

General Fund

Funding in the amount of $900,000 was funded in the basic budget for the Lease Purchase replacement of the Microwave Loop System.

The 2002 budget included funding in the amount of $360,000 for the replacement of 150 Command & Line portable radios for police.

The Office of the Public Safety Director was abolished and funding for the cost center eliminated.

Special Tax District - Designated Services

The 2002 budget included funding in the amount of $404,620 for the addition of fifty (50) Police Officer positions per the Police Services Five Year Plan. This funding was two thirds of the thirty percent (30%) County Match for personal services for year two of the 1999 COPS Universal Hire Grant.

The 2002 budget included funding in the amount of $202,404 for the addition of fifty (50) Police Officer positions per the Police Services Five Year Plan. This funding was the ten percent (10%) County Match for personal services for year one of the 2000 COPS Universal Hire Grant. The operating supplies, uniforms, eighteen vehicles and related equipment totaling $553,583 will be funded in the 2003 budget.

Funding in the amount of $110,665 was appropriated for the County Match portion of four miscellaneous grants.

2003

General Fund

The 2003 budget included funding in the amount of $37,954 for two Animal Control Officer positions at six month funding with 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 at eight month funding.

$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.

MAJOR BUDGETARY IMPACTS (continued)

Previous

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 will be funded in the 2004 budget.

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 for the thirty percent (30%) County Match for personal services for year two of the 2000 COPS Universal Hire Grant. Funding in the amount of $698,956 was appropriated for the County Match portion of seven miscellaneous grants. 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 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 Master Lease Agreement at six month funding.

Ten Investigative Aide positions were added to the FY03 budget at six month funding for a total of $150,000. As part 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 at six month funding with two lease purchase vehicles and related equipment. A vacant Assistant Director of Program Operations position was transferred from Code Enforcement to Police Services.

2004

General Fund

In the FY04 budget 10 positions transferred in from Police-General and 2 positions transferred in from Fire and (2) positions tansferred out to Police-STD. Net increase of 10 positions in Police-General.

Funding in the amount of $462,000 is included for the replacement of 110 CF27 laptop computers for patrol vehicles. $947,030 is appropriated for Personal Services & Related Equipment for (30) additional 911- Communication Operator positions. Funding is approved at 9 months.

Special Tax District - Designated Services

Funding in the amount of $35,941 is included for salary and benefits of 2 Office Assistant positions at 6 month funding. Funding in the amount of $500,000 is 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 FY04 funding includes $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 is appropriated for additions to the fleet relative to the replacement of twenty-two pool vehicles. The vehicles are to be acquired through the Master Lease Agreement at 8 month funding.

The 2004 budget includes funding in the amount of $701,792 for 18 vehicles and related equipment for 50 Police Officer positions. These items are for the Grant positions funded in the FY03 budget as part of the 2000 COPS Universal Hire Grant . The vehicles will be acquired through the Master Lease Agreement at 8 month funding.

An additional $200,000 is included for funding to the Helicopter Replacement Charge, bringing the total FY04 Aircraft Replacement Charge to $600,000.

The 2004 budget contains funding for the 50 PO 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 is for YR-2 (30%) Match required for Personal Services. Funding in the amount of $701,792 is also included for the related operating supplies, uniforms, eighteen vehicles and related equipment for the positions. These items were excluded from the FY03 budget.

The FY04 budget contains funding for the 50 PO positions relative to the 2002 COPS Universal Hire Grant. Funding in the amount of $723,133 is included for the YR-3 (35%) Match required for Personal Services.

Funding in the amount of $651,511 is included to cover the Personal Services for 50 PO positions for the last several months of FY04. The positions were first funded in 2002 as part of the 2000 Cops Universal Hire Grant. These 50 PO positions will be requested as additional positions in the 2005 budget submittal.

POLICE SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Director's Office	$1,415	$21	$0	$0
Administrative Services	1,159,445	1,365,996	2,217,045	2,217,045
Telecommunications	0	910,473	2,704,582	2,704,582
Communications	8,800,592	9,591,301	10,441,085	10,441,085
Public Services	662,587	679,575	701,667	701,667
Training and Development	3,664	0	0	0
Firing Range	13,071	13,885	13,600	13,600
Animal Control	1,826,329	1,947,523	2,108,755	2,108,755
Interfund Support - General Fund	(9,400,263)	(9,625,110)	(10,011,294)	(10,011,294)
Records	1,604,814	1,741,641	2,050,247	2,050,247
Assistant Director - Police Services	1,080,199	618,032	501,287	501,287
Police Services Support	2,180,569	1,034,351	2,005,015	2,005,015
Internal Affairs	649,360	655,811	709,685	709,685
Criminal Investigations	9,774,461	7,738,293	7,524,022	7,524,022
Special Operations	4,776,138	5,467,297	6,091,366	6,091,366
Homeland Security	113	880,798	1,133,477	1,133,477
Technology Unit	1,898	839,686	0	0
Police Training	3,451,405	2,426,620	1,359,407	1,359,407
Uniform Division	32,556,640	38,101,353	45,455,673	45,455,673
Precincts	272,660	256,050	272,650	272,650
Intelligence/Permits	1,555,466	433,836	513,356	513,356
Recruiting and Background	287,208	504,123	593,233	593,233
Crime Scene	957,501	971,950	1,019,134	1,019,134
Interfund Support - Special Tax District Designated Services	10,115,548	10,062,215	10,357,782	10,357,782
Code Enforcement	1,103,442	1,263,293	1,325,315	1,325,315
TOTAL	$73,434,262	$77,879,013	$89,087,089	$89,087,089

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$59,045,788	$60,637,510	$69,108,368	$69,108,368
Supplies	1,643,023	1,709,689	1,982,912	1,982,912
Operating Services and Charges	2,852,567	2,989,118	6,973,301	6,973,301
Maintenance and Repair	2,319,716	3,056,653	3,472,650	3,472,650
Interdepartmental Services	17,175,504	15,662,444	16,779,159	16,779,159
Equipment	908,740	2,107,164	925,510	925,510
Interfund Credits	(11,253,160)	(10,063,349)	(10,154,811)	(10,154,811)
Interfund Transfers	742,084	1,779,784	0	0
TOTAL	$73,434,262	$77,879,013	$89,087,089	$89,087,089

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$3,066,840	$4,883,664	$8,175,440
Special Tax District - Designated Serv.	$69,263,980	$71,732,056	$79,586,334
Special Tax District - Unincorporated	1,103,442	1,263,293	1,325,315
TOTAL	$73,434,262	$77,879,013	$89,087,089

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administrative Services				
Assistant Director Program Operations	34	0	0	1
PS Chief Admin. Svcs.	33	1	0	1
Dept. Info. System Mgr.	31	1	0	1
PS Fiscal Mgmt. Officer	30	1	1	1
Facilities Planning Manager	30	0	1	1
Grants Project Manager	30	1	1	1
Dept. Microsystem Specialist	28	2	0	3
PS Grants Coordinator	26	2	2	1
PS Payroll Personnel Supv.	24	1	1	1
Administrative Assistant	23	1	0	2
PS Supply Supervisor	24	1	1	1
Purchasing Technician	21	3	3	3
PS Supply Coordinator	21	2	2	2
Custodian, Supervisor	21	1	1	1
PS Payroll Personnel Technician, Sr.	21	7	7	2
Principal Secretary	21	2	1	3
PS Payroll Personnel Technician	19	0	0	2
Office Assistant, Senior	19	1	1	2
Central Supply Technician	18	2	2	1
Senior Custodian	18	2	2	2
	Sub-total	31	26	32
Telecommunications				
Telecommunications Specialist	26	0	0	3
Telephone Systems Technician	25	0	0	1
Telecommunications Operator	19	0	0	2
	Sub-total	0	0	6
Communications				
Deputy Director, Communications	33	1	1	1
Emer. Mgt. Telecom Administrator	26	1	1	1
PS Telecommunications Analyst	26	1	1	1
PS Comm. Watch Commander	26	3	3	3
PS Comm. Shift Supervisor	25	9	9	9
PS Training Specialist	25	1	1	1
PS CAD System Specialist	25	1	1	1
Senior, PS Comm. Operator	24	26	26	26
PS Communications Operator	23	65	75	105
Office Assistant, Senior	19	3	3	3
Principal Secretary	19	1	1	1
PS Communications Operator P/T	19	4 PT*	4 PT*	4 PT*
	Sub-total	112	122	152
* PT = Part Time	Sub-total	4 PT*	4 PT*	4 PT*

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Public Services				
School Safety Officer	4	146 PT*	146 PT*	146 PT*
*PT = Part-time	Sub-total	146 PT*	146 PT*	146 PT*
Animal Control				
Deputy Director, Animal Control	33	1	1	1
Administrative Coordinator	25	1	1	1
AC Supervisor	26	3	3	3
Administrative Clerk	21	1	1	1
Principal Secretary	21	1	1	1
Animal Control Officer, Master	21	22	24	12
Animal Control Officer, Senior	20	0	0	2
Animal Control Officer	19	0	0	10
Office Assistant, Senior	19	5	5	5
Senior Data Entry Operator	18	2	2	2
	Sub-total	36	38	38
Code Enforcement				
Police Captain	31	1	0	0
Code Enforcement Manager	30	1	1	1
Facilities Planning Manager	30	1	0	0
Code Enforcement Assistant Manager	29	1	0	1
Chief Code Enforcement Officer, Comm.	28	1	1	0
Chief Code Enforcement Officer, Supv.	28	1	1	1
Code Enforcement Officer III	25	3	3	1
Code Enforcement Officer I	23	11	13	15
Administrative Assistant	23	1	1	1
Office Assistant, Senior	19	6	6	6
	Sub-total	27	26	26
Records/Criminal History				
PS Records Manager	31	1	1	1
Administrative Operations Manager	28	0	0	1
Central Records Supervisor	25	5	5	5
Public Safety Training Specialist	25	1	1	1
Principal Secretary	21	2	2	1
PS Central Records Clerk, Senior	20	0	0	5
PS Central Records Clerk	19	43	43	38
	Sub-total	52	52	52

AUTHORIZED POSITIONS BY COST CENTER
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Assistant Director-Police Services				
Polices Services - Police Chief	AC	1	1	1
Deputy Assistant Chief	AH	0	1	0
Assistant Director Program Operations	34	0	1	0
Deputy Director - Homeland Security	34	1	0	0
Police Captain	31	1	1	0
Police Lieutenant	30	1	1	1
Staff Attorney	29	0	1	0
Police Sergeant	28	5	0	0
Master Police Officer	27	5	0	2
Asst. Public Information Officer	25	0	0	1
Administrative Assistant	23	2	1	1
Executive Secretary	23	1	1	1
	Sub-total	17	8	7
Internal Affairs				
Police Lieutenant	30	1	1	1
Police Sergeant	28	1	1	1
Master Police Officer	27	4	4	4
Police Officer, Senior	26	0	0	1
Police Officer	25	0	0	1
Sr. Investigative Aide	23	2	2	2
	Sub-total	8	8	10
Criminal Investigation Division				
Assistant Police Chief	AI	1	1	0
Police Major	33	1	1	2
Police Captain	31	4	4	3
Police Lieutenant	30	9	9	4
Departmental Microsystems Analyst	28	1	0	0
Police Sergeant	28	21	23	12
Master Police Officer	27	104	104	62
PS Pawn Detail Coordinator	25	1	1	1
Senior Police Officer	26	4	4	3
Police Officer	25	2	2	1
Senior Investigative Aide	21	13	11	6
Administrative Assistant	23	1	3	0
Office Assistant, Senior	19	4	8	7
	Sub-total	166	171	101

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Special Operations Division				
Assistant Police Chief	AI	1	1	1
Police Captain	31	1	1	2
Police Lieutenant	30	4	3	3
Police Sergeant	28	7	10	7
Master Police Officer	27	53	54	49
Police Officer, Senior	26	3	0	1
Principal Secretary	21	1	3	1
Property and Evidence Technician	21	2	2	2
	Sub-total	72	74	66
Police Training				
Police Captain	31	1	1	1
Police Lieutenant	30	2	2	1
Police Sergeant	28	2	3	4
Master Police Officer	27	10	10	6
Police Firearms Instructor	25	1	1	0
Police Officer, Senior	26	4	4	5
Principal Secretary	21	2	2	1
	Sub-total	22	23	18
Uniform				
Assistant Director Police Services	AH	0	0	1
Assistant Police Chief	AI	1	1	2
Police Major	33	5	5	5
Police Captain	31	9	10	9
Staff Attorney	29	1	0	0
Police Lieutenant	30	43	42	48
Police Sergeant	28	88	86	96
Departmental Microsystems Analyst	28	1	0	1
Master Police Officer	27	254	262	298
Senior Police Officer	26	92	92	115
Police Officer	25	103	107	125
Public Education Specialist	23	0	0	5
Administrative Assistant	23	2	2	4
Investigative Aide, Senior	21	0	10	23
Principal Secretary	21	4	3	3
Senior, Prop. Evidence Tech	21	2	0	0
Investigative Aide	19	0	0	3
Crime Awareness Officer	19	5	5	5
Office Assistant , Senior	19	1	1	1
Office Assistant	18	1	0	3
	Sub-total	612	626	747

AUTHORIZED POSITIONS BY COST CENTER

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

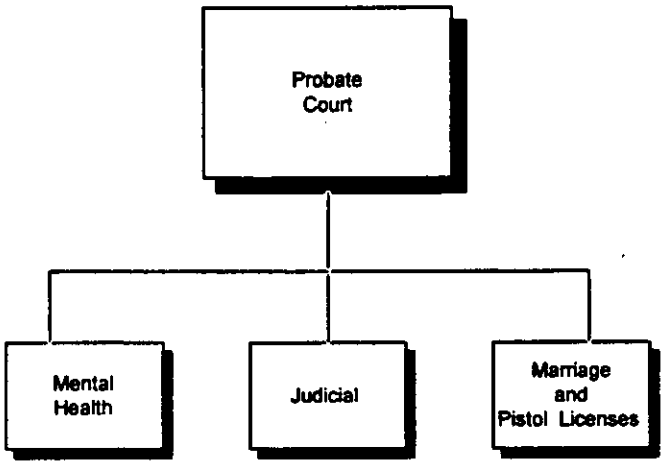
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Intelligence/Permits				
Police Captain	31	1	1	1
Police Lieutenant	30	1	2	1
Police Sergeant	28	3	1	2
Master Police Officer	27	10	0	1
Police Officer, Senior	27	0	0	1
Asst. Public Information Officer	25	0	0	1
Administrative Assistant	23	0	0	1
Senior Investigative Aide	23	1	0	0
Office Assistant, Senior	19	4	0	0
Office Assistant	18	0	1	0
	Sub-total	20	5	8
Homeland Security				
Deputy Director, Homeland Security	34	0	1	1
Operations Manager, Emergency Mgt.	31	0	0	1
Police Lieutenant	30	0	1	1
Police Sergeant	28	0	3	5
Master Police Officer	27	0	6	7
Police Officer, Senior	26	0	1	1
Administrative Assistant	23	0	1	1
Investigative Aide	21	0	1	1
	Sub-total	0	14	18
Technology Unit				
PS Chief Admin. Svcs.	33	0	1	0
Dept. Info. System Mgr.	31	0	1	0
Dept. Microsystem Specialist	28	0	3	0
Administrative Assistant	23	0	1	0
Senior, Prop. Evidence Tech	21	0	2	0
	Sub-total	0	8	0
Recruiting and Background				
Police Sergeant	28	1	1	1
Master Police Officer	27	4	4	6
Senior Investigative Aide	23	3	3	3
	Sub-total	8	8	10

AUTHORIZED POSITIONS BY COST CENTER
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Crime Scene				
Police Sergeant	28	1	1	1
Crime Scene Investigator Shift Supv.	26	3	3	3
Master Crime Scene Investigator	25	3	3	3
Senior Crime Scene Investigator	24	3	3	4
Latent Fingerprint Examiner, Senior	24	3	3	3
Crime Scene Investigator	23	2	2	1
Forensic Photographer	23	2	2	2
	Sub-total	17	17	17
TOTAL POLICE SERVICES		1,200 150PT*	1,226 150PT*	1,308 150PT*

*PT = Part-time

PROBATE COURT



MISSION STATEMENT
To insure that estates and guardianships are administered in accordance with the law and to 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, 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.

MAJOR ACCOMPLISHMENTS IN 2003
Received, processed and adjudicated civil filings during 2003. Continued the imaging project for estates and marriage licenses.
Designed procedure manuals at the "Self Help Center" for Attorneys and individuals to use in filing probate forms using the software program HotDocs.
Updated our website by making the estate index available online.
Hired an attorney to coordinate an adult guardianship management program for the Probate Court.

MAJOR GOALS FOR 2004 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
None.

2004
There are no major changes to the budget for the year 2004.

Future
No significant budgetary impact is anticipated.

PROBATE COURT

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Wills probated, petitions filed, administrations & guardianships	16,401	16,085	15,834	16,000
Emergency hospitalization orders	196	211	203	210
Retardation hearings	3	6	0	2
Marriage licenses	4,449	4,223	4,324	4,400
Marriage license certified copies	10,474	9,688	9,475	9,550
Annual returns audited	1,337	1,372	1,311	1,400
First time pistol licenses	1,473	1,303	1,141	1,350
Renewal pistol licenses	1,319	1,094	1,155	1,200
Commitment Hearings	306	287	284	300
Continued habitation	9	7	1	1
Writs of Habeas Corpus	5	4	0	2

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Probate Court	$1,374,972	$1,429,815	$1,495,940	$1,495,940
TOTAL	$1,374,972	$1,429,815	$1,495,940	$1,495,940

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,260,084	$1,266,501	$1,274,000	$1,274,000
Supplies	25,211	33,636	27,000	27,000
Operating Services and Charges	69,463	71,242	172,940	172,940
Maintenance and Repair	13,015	8,593	22,000	22,000
Equipment	7,199	49,843	0	0
TOTAL	$1,374,972	$1,429,815	$1,495,940	$1,495,940

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$1,374,972	$1,429,815	$1,495,940

PROBATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Probate Court				
Judge of Probate Court	$122,240	1	1	1
Associate Judge/Chief Clerk	33	1	1	1
Attorney III	31	1	1	1
Administrative Operations Manager	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Supervisor	25	4	4	4
Probate Tech., Principal	21	12	12	12
Probate Tech., Senior	19	3	3	3
TOTAL		24	24	24

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
The Board of Tax Assessors, a five member part time body appointed by the Board of Commissioners, oversees the following activities: establish fair market value for all real, personal, and public utility properties as of January 1 of each year; process all property tax returns; rule on all applications for exempt status; prepare and mail notices of assessment change to property owners; provide information to the Georgia Department of Revenue as requested, including but not limited to sales data; provide information as needed regarding digest valuations to the County Finance Department and the Board of Education. Property Appraisal and Assessment provides information to the Tax Commissioner for submission of the County Tax Digest to the Georgia Department of Revenue for approval; defends appraisals of all appeals before the Boards of Equalization and Superior Court; and attends approved training courses as required by the Georgia Department of Revenue and the Code of Georgia.

MAJOR ACCOMPLISHMENTS FOR 2003
Reassessment notices were mailed on April 12, 2003. Property Tax returns were reviewed and the Tax Digest valuations released to the Tax Commissioner before the Georgia Code mandated date of June 1, 2003.

MAJOR GOALS FOR 2004 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Financial Strength
To complete the yearly reassessment by mid April.
To complete the review of the property tax returns by June 1, 2004.
To gain approval of the prior year Digest from the Georgia Department of Revenue.

PROPERTY APPRAISAL & ASSESSMENT

MAJOR BUDGETARY IMPACTS
Previous
No previous budgetary impact.

2004
Complete yearly reassessments for 2004.
$2,900 was added for uniforms for Appraisers.

Future
No considerations of future budgetary impact are anticipated.
Approve 2004 Digest from the Georgia Department of Revenue.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Taxable Real Estate Parcels	199,196	204,373	209,425	214,625
Exempt Real Estate Parcels	4,675	4,714	4,712	4,750
Public Utility Parcels	317	318	314	316
Taxable Personal Property	19,009	19,191	13,015	13,200
Taxable Personal Prop. Freeport Accts.	599	572	580	580
Exempt Personal Property Accounts	1,233	1,250	6,844	7,000
Real Estate Tax Returns Processed	4,500	1,550	2,046	2,500
Building Permits Processed	4,900	5,000	5,000	4,500
New Real Estate Parcels	4,950	5,177	5,152	5,100
Assessment Changes Mailed	103,500	87,992	93,757	150,000
Appeals Received	5,342	4,210	4,043	4,100
Appeals to Board of Equalization	2,020	1,864	1,991	1,640
Board of Equalization Hearings	300	300	300	300
Appeals to Superior Court	74	56	96	55
Total Real & Personal Property Digest (IN 000's)	$17,050,602	$18,394,661	$19,598,666	$19,157,286
Total Public Utility Digest (IN 000's)	$415,715	$425,268	$423,496	$425,000

SUMMARY OF EXPENDITURES BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended 2004	Approved Budget 2004
Property Appraisal and Assessment	$4,421,718	$4,377,657	$4,635,696	$4,635,696
TOTAL	$4,421,718	$4,377,657	$4,635,696	$4,635,696

SUMMARY OF EXPENDITURES BY MAJOR CATEGORY

	Actual 2002	Actual 2003	Recommended Budget	Budget 2004
Personal Services	$3,841,025	$3,968,428	$4,221,096	$4,221,096
Supplies	47,651	55,455	67,900	67,900
Operating Services and Charges	495,246	317,227	324,700	324,700
Maintenance and Repair	22,750	12,489	22,000	22,000
Equipment	15,046	24,058	0	0
TOTAL	$4,421,718	$4,377,657	$4,635,696	$4,635,696

PROPERTY APPRAISAL & ASSESSMENT

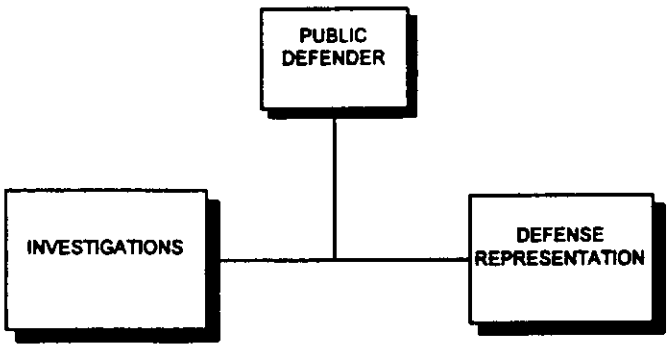
FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$4,421,718	$4,377,657	$4,635,696

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2002	2003	2004
Property Appraisal & Assessment				
Chief Appraiser	AG	1	1	1
Chief Appraiser, Asst.	33	1	1	1
Deputy Chief Appraiser	30	4	4	4
Appraiser, Sr.	28	6	6	6
Admin. Operations Mgr.	28	1	1	1
Network Coordinator	26	1	1	1
User Newtork Coordinator	26	1	1	1
Property Appraiser IV	26	17	17	17
Property Deed Supervisor	26	1	1	1
Property Appraisal Auditor	24	1	1	1
Property Appraiser III	23	13	13	13
Admin. Asst.	23	2	2	2
Purchasing Tech.	21	1	1	1
Admin. Clerk	21	1	1	1
Property Appraiser II	19	7	7	7
Property Deed Tech.	19	2	2	2
Office Asst., Sr.	19	13	13	13
Principal Secretary	21	1	1	1
Property Appraiser I	23	2	2	2
Total Positions		76	76	76



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 41 attorneys covering the ten divisions of Superior Court, the six 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.

MAJOR ACCOMPLISHMENTS FOR 2003
Began representing defendants who can't make bond in Recorders Court.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Financial Strength
Early interference in court cases reduces the jail population, saving the county money to provide for the caring for inmates.

MAJOR BUDGETARY IMPACTS

Previous
One Grant Attorney position was added on August 8, 2000.
Three Attorneys and One Investigator were also added in 2002.
One Attorney position was added to handle Recorders Court cases in 2003.

2004
Cell telephones were added for investigators to replace obsolete radios.

Future
Prepare for the transition to a State sponsored indigent defense system which would require hiring additional personnel and changes in current procedures.
Maintain services at the present level.

PUBLIC DEFENDER

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Death Penalty cases Opened	1	2	2	2
Felonies Opened	4,309	4,027	4,281	4,540
Juvenile Delinquency	2,366	2,799	2,800	3,000
Misdemeanors	1,950	2,159	3,778	3,800

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Public Defender	$4,777,373	$5,089,245	$5,996,754	$5,996,754
TOTAL	$4,777,373	$5,089,245	$5,996,754	$5,996,754

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$4,356,940	$4,635,277	$5,550,344	$5,550,344
Supplies	19,922	27,856	25,000	25,000
Operating Services and Charges	318,023	319,695	334,000	334,000
Maintenance and Repair	9,834	9,059	9,000	9,000
Interdepartmental / Interfund Services	66,093	92,950	78,410	78,410
Equipment	6,561	4,408	0	0
TOTAL	$4,777,373	$5,089,245	$5,996,754	$5,996,754

FUNDING SOURCES

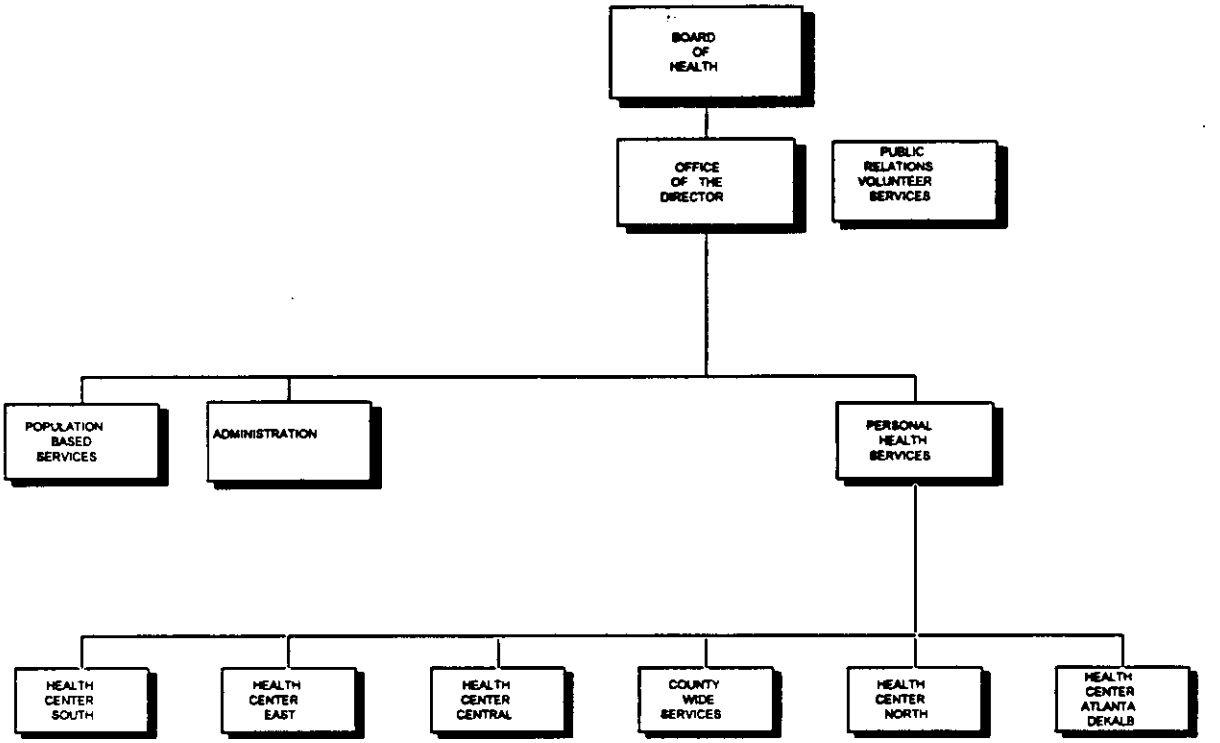
	2002	2003	2004 Budget
General Fund	$4,777,373	$5,089,245	$5,996,754

AUTHORIZED POSITIONS BY COST CENTER

(See Salary schedule, Appendix A, for explanation of Salary Ranges)

Cost Center	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
Public Defender	DF	1	1	1
Chief Asst. Public Defender	35	1	1	1
Attorney IV	33	3	3	3
Attorney III	31	24	24	25
Attorney II	30	8	11	11
Legal Office Coord.	28	1	1	1
Chief Investigator	28	1	1	1
Principal Investigator	25	11	11	11
Senior Admin. Aide.	23	4	4	4
Investigator	21	1	2	2
Senior Office Asst.	19	2	2	2
Total Positions		57	61	62

PUBLIC HEALTH



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 five 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 Center 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 bioterrorism. 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.

MAJOR ACCOMPLISHMENTS IN 2003

Increased services for Women, Infant, and Children nutrition through expanded community outreach.

Expanded outreach services to homes, churches, schools, and other community sites to provide clinical patient education services, convened the Successful Youth Summit.

Sustained prevention of an outbreak of human cases of West Nile Virus through mosquito trapping testing efforts and to identify priority areas for enhanced mosquito control and community education activities.

213 restaurant operators completed training and obtained the food manager certification.

Developed and facilitated the implementation of a "mock" small pox vaccination clinic at a three day interagency disaster training exercise.

MAJOR GOALS FOR 2004 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 increase the number of Family Planning visits in health center by 10%.
To improve access, remove barriers, locate pregnant women/teens and provide early prenatal care.
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 foodbourne illness risk factors such as time/temperature abuse, poor employee hygiene, and contamination of foods, when conducting inspections of facilities.
To collaborate with DeKalb Fire and Rescue's Hazardous Materials Response Team and train Board of Health staff in hazardous material response.

Organizational Effectiveness

To continue quality improvement to ensure that a competent workforce delivers effective services to individuals and families at convenient locations throughout DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

In 1998, funding, in the amount of $138,114, was approved to implement the County's New Drug and Alcohol Policy. These funds provided for 5 state positions, supplies, training, and equipment to operate this program. Also, funding for 1 state position to improve patient care and follow-up in the Tuberculosis Treatment Program was approved. One position, a Employee Health Clinic Lead Nurse, was reevaluated to a Nurse Supervisor position.

As part of the across-the-board reduction, the 1999 budget was reduced by $21,455.

The 2000 budget included funding in the amount of $83,000 to provide 2 full-time state positions and 1 part-time state position for the Refugee Health Services Program. As part of the across-the -board reduction, the 2000 budget was reduced by $31,310.

In 2001, three vacant county merit positions, 1 full-time Accounting Supervisor, 1 part-time Registered Nurse, and 1 part-time Health Care Aide were abolished. Based on the agreement between the Board of Health and the County, funding for these positions was transferred to the County's Contribution to the Board of Health.

The 2002 budget included funding in the amount of $41,856 to provide 1 full-time state position for the Certified Food Manager program.

MAJOR BUDGETARY IMPACTS

Previous (continued)

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.

2004

The 2004 Budget includes funding in the amount of $100,000 to continue the mosquito control and public education efforts supporting the West Nile Virus /Mosquito Control Program.

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.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total Patient Encounters	229,231	234,565	236,621	238,028
Clinic Dental Visits	5,116	6,340	6,683	6,686
STD/HIV Services, Patients Served	4,957	6,220	5,828	7,700
Immunizations, Patients Served	51,000	56,677	45,328	45,329
WIC Average Monthly Caseload	18,800	19,283	20,900	22,653
Family Planning, Patients Served	6,400	6,195	6,064	5,937
Food Service Program	13,716	13,946	14,846	15,093
On-site Sewage Disposal	6,792	6,949	7,182	8,047
Rodent Control Baiting	5,392	5,896	5,496	6,092
Swimming Pool Activities	9,429	10,406	11,248	11,927
Radon Testing	2,597	1,728	2,486	2,976
West Nile Virus, Number of Contacts	6,033	9,656	7,931	8,724

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services				
County Funded Positions	$170,457	$108,357	$156,565	$156,565
Aid To Other Agencies	4,907,146	5,099,825	5,199,829	5,199,829
Maintenance and Repair	27,505	25,509	27,740	27,740
TOTAL	$5,105,108	$5,233,691	$5,384,134	$5,384,134

FUNDING SOURCES

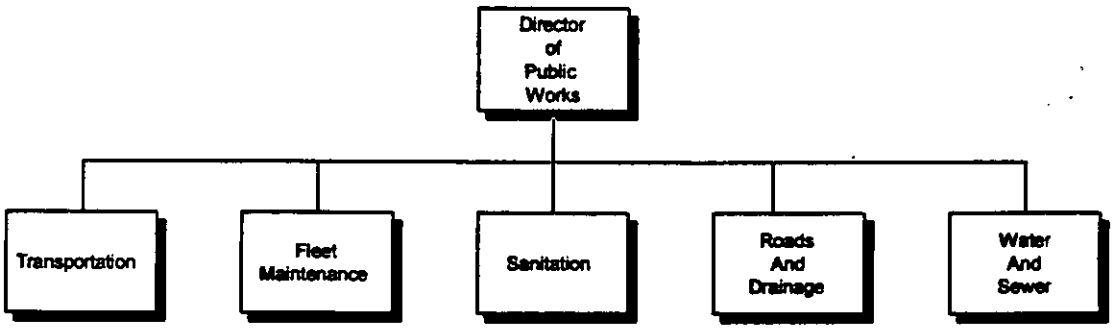
	2002	2003	2004 Budget
General Fund	$5,105,108	$5,233,691	$5,384,134

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
County Contribution				
Nurse Manager	29	0	0	1
Nurse Supervisor	28	0	1	0
Employee Health Clinic Lead Nurse	26	1	0	0
Graphic Design Tech	23	1	1	1
Custodian	14	1	1	1
Subtotal		3	3	3
TOTAL POSITIONS FULL-TIME		3	3	3

PUBLIC WORKS - DIRECTOR'S OFFICE



PROGRAM DESCRIPTION

The office of the Public Works Director was established in 1985 to provide central management, supervision and direction for the five divisions which now constitute Public Works: Fleet Maintenance, Roads & Drainage, Sanitation, Transportation, and Water & Sewer.

MISSION STATEMENT

To coordinate the activities of the five divisions of the Public Works Department with other county departments, other government agencies, elected officials, the Georgia DOT, EPD, EPA and FHWA.

To provide the citizens of DeKalb county with the highest quality Public Works services at the lowest possible cost and in a timely manner.

MAJOR ACCOMPLISHMENTS IN 2003

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 inventorying of the waste water collection system.
Implemented the LIMS and CMMS (Synergyn) portions and continued construction of the SCADA portion of the ISIS system.
Continued construction of improvements at the Snapfinger Creek and Pole Bridge Creek Waste Water Treatment Plants.
Continued implementation and planning for the Storm Water Utility which is to become effective in FY 2004.

MAJOR GOALS FOR 2004 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, water and sewer system improvements and sanitation system improvements.
Complete implementation of the Storm Water Utility and proceed with design and construction of drainage system improvements.

Organizational Effectiveness

Evaluate department operations and implement organizational and operational improvements.

PUBLIC WORKS - DIRECTOR'S OFFICE

MAJOR BUDGETARY IMPACTS

Previous

In 2001, the Development department was moved to a Special Revenue Fund and is no longer under the authority of this department. Economic Development became a separate department and is part of the General Fund.

The Transportation Division was separated from Roads and Drainage in 2002. One position, the Department Information Systems Manager, was transferred to the GIS department in 2002.

In 2003 $285,584 was approved for basic operating expenses.

2004

$313,702 was approved for operating expenses.

Future

No changes of significant budgetary impact are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended 2004	Approved Budget 2004
Public Works/Director	$323,785	$303,852	$313,702	$313,702
TOTAL	$323,785	$303,852	$313,702	$313,702

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$315,488	$287,511	$295,423	$295,423
Supplies	1,182	999	1,400	1,400
Operating Services & Charges	7,115	12,914	7,560	7,560
Maintenance & Repair	0	1,366	1,650	1,650
Interdepartmental			7,669	7,669
Equipment	0	1,062	0	0
TOTAL	$323,785	$303,852	$313,702	$313,702

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$323,785	$303,852	$313,702

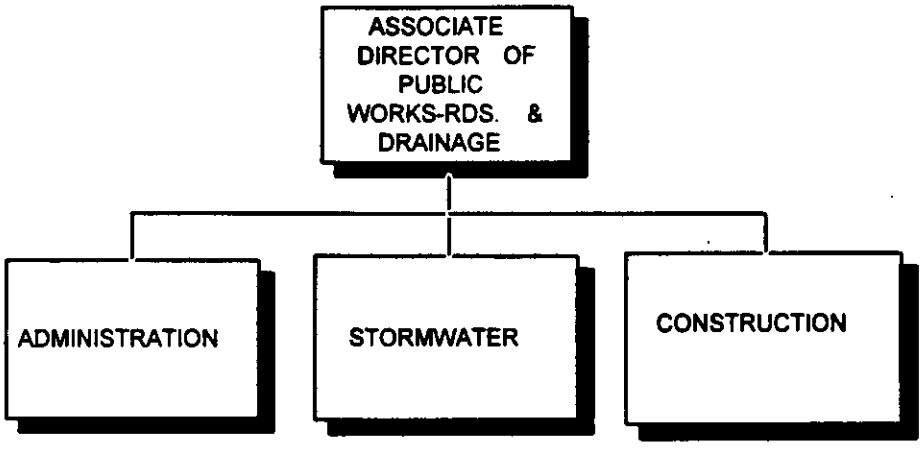
PUBLIC WORKS - DIRECTOR'S OFFICE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Public Works - Director's Office				
Director of Public Works	AC	1	1	1
Assistant Director of Public Works	AE	1	1	1
Executive Secretary	23	1	1	1
TOTAL POSITIONS		3	3	3

PUBLIC WORKS- ROADS AND DRAINAGE



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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.

PROGRAM DESCRIPTION

Public Works- Roads and Drainage is responsible for performing all needed repairs, maintenance, construction, and upgrade of the County's roadway system. The Division is also responsible for the management of the County's Stormwater and flood programs as well as bridges and drainage structures.

MAJOR ACCOMPLISHMENTS FOR 2003

Paved seventy six miles of County roads. Implemented a Stormwater Utility user Fee.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To continue serving the needs of DeKalb County's citizens by performing infrastructure improvements.

MAJOR BUDGETARY IMPACTS

Previous

In 2001 Public Works- Roads & Drainage was divided into two Departments: Roads/Drainage and Transportation. 119 positions were transferred to the Transportation Department.

2004

Infrastructure improvements will be the focus as well as continued implementation of the Stormwater Utility fee.
$122,580 was deducted for salary savings which is the equivalent of 5 full-time positions.
$200,000 is recommended for the Citizen's Drainage Program.
$1,600,000 is included for Asphalt. $3,000,000 for LARP and $300,000 for Pipe.
One Infrastructure Crew and one Construction crew was created in the Roads and Drainage budget to support the Stormwater Utility Fund. This includes 18 positions, to be reimbursed from the Stormwater Fund.

Future

Full Implementation of the Stormwater utility fee and Drainage issues will be the future concern.

PUBLIC WORKS- ROADS AND DRAINAGE

PERFORMANCE INDICATORS

	TARGET	2002	2003
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	75%	80%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	90%	100%

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Citizen Drainage Projects (linear feet)	2,800	1,540	1,540	3,000
Citizen Drainage Projects (Tons)	3,007	2,351	2,351	5,000
Retention Ponds Cleaned	95	105	105	200
Maintenance Complaints Received	8,245	8,719	8,719	9,555
Roads Resurfaced (miles by County)	25	30	30	30
Patching (Tons) County	31,783	56,000	56,000	58,000
Drainage Structures Built/Repaired	976	1,150	1,150	1,250
Pipe Installed or Replaced (Lin. Ft.)	8,244	8,605	8,605	12,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administration	$1,133,825	$1,433,824	$682,871	$682,871
Stormwater	7,684,876	242,971	254,640	254,640
Construction/Maintenance	11,985,066	17,541,951	18,655,963	18,655,963
TOTAL	$20,803,767	$19,218,746	$19,593,474	$19,593,474

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$9,487,836	$11,313,961	$11,878,211	$11,878,211
Supplies	305,800	345,244	504,500	504,500
Operating Services and Charges	602,366	270,631	592,439	592,439
Maintenance and Repair	7,072,227	4,331,682	5,638,978	5,638,978
Interfund Credits	(76,511)	(455,870)	(3,408,032)	(3,408,032)
Interdepartmental / Interfund Services	3,400,049	3,246,221	4,223,515	4,223,515
Equipment	12,000	166,877	163,863	163,863
TOTAL	$20,803,767	$19,218,746	$19,593,474	$19,593,474

FUNDING SOURCES

	2002	2003	2004 Budget
Special Tax District - Designated Services	$20,803,767	$19,218,746	$19,593,474

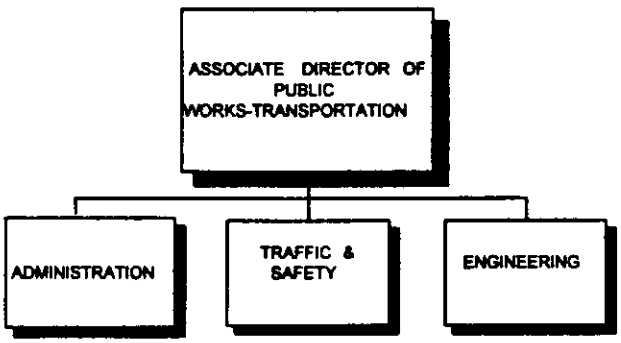
PUBLIC WORKS- ROADS AND DRAINAGE

AUTHORIZED POSITIONS BY FUNCTION

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

COSTCENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Asst. Director R & D	AH	1	1	1
Flood Mgmt. Coord.	29	1	1	1
GIS Specialist	24	0	0	0
Executive Secretary	22	1	1	1
Sub total		3	3	3
Stormwater				
Admin. Asst.	23	0	0	1
Accountant	25	0	0	1
GIS Specialist	24	0	0	1
Financial Analyst	30	0	0	1
Stockworker	18	0	0	1
Crew Supervisor	24	0	0	1
Principal Equipment Operator	21	0	0	8
Foreman	25	0	0	1
Construction Inspector	25	0	0	3
Stormwater Engineering Supv.	29	0	0	0
Pollution Control Coord.	25	0	1	1
Engineering Tech.	23	1	1	1
		1	2	20

	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Maintenance				
Prin. Engineer	30	1	1	1
Road Main. Supervisor	29	3	3	3
Construction Super.	29	1	1	1
Sr Engineer	29	1	1	1
Engineer	28	2	2	2
Senior Crew Supervisor	25	6	6	6
Construction Supv.	24	3	3	3
Construction Insp.	25	1	1	1
Inventory Warehouse Worker	25	1	1	1
Engineering Tech, Sr.	24	2	2	2
Crew Supervisor	23	17	17	17
Mason	18	2	2	2
Stockworker	18	3	3	3
Heavy Equipment Worker	23	2	2	2
Admin. Clerk	21	1	1	1
Equipment Operator	21	60	60	60
Office Assist., Sr.	19	1	1	1
Maintenance Mechanic	18	2	2	2
Senior Crew Worker	18	33	33	33
Sr. Crew Worker	18	69	69	69
Crew Worker	14	25	25	25
Sub total		236	236	236
Total Positions		243	243	261



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

A. To provide general guidance for all County surface transportation systems exclusive of rail, from the initial design of rads to the movement of traffic.
B. To manage all design, survey developments.
C. To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

PROGRAM DESCRIPTION
Public Works, Transportation Division of the Public Works Department is responsible for all facets of the County surface transportation system, from the initial design of roads to the movement of traffic.

MAJOR ACCOMPLISHMENTS FOR 2003
The Perimeter sidewalk project has been implemented. A number of sidewalks have been completed. These include Flakes Mill, Flat Shoals, and a portion of Buford highway.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Infrastructure
Continue to seek State and Federal funding for all transportation improvements within DeKalb County.

MAJOR BUDGETARY IMPACTS
Previous
One Deputy Director was approved in the 2002 Budget.
Four Engineer's were added in 2003.

2004
Six Inspector III positions were transferred to the Water and Sewer Department.

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.

PUBLIC WORKS - TRANSPORTATION

PERFORMANCE INDICATORS

	TARGET	2002	2003
% OF TRAFFIC ENGINEERING COMPLAINTS WITHIN 24 HOURS	75%	100%	100%
% OF MAJOR PROJECTS($25,000) COMPLETED ON TIME	75%	90%	90%
% OF MAJOR PROJECTS($25,000) COMPLETED UNDER BUDGET	75%	90%	90%

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Road Design Projects Completed	6	5	5	5
Construction Projects Managed	291	210	210	210
Acquisitions	390	250	250	250
Land Acquisitions Condemnations	0	5	5	5
Traffic Counts	400	400	400	400

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended	Approved Budget 2004
Administration	$699,978	$699,978	$840,313	$840,313
Engineering	2,067,683	2,067,683	2,261,349	2,261,349
Traffic	5,229,023	5,099,034	6,657,752	6,657,752
TOTAL	$7,996,684	$7,866,695	$9,759,414	$9,759,414

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$5,886,064	$5,612,867	$6,252,673	$6,252,673
Supplies	102,438	93,794	155,425	155,425
Operating Services and Charges	871,316	956,033	1,513,400	1,513,400
Maintenance and Repair	357,240	422,265	1,105,731	1,105,731
Interfund Credits	0	0	0	0
Interdepartmental / Interfund Services	779,623	718,289	728,185	728,185
Equipment	3	63,447	4,000	4,000
TOTAL	$7,996,684	$7,866,695	$9,759,414	$9,759,414

FUNDING SOURCES

	2002	2003	2004 Budget
Special Tax District - Unincorporated	$7,996,684	$7,866,695	$9,759,414

AUTHORIZED POSITIONS BY FUNCTION

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

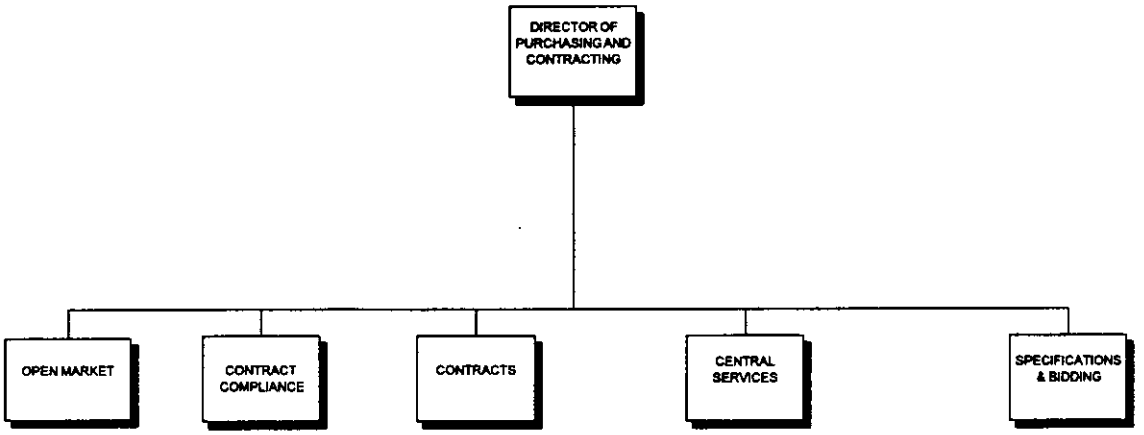
COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Associate Director, Transportation	AF	1	1	1
Asst. Director Transportation	AH	1	1	1
Admin. Operations Mgr.	28	1	1	1
Office Asst., Sr.	19	1	1	1
Admin. Clerk	21	1	1	1
Executive Secretary	22	1	1	1
Sub total		6	6	6
Engineering				
Deputy Director, Engineering	AI	1	1	1
Sr. Engineer	29	1	1	1
Engineer	28	10	14	14
Engineer, Tech.	23	9	9	9
Design Specialist	25	1	1	1
Engineering, Supv.	33	2	2	2
Multi Use Trans. Coord.	26	1	1	1
Utilities Coord.	25	1	1	1
Executive Secretary	23	1	1	1
Administrative Clerk	21	1	1	1
Sub total		28	32	32
Traffic Engineering Admin.				
Deputy Director Traffic Engineering	AI	1	1	1
Traffic Engineering Mgr.	31	1	1	1
Principal Engineer	30	1	1	1
Sr. Engineer	29	3	3	3
Engineer	28	4	4	4
Senior Engineering Tech.	24	6	6	6
Engineering Tech.	23	1	2	1
Sr. Office Assistant	19	2	2	1
Principal Secretary	19	2	2	2
Crew Supervisor	23	1	2	1
Senior Equipment Operator	19	2	2	2
Engineer	28	1	2	1
Senior Crew Worker	18	1	2	2
Traffic Signal Super.	28	1	2	1
Crew Supervisor, Sr.	25	2	2	2
Traffic Signal Tech., Sr.	23	2	2	2
Traffic Signal Installer, Sr.	23	8	8	8
Traffic Signal Tech.	21	8	8	8
Asst. Traffic Signal Installer, Sr.	19	7	7	7
Asst. Traffic Signal Installer	18	7	7	7

AUTHORIZED POSITIONS BY FUNCTION

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
Traffic Engineering Admin. (cont)				
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	1	1	5
Crew Supervisor	23	10	9	3
Graphic Design Spec.	23	3	3	2
Traffic Signs Mkngs. Inst., Sr.	19	6	6	6
Traffic Signs Mkngs. Inst.	18	1	1	1
Sub total		83	87	79
Total Positions		120	125	119

PURCHASING AND CONTRACTING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

A.To provide centralized product search, purchasing, contracting services.
B To provide centralized bidding and contracting services for supplies and services.
C.To provide pickup and delivery of repair parts and outside vehicle repair for Fleet Maintenance.
D.To operate the supply stockroom, the mail processing and the mail courier services for all departments.
E.To provide review and processing of two party checks.
F. To insure all vendors can participate in the procurement process.

PROGRAM DESCRIPTION

Preparing, advertising, and processing invitations to Bid and Request for Proposals; Processing and maintenance of file for bidders, architects, engineers and consultants; product search; processing of all legal two party documents as to include license agreement, two party contracts, plats, insurance, bonds, charge orders, leases; mail processing and courier service; office supply inventory and service; automotive repair parts purchasing and pick up and outside repair services.

PERFORMANCE INDICATORS	TARGET	2002	2003
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	70%	73%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	74%	74%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	66%	68%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	88%	89%
% OF VEHICLE REPAIR PARTS PICKED UP FOR DELIVERY TO FLEET MAINTENANCE WITHIN 2 DAYS	90%	90%	91%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	75%	75%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	69%	70%
% OF 2 PARTY CONTRACTS EXE-CUTED WITHIN 30 DAYS AFTER AWARDED	80%	76%	78%

PURCHASING AND CONTRACTING

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
General Purchasing				
Invitations to Bid Processed	361	310	312	320
Requisitions Processed	2,259	2,291	2,298	2,400
Purchase Orders Issued	2,232	2,259	2,262	2,300
Commodity/Service Contracts Awarded	610	615	616	620
New Bidders Qualified	605	611	598	612
Request for Proposals Issued	28	25	26	30
Bid Addenda Issued	160	155	157	162
Contracts				
Construction bid package approved	29	19	22	30
Action on change orders	137	136	137	140
Action on contracts	315	319	321	335
Action on notice of award	90	84	86	90
RFP'S reviewed	32	32	31	35
Plats reviewed	111	112	113	116
Central /Service Mail room				
Number supply requests processed	6,100	6,126	6,131	6,150
Pieces of mail handled	2,490,300	2,333,350	2,333,980	2,334,500
$ savings, presort	$42,340	$44,780	$44,950	$45,000
Number supply items available	635	628	632	640
Central /Service Copy Service				
No. of Copies	1,275,000	1,254,210	1,255,100	1,256,000
Fleet Maintenance Unit				
Desk Forms Issued	9,792	9,799	9,826	9,850
Part requests/requistions	19,628	19,748	19,751	19,775
Purchase orders issued	6,069	6,098	6,105	6,125
Stock items maintained	10,245	8,970	8,984	9,050
Parts orders picked up	6,340	5,204	5,089	5,110
Number of invoices processed	20,002	16,561	16,579	16,600
Auction sales total	$1,286,266	$1,056,520	$1,574,814	$1,500,000

MAJOR ACCOMPLISHMENTS IN 2003

Revised Purchasing Policies and Procedures Manual.
Finalized contracts for Financial Management Information System.
Presented "How to do Business with DeKalb County" seminars and expositions.
Continues vendor list purging.
Initiated implementation of "Reporting and Tracking System".
Continued process improvement of Fleet Maintenance Information System relating to procurement function.
Expanded ability of computer Inventory System.
Continued in-depth training program for new Contract Technicians.
Expanded monthly "Lunch and Learn" seminars for small businesses.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Complete reorganization of Purchasing and Contracting.

Infrastructure

Implement new Automated Purchasing System.
Implement Purchasing Card pilot program.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS (cont)
Human Services
Continue and expand small business seminars.

MAJOR BUDGETARY IMPACTS
Previous
Contract Compliance was transferred in 2002.
One Assistant County Attorney was transferred to the Contracts Division in 2003.
The Purchasing Department has experienced a reorganization in 2003. The Fleet Maintenance section has been abolished. The positions for this cost center will be transfered to the Fleet Maintenance Department.

2004
One Assistant County Attorney was transferred to the Contracts Division.

Future
As the Purchasing Department becomes automated, tracking documents will be easier.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
General	$1,204,080	$1,299,149	$1,305,422	$1,305,422
Fleet Maintenance	447,972	466,224	403,168	403,168
Central Services	383,544	370,867	402,343	402,343
Contracts	723,239	922,246	1,155,238	1,155,238
Contract Compliance	$0	$234,900	$359,297	$359,297
TOTAL	$2,758,835	$3,293,386	$3,625,468	$3,625,468

* Funded from and budgeted in the Fleet Maintenance Fund.
Funding and positions are shown here for information purposes since they are all within, and the responsibility of, the Purchasing Department

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

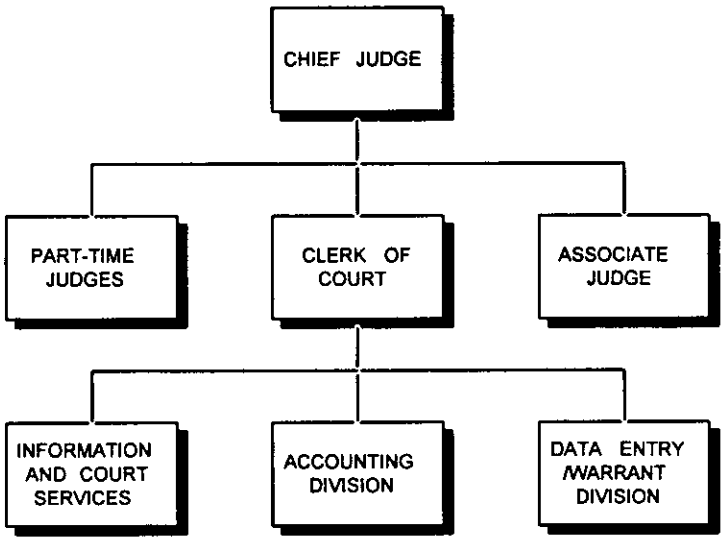
	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$2,387,865	$2,931,093	$3,343,755	$3,343,755
Supplies	125,944	73,849	60,500	60,500
Operating Services and Charges	152,391	170,963	178,550	178,550
Maintenance and Repair	25,071	23,195	26,200	26,200
Interdepartmental / Interfund Services	27,879	17,873	16,463	16,463
Equipment	39,685	76,413	0	0
TOTAL	$2,758,835	$3,293,386	$3,625,468	$3,625,468

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$2,310,863	$2,827,162	$3,222,300
Fleet Maintenance	447,972	466,224	403,168
TOTAL	$2,758,835	$3,293,386	$3,625,468

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
General				
Director/Purchasing and Contracting	AE	1	1	1
Asst. Director Purchasing & Contr.	34	1	1	1
Specification Manager	28	1	6	6
Purchasing Agent	28	1	1	1
Admin. Operations Mgr.	28	1	1	1
Principal Buyer	25	1	4	4
Senior Buyer	24	3	4	4
Admin. Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Specification Specialist	25	1	1	1
Office Assistant, Sr.	19	6	6	6
Sub total		18	27	27
Central Services				
Central Supply Mgr.	26	1	1	1
Admin. Assistant	23	1	1	1
Central Supply Tech.	18	5	5	5
Sub total		7	7	7
Contracts				
Assistant County Attorney	33	1	0	0
Contracts Manager	29	1	1	1
Contract Officer	26	1	1	1
Contract Technician	23	10	10	10
Admin. Clerk.	21	1	1	1
Principal Secretary	21	1	1	1
Specification Specialist	25	1	1	1
Data Entry Operator	18	2	2	2
Sub total		18	17	17
Fleet Maintenance				
Purchasing Agent	28	1	0	0
Principal Buyer	25	1	0	0
Senior Buyer	24	3	0	0
Principal Secretary	21	1	0	0
Office Assistant, Sr.	19	1	0	0
Fleet Maint. Transport Clerk	18	2	0	0
		9	0	0
Contract Compliance				
Contract Compliance Deputy Director	31	0	1	1
Sr. Contract Compliance Officer	26	0	3	2
Contract Compliance Technician	23	0	1	1
		0	5	4
Total Positions		52	56	55



MISSION STATEMENT
To provide proficient and quality service to the public while processing court cases in an ethical and timely manner, and educating the public on the court's role with informative material made accessible through a variety of information channels.

PROGRAM DESCRIPTION
Created by State law the Recorders Court processes, hears, and determines cases involving violation of County Ordinances and regulations, and State Traffic laws and regulations. The Recorders Court assesses fines, holds trials and hearings, collects fines, issues bench warrants, and otherwise disposes of the cases and 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.

MAJOR ACCOMPLISHMENTS FOR 2003
Initiated a new program to begin in-house collection of outstanding citations.
Instituted new probation department system to assist defendants who are unable to pay.
Reduced jail expenses by creating two pre-trail jail calendars for petty offenders.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Human Services
Distribute public information through DeKalb Government access channels and the internet.
Implementation of online payments.
Develop a program to provide attorneys for indigent defendants.

Financial Strength
Improve in-house collection process.

Organizational Effectiveness
Complete implementation of a new Court Management System.

MAJOR BUDGETARY IMPACTS

Previous

In 1999 five positions were added to the Sheriff's budget to provide full-time security for the court.
$15,188 was reduced from the department's budget in 1999 as part of an across the board reduction.
An additional Judge was added in 2001.
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 and one Records Technician position were funded at 8 months for a total of $49,248. These positions were to increase the collection efforts on old outstanding citations returned to the Court by the collection agency 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.

2004

Funding for equipment/software and the conversion to a new Court Management and Imaging System is not being recommended at this time. The project will be considered as part of a larger multi-department technology improvement endeavor. Funding for the enhanced program will be bundled and financed through the GE Master Lease Agreement.
Funding in the amount of $20,359 is being appropriated for a new security system.

Future

No significant future impacts.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Citations Processed	150,574	157,001	195,472	205,246
Traffic Cases	133,030	137,687	179,346	188,313
Other Violations	17,544	19,314	16,126	16,932
Fines Collected	98,983	101,220	128,880	135,324
Revenue Produced	$11,907,759	$15,277,236	$14,141,111	$14,848,167
Court Sessions	1,242	1,341	1,443	1,515
Warrants Issued	11,781	12,610	4,866	5,109

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,904,581	$1,932,700	$2,345,678	$2,345,678
Supplies	25,357	33,033	38,795	38,795
Operating Services and Charges	141,404	134,169	192,500	192,500
Maintenance and Repair	9,105	14,203	19,500	19,500
Interdepartmental / Interfund Services	416,900	404,532	705,853	705,853
Equipment	2,409	3,351	15,064	15,064
TOTAL	$2,499,756	$2,521,988	$3,317,390	$3,317,390

FUNDING SOURCES

	2001	2003	2004 Budget
Special Tax District -Unincorporated	$2,499,756	$2,521,988	$3,317,390

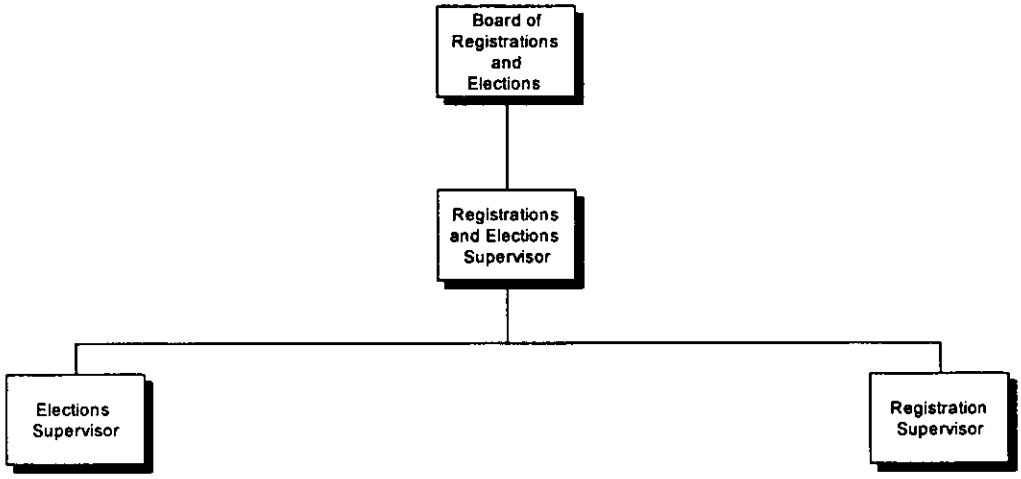
RECORDERS COURT

AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of Salary Ranges

Cost Center	Salary Range	2002	2003	2004
Recorders Court				
Chief Judge	36	1	1	1
Associate Judge	34	3	3	3
Judge, Part-time	33	3 PT*	3 PT*	3 PT*
Recorders Ct., Clerk	29	1	1	1
Recorders Ct., Chief Deputy Clerk	24	1	1	1
Recorders Ct., Deputy Clerk	23	3	3	3
Administrative Assistant	23	1	1	1
Data Entry Supervisor	21	0	1	1
Recorders Ct., Tribunal Tech., Sr.	19	4	4	4
Recorders Ct., Records Tech., Sr.	19	2	2	2
Accounting Tech., Sr.	19	2	2	2
Office Assistant, Sr.	19	1	1	1
Recorders Ct., Tribunal Tech.	18	4	4	4
Recorders Ct., Tech.,	18	27	27	27
Full Time		50	51	51
Part Time *		3 PT	3 PT	3 PT
Total Positions		53	54	54

REGISTRAR AND ELECTIONS



MISSION STATEMENT

The DeKalb County Registration and Elections Office is committed to providing the best service to the public by registering all eligible citizens to vote and assigning voters to respective precincts in accordance with state and federal laws; maintaining accurate registration records; maintaining accurate political district lines and operating absentee polls for federal, state, county and municipal elections. Other duties are performed under the jurisdiction of this office in accordance with the State Election Code.

PROGRAM DESCRIPTION

The Registration Division is responsible for: registration of all eligible voters, changes of name/address and removal for various reasons such as felonies, death, jury summons questionnaires and moving out of the county or state; securing polling locations that are handicapped accessible; consolidation, alterations and division of precincts as outlined in the Georgia Election Code; maintain and update district lines--congressional, senate, house, etc., in accordance with applicable legislation as required by reapportionment; conduct voter registration drives and training.

The Elections Division is responsible for: qualifying non partisan candidates, recruiting, staffing and training poll officials; tabulating ballots on election night and certifying election results; processing and maintaining campaign contribution financial disclosure reports and statements of candidates on the county level for public review; assisting candidates and the public with ordering lists, election results, qualifying requirements, and other election information.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Projected 2004
Registered Voters	392,000	395,000	375,000	396,000
New Registered Voters	22,000	32,242	34,154	35,000
Registration Cards Scanned	32,000	35,000	34,480	45,000
Name & Address Change	10,000	20,026	14,592	20,000
Deletions/Transfers	17,000	2,000	20,996	22,000
Total # of Precincts	167	184	184	184
Total # Poll Workers Trained	80	2,700	143	9,450

REGISTRAR AND ELECTIONS

MAJOR ACCOMPLISHMENTS IN 2003

Implementation of rules and regulations regarding Help America Vote Act (HAVA). Added two new polling locations, relocated five polling places and combined two polling places into one. Attended mandatory training including how to use new equipment in Absentee. Operated absentee poll for seven municipalities for the first time using the Touch Screen units for all in office voting and Optical Scan for voting by mail. As of August 31, 40,870 registration cards have been processed, including 21,020 new voter registration cards entered and signatures digitalized; 10,008 name/address changes, 1,574 deletions for deceased, moved out of state, voter requests and felonies; 10,043 transferred to other counties with the state; 8,603 duplicates (voters who were already registered in county).
In January, 17,555 NOGE2 Confirmation Notices were mailed (no contact through two general elections).
In October, approximately 56,000 NCOA (national change of address) confirmation notices were reviewed and mailed.

MAJOR GOALS FOR 2004 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 poll for four elections in 2004 and continue to train on new election equipment for use in absentee voting.
Enhance voter registration customer service skills and continue voter education on new election equipment.
Perform candidate qualifications for county offices and prepare for and conduct 2004 elections.
Recruit poll officials and staff polls; train poll officials and election workers
Perform election warehouse operations.

MAJOR BUDGETARY IMPACTS

In 1998 a scanner was acquired to capture voter history information. The addition of the scanner reduced the time required to process and post voter information history. In 1999 the Registrar and Elections Office moved to Memorial Drive from Decatur. In 2000, as part of an across-the-board reduction, the budget was reduced by $15,222. In 2001 $5,860 was approved for replacement equipment and $150,000 was added for a special election to elect a new sheriff.

Ten (10) additional temporary election workers were approved for registration office, absentee and warehouse operations. in 2002. Three major elections were held in 2002. The new electronic voting system was used in the November election. $10,000 was approved for Vote Recorders. $2,802,935 was approved for basic operating expenses.

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.

2004

$3,586,148 was approved for the basic operating budget. This increase is due to multiple elections and the national election that will take place in 2004. No new positions were approved.

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.

REGISTRAR AND ELECTIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	2002 Actual	2003 Actual	CEO'S Recommended Budget	Approved Budget 2004
Registrar	$943,030	$803,814	$1,122,960	$1,122,960
Elections	597,701	819,586	676,250	676,250
Election Workers	1,017,963	8,220	1786938	1786938
TOTAL	$2,558,694	$1,631,620	$3,586,148	$3,586,148

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$1,975,392	$702,537	$2,884,153	$2,884,153
Supplies	213,866	14,439	128,475	128,475
Operating Services & Charges	317,806	866,721	560,720	560,720
Maintenance & Repair	19,762	16,808	10,600	10,600
Equipment	28,988	30,875	0	0
Interdepartmental Services	2,880	240	2,200	2,200
TOTAL	$2,558,694	$1,631,620	$3,586,148	$3,586,148

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$2,558,694	$1,631,620	$3,586,148

AUTHORIZED POSITIONS BY COST CENTER

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

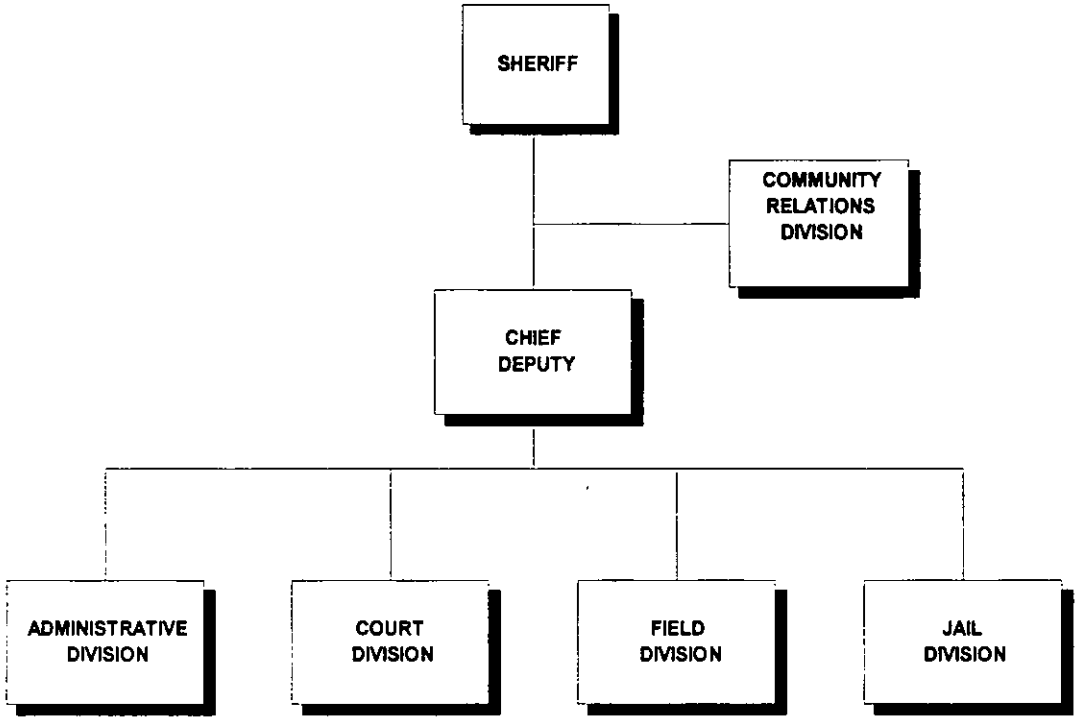
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Registrar				
Election Supervisor	AF	1	1	1
Assistant Election Supervisor	28	1	1	1
Executive Secretary	23	1	1	1
Data Entry Supervisor	21	1	1	1
Elections Data Coord.	23	2	2	2
Principal Clerk	19	0	0	0
Data Entry Operator, Sr.	21	1	1	1
Office Assistant, Sr.	19	3	3	3
Supervisor, Data Entry	21	1	1	1
Supply Specialist, Sr.	24	0	1	1
Sub-Total		11	12	12

REGISTRAR AND ELECTIONS

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Elections				
Temporary Election Worker	N/A	60T	60T	60T
Sub-Total		60T	60T	60T
Total Full Time		11	12	12
Total Temporary		60T	60T	60T
Total Department		71	72	72



MISSION STATEMENT

The DeKalb County Sheriff's Office 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 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 ensure all personnel are adequately trained to perform their job duties.

In addition to the Sheriff's Office, the department is divided into five divisions with their major duties as follows:

Administrative: Provides the traditional administrative services for all divisions in the department, including

PROGRAM DESCRIPTION (continued)
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.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Criminal				
Arrests	8,825	10,236	9,445	10,300
Arrests-Fugitives	260	652	961	625
Committals-Mental Evaluation	1,893	1,550	1,386	1,640
Warrants Processed	17,892	15,476	15,778	16,880
Citations Processed	758	700	692	700
Civil				
Writs Processed	9,342	8,796	8,970	9,100
Fi Fa's Executed	531	549	147	545
Court				
Regular Court Hours	125,696	123,400	124,536	125,700
Overtime Court Hours	2,118	2,466	3,092	3,493
Courthouse Security Contract Hours	19,896	19,920	19,948	21,250
Jail				
Avg. Daily Population	2,521	2,659	3,070	2,700
Inmate Days in Jail	1,045,899	971,931	1,087,362	999,500
Inmates Received	36,419	36,101	40,139	36,250
Inmates Released	34,873	36,738	40,916	35,850

MAJOR ACCOMPLISHMENTS IN 2003
The Sheriff's Office has been instrumental in accomplishing several complex projects during fiscal year 2003. Such projects include:recertification of CALEA accreditation in July, 2003; achieved National Commission on Correctional Health Care (NCCHC) accreditation in June, 2003; certified 100% of the sworn personnel in cardiopulmonary resuscitation; completed an orientation video for new employees; created formalized procedures for the release and bonding areas; implemented policies and procedures to minimize legal exposure; created additional phone service funding for the County by modifying the inmate call length from 300 to 20 minutes; developed an employee early intervention system policy and database; enhanced the public's access to the Sheriff's Office by revamping the web site and adding an interactive video tour of the facility; negotiated a reduction of the base rate of the food services contract; conducted mock fire drills and emergency incidents in order to prepare staff for real-life possibilities as well as numerous other accomplishments. Implemented management training and development for all executive management.

MAJOR GOALS FOR 2004 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Continue positive strides in inmate medical services and be released from the requirements of the court-appointed monitor as required by the Adam's Settlement thus reducing professional services cost for the independent oversight.

Organizational Effectiveness

Improve the efficiencies of manpower by implementing the recommendations of an independent staffing study. Obtain the "Triple Crown" by completing American Jail Association (ACA) accreditation in addition to existing accreditations from NCCHC and Commission on Accreditation of Law Enforcement Agencies (CALEA).

MAJOR BUDGETARY IMPACTS

Previous

The new jail began receiving prisoners in May 1995, and immediately began experiencing higher than anticipated prisoner populations. As a result, 48 detention positions were added in the 1997 budget, and 47 detention positions were added in the 1998 budget. In 1997, a contract was signed between the Sheriff and the INS for the boarding of detainees. To address workload concerns in other sections of the Sheriff's Department, 6 deputies were added in 1997, and 13 deputies were added in 1998. In 1999, 3 Warrant Technicians were added to insure compliance with GCIC regulations. The 1999 budget was reduced by $1,637,283 as a result of freezing 49 vacant positions.

The budget in 2000 included funding for 23 additional detention positions added by the Board of Commissioners in late 1999. Funds were included for 5 deputies as security for Recorder's Court, and a sergeant position to improve court supervision. To improve transportation, 2 prison transport buses were approved. As part of an across-the-board budget reduction, the 2000 budget was reduced by $316,670.

Nineteen Detention Officer positions were eliminated and fifteen civilian positions were created in the Sheriff's Office, Administrative Division and the Jail in 2001. $255,816 in replacement equipment was approved for various items such as command radios and replacement of kitchen equipment in the jail.

In 2002 eleven Detention Technicians were reallocated to seven civilian positions, resulting in four new positions. No additional program modifications were approved for this department. $12,500 was approved for twenty Sensaguard series 280 smoke detectors. $99,693 was approved for replacement equipment such as twenty-five Motorola MTS line radios, six proximity electronic card readers, an alarm reset system backup and three food grinders. $55,304,947 was approved for basic operating expenses.

In 2003 $57,397,543 was approved for basic operating expenses. Three Sheriff Deputy positions were approved for the new court house.

2004

$61,656,018 was approved for basic operating expenses. No additions to personnel were approved.

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 apart from the jail.

SHERIFF

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	ACTUAL 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Sheriff's Office	$1,658,243	$2,491,952	$2,773,859	$2,773,859
Admin. Division	2,080,133	1,685,048	1,885,410	1,885,410
Community Relations	156,071	149,247	157,690	157,690
Field Division	5,683,485	6,406,576	6,324,815	6,324,815
Jail	37,914,075	40,155,072	44,321,376	44,321,376
Inmate Services	83,616	56,707	98,800	98,800
Court	5,249,406	5,826,925	6,094,068	6,094,068
TOTAL	$52,825,029	$56,771,527	$61,656,018	$61,656,018

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$34,749,523	$37,662,673	$39,366,177	$39,366,177
Supplies	936,714	1,036,010	1,451,175	1,451,175
Operating Services & Charges	14,185,398	15,006,237	17,988,018	17,988,018
Maintenance & Repair	1,756,968	1,600,860	1,851,122	1,851,122
Interdepartmental Services	966,044	968,574	760,850	760,850
Equipment	149,608	391,238	238,676	238,676
Interfund Transfers	80,774	105,935	0	0
TOTAL	$52,825,029	$56,771,527	$61,656,018	$61,656,018

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$52,825,029	$56,771,527	$61,656,018

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Sheriff's Office				
Sheriff	OC/1	1	1	1
Deputy Sheriff, Chief	34	1	1	1
Sheriff's Chief Administrator	33	1	1	1
Public Information Officer	28	1	1	1
Administrative Assistant	23	1	1	1
Deputy Sheriff, Major	E33	1	1	1
Sub-total		6	6	6

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director of Labor Relations	AI/1	1	1	1
Sheriff's Budget Manager	29	1	1	1
Accreditation Manager, Sheriff	28	1	1	1
Deputy Sheriff, Lieutenant	29	3	3	3
Sheriff's Special Project Coordinato	14	1	1	1
Information Systems Analyst	26	1	0	0
IS Network Mngr.	31	0	1	1
Deputy Sheriff, Sergeant	E28	1	1	1
User Liaison Coordinator	26	4	4	4
Finance Division Manager	25	1	1	1
Deputy Sheriff, Master	25	1	1	1
Deputy Sheriff, Senior	E24	2	2	2
Audio/Visual Production Specialist	24	1	1	1
Deputy Sheriff, Capt.	E23	1	1	1
Administrative Assistant	23	1	0	0
Secretary, Principal	21	2	1	1
Property Technician	19	1	1	1
Office Assistant, Senior	19	4	4	4
Accounting Technician, Senior	19	1	1	1
Personnel Supervisor	28	1	1	1
Contract Administrator	27	1	0	0
Supply Coordinator	24	1	1	1
Grants Administrator	26	1	0	0
Sub-total		32	28	28
Community Relations				
Deputy Sheriff, Major	E33	1	1	1
Detention Officer III	E24	1	1	1
Detention Technician	19	1	1	1
Sub-total		3	3	3
Field Division				
Deputy Sheriff, Major	E33	1	1	1
Deputy Sheriff, Captain	E31	2	2	2
Deputy Sheriff, Lieutenant	E29	5	5	5
Deputy Sheriff, Sergeant	E28	7	7	7
Civil Process Unit Coordinator	24	1	1	1
Warrant Division Manager	24	1	1	1
Field Training Officer	E26	12	12	12
Deputy Sheriff, Master	E25	21	21	21

AUTHORIZED POSITIONS BY COST CENTER

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

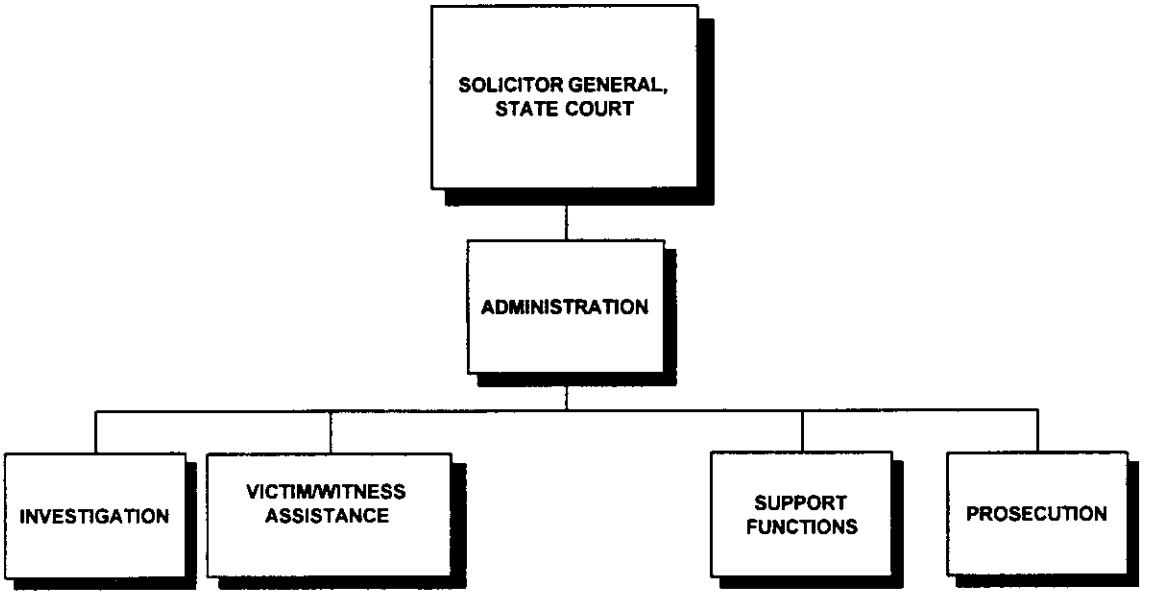
COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Field Division (Continued)				
Detention Officer III	E24	1	1	1
Deputy Sheriff, Senior	E24	11	11	11
Deputy Sheriff	28	7	7	7
Warrant Supervisor	23	3	3	3
Communications Supervisor	23	1	1	1
Office Assistant, Senior	19	4	4	4
Accounting Technician, Senior	19	2	2	2
Warrant Technician, Senior	N/A	0	0	0
Communications Operator	19	6	6	6
Warrant Technician	19	16	16	16
Sub-total		101	101	101
Jail				
Chief of Jail Operations	34	1	1	1
Deputy Sheriff, Major	E33	2	2	2
Medical Services Coordinator	31	1	1	1
Deputy Sheriff, Captain	E31	9	9	9
Deputy Sheriff, Lieutenant	E29	11	11	11
Deputy Sheriff, Sergeant	E28	1	1	1
Detention Sergeant, Senior	E28	26	26	26
Detention Sergeant	E26	7	7	7
Jail Training Officer	E26	15	15	15
Deputy Sheriff, Master	E25	14	14	14
Detention Officer III	E24	110	110	110
Deputy Sheriff, Senior	E24	21	21	21
Detention Officer II	E23	134	134	134
Detention Recreation Supervisor	N/A	0	0	0
Deputy Sheriff	E23	1	1	1
Detention Officer I	E21	91	91	91
Secretary, Executive	23	1	1	1
Administrative Assistant	23	1	0	0
Data Entry Supervisor	21	1	1	1
Administrative Clerk	21	3	3	3
Office Assistant, Senior	19	30	30	30
Library Specialist, Senior	19	1	1	1
Detention Technician	19	50	56	56
Accounting Technician	18	7	7	7
Office Assistant	19	6	6	6
Chaplain	23	1	1	1
Licensed Practical Nurse	19	1	1	1
Subtotal		546	551	551

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Court				
Deputy Sheriff, Major	E33	1	1	1
Deputy Sheriff, Captain	E31	1	1	1
Deputy Sheriff, Lieutenant	E29	1	1	1
Deputy Sheriff, Sergeant	E28	6	6	6
Detention Sergeant, Senior	E28	0	0	0
Field Training Officer	E26	10	10	10
Deputy Sheriff, Master	E25	27	27	27
Deputy Sheriff, Senior	E24	9	9	9
Deputy Sheriff	E23	7	10	10
Office Assistant, Senior	19	1	1	1
Courthouse Security Specialist	19	1	0	0
Office Assistant	18	1	1	1
Sub-total		65	67	67
Dept. Total		753	756	756

SOLICITOR GENERAL, STATE COURT



MISSION STATEMENT
To effectively, efficiently and justly prosecute misdemeanor crimes on behalf of the citizens of DeKalb County.

PROGRAM DESCRIPTION
The Solicitor General is elected by popular vote for a four-year term.
Gathering of documents; running criminal history and driving records; victim contact; investigation of cases; drafting and filing of accusations; making sentencing recommendations; arraignments; plea negotiations; bench and jury trials; other court appearances including preliminary hearings, jail plea arraignments, bad checks and motion hearings are the primary responsibilities od this office.

MAJOR ACCOMPLISHMENTS IN 2003
1. Efficiently processed over 11,000 cases due to full utilization of part-time employees.
2. Designed and translated Spanish brochures.
3. Created Chief Investigator position to provide leadership to investigative unit and litigation support.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS
Organizational Effectiveness
Continue to improve efficiency in prosecution of cases.
The seamless integration of the new State Court Division 7 personnel.

Human Services
Improve access and understanding of court system to non-English speaking individuals.

MAJOR BUDGETARY IMPACTS
Previous
In 2002, five positions were added to support the new State Court judgeship.

2004
No significant budgetary impacts are anticipated.

Future
No significant budgetary impacts are anticipated in the future.

MAJOR BUDGETARY IMPACTS (continued)
2003
The budget contains full year funding for the positions added in 2002 to support the new State Court judgeship.

Future
No significant budgetary impacts are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Domestic Violence cases received	3,340	2,797	2,797	3,800
Victim/Witness cases	1,654	2,200	2,200	2,200
Bad check cases received	480	380	380	400
DUI cases received	1,654	1,292	1,292	1,800
All other cases received	4,876	6,337	6,337	3,800
Total cases received	**12,004**	**13,006**	**13,006**	**12,000**
Warrants dismissed	2,344	1,672	2,366	1,500
Accusations filed	8,846	10,093	10,838	10,000
Guilty/Nolo pleas	6,376	10,799	10,082	10,000
Cases on Jury calendar	4,643	4,711	9,818	4,900
Cases tried by Jury	206	266	430	275
Probation Revocations	1,897	2,107	2,133	2,100
Jail Cases	3,926	3,901	4,831	3,900
Domestic Violence:				
Non-Arrest Cases Referred	3,711	3,372	3,167	3,500
Non-Arrest Cases Reviewed	600	1,300	2,111	1,300
Non-Arrest Cases Investigated	310	250	27	300

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Solicitor	$2,728,166	$2,851,341	$3,381,930	$3,381,930
Victim/Witness Assistance	429,807	460,118	494,230	494,230
TOTAL	$3,157,973	$3,311,459	$3,876,160	$3,876,160

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$2,818,426	$2,929,631	$3,455,336	$3,455,336
Supplies	80,113	82,722	90,500	90,500
Operating Services & Charges	123,539	130,728	254,600	254,600
Maintenance & Repair	38,501	14,192	20,075	20,075
Interdepartmental Services	35,108	45,528	55,649	55,649
Equipment	13,799	10,824	0	0
Interfund Transfers	48,487	97,834	0	
TOTAL	$3,157,973	$3,311,459	$3,876,160	$3,876,160

SOLICITOR GENERAL, STATE COURT

FUNDING SOURCES

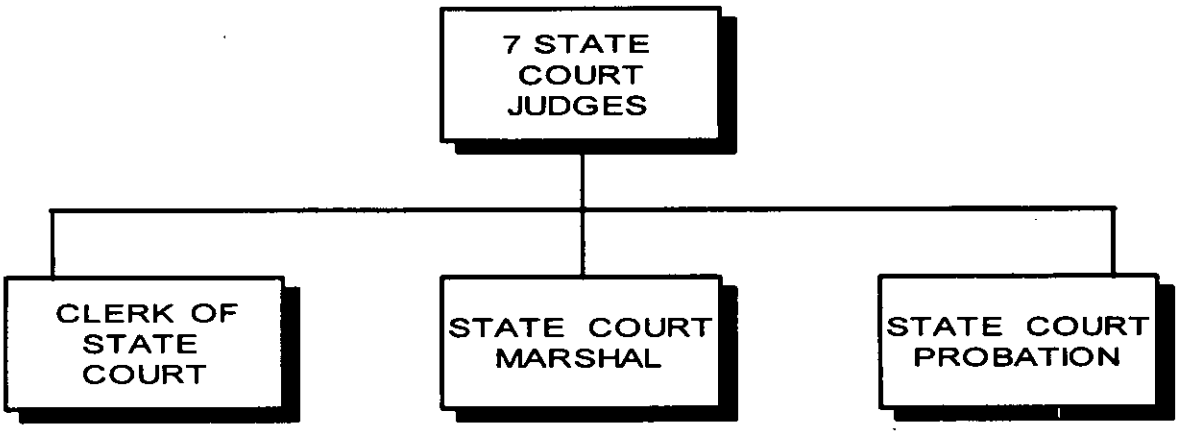
	2002	2003	2004 Budget
General Fund	$3,157,973	$3,311,459	$3,876,160

AUTHORIZED POSITIONS BY COST CENTER

(See Salary Schedule, Appendix A, for explanation of Salary Ranges)

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Solicitor General				
Solicitor General, State Court	$128,602	1	1	1
Chief Assistant Solicitor	34	1	1	1
Attorney III	31	2	2	2
Attorney II	30	6	6	6
Attorney I	29	9	9	9
Attorney I, Part-time	29	6 PT	6 PT	6 PT
Legal Office Coordinator	28	1	1	1
Investigator, Principal	25	1	1	1
Administrative Supervisor	25	1	1	1
Investigator, Senior	23	7	7	7
Investigator, Part-time	21	2 PT	2 PT	2 PT
Secretary, Senior Legal	23	15	15	15
Secretary, Executive	23	1	1	1
Office Assistant, Senior	19	8	8	8
Sub-total		53	53	53
		8 PT	8 PT	8 PT
Victim Witness Assistance				
Investigator, Principal	25	2	2	2
Victim Witness Program Coordinator	25	1	1	1
Investigator, Part-time	21	4 PT	4 PT	4 PT
Victim Witness Asst Prog Coordinator	23	2	2	2
Office Assistant, Senior	19	1	1	1
Sub-total		6	6	6
		4 PT	4 PT	4 PT
TOTAL		59	59	59
		12 PT	12 PT	12 PT

STATE COURT



MISSION STATEMENT

The State Court was created by the Acts of the Legislature of 1951, as amended. The State Court became a Constitutional Court in 1983, and has jurisdiction within the territorial limits of DeKalb County.

PROGRAM DESCRIPTION

The State Court is presently served by seven judges elected by popular vote for a term of four years. The Court has jurisdiction within the territorial limits of DeKalb County and concurrent with the Superior Court over the following matters:

1) The trial of criminal cases below the grade of felony;
2) The trial of civil actions without regard to the amount in controversy, except those in which exclusive jurisdiction is vested in the Superior Court;
3) The hearing of applications for and issuance of arrest and search warrants;
4) The holding of courts of inquiry;
5) The punishment of contempts by fine not exceeding $500 or by imprisonment not exceeding 20 days, or both;
6) 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.

MAJOR ACCOMPLISHMENTS IN 2003

Developed an alternative to incarceration for shoplifting defendants by referring the defendant to an educational program.
Sentenced youthful criminal defendants to a Prison Awareness Program whereby youthful defendants are made aware of incarceration.
Sentenced family violence defendants to an intervention program as well as an anger management program.
Developed a web site which enables the public and attorney to check their scheduled calendars and status of their cases.

MAJOR GOALS FOR 2004 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 1997, 15 positions were added: 3 related to increased workload in probation, and 12 related to the addition of a sixth judgeship. The 1998 budget included 3 additional positions in Probation to enhance supervision, monitoring and accounting functions. In 2001, 3 Probation Officer positions were added to supervise Superior Court sentenced misdemeanor prisoners previously supervised by the State of Georgia, and 3 part-time interpreter positions were added and funding was offset by a reduction in contract interpreter fees. In 2002, a Calendar Clerk, Senior position was transferred to Magistrate Court. During 2002 an additional section of State Court was added, resulting in an increase of 6 court, 3 clerk, and 3 probation positions. 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 upgrade an administrative sedan and return the Marshal's fleet to full authorization.

2004

$10,721,599 was approved for operating expenses. This includes adding three Sr. Record Technicians, four Deputy Marshals and reallocating two part-time interpreters to full time positions.

Future

There are no significant changes anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Clerk's Office				
Civil Actions	12,005	12,933	13,912	15,500
Personal Property Foreclosure and Abandoned Motor Vehicles	514	324	299	300
Criminal Actions	11,987	11,746	12,501	12,500
Dispossessory Warrants	33,393	34,369	36,910	36,500
Garnishments	3,822	3,532	3,857	4,000
Other	42	10	10	150
Appeals Filed	167	212	239	250
Total Filings	**61,930**	**63,126**	**67,728**	**69,200**
Marshal's Office				
Dispossessory Warrants Served	37,230	37,526	41,238	43,298
Evictions	5,298	6,230	6,123	8,743
All Other Pleadings Served	39,285	34,892	38,152	46,198
All Other Tasks	52,634	51,151	51,776	54,365

STATE COURT

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Probation Office				
Cases Assigned	6,272	7,115	7,951	9,016
Revocations	2,034	2,245	2,534	2,096
Total Collected	$2,667,685	$2,845,498	$3,173,049	$3,334,684
Supervision Fees collected	$1,006,082	$1,075,899	$612,988	$607,995
Fines/fees forfeited due to sentence expiration	$246,426	$270,987	$304,613	$220,886

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Judge Wong	$356,338	$398,959	$424,594	$424,594
Judge DelCampo	341,105	443,958	459,134	459,134
Judge Purdom	402,782	403,367	555,854	555,854
Judge Mclaughlin	398,795	396,560	443,037	443,037
Judge Robins	428,664	429,799	445,554	445,554
Judge Carriere	371,526	369,007	438,606	438,606
Judge Gordon	31,809	380,843	449,945	449,945
Clerk	3,078,942	3,281,744	3,868,434	3,868,434
Probation	1,457,348	1,556,152	1,695,071	1,695,071
Marshal	1,578,485	1,673,528	1,941,370	1,941,370
TOTAL	$8,445,794	$9,333,917	$10,721,599	$10,721,599

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$7,490,377	$8,295,822	$9,343,209	$9,343,209
Supplies	173,916	196,878	226,780	226,780
Operating Services & Charges	501,311	519,938	776,160	776,160
Maintenance & Repair	19,827	39,193	72,764	72,764
Interdepartmental Services	119,799	215,566	257,186	257,186
Equipment	124,938	58,220	45,500	45,500
Interfund Transfers	15,626	8,300	0	0
TOTAL	$8,445,794	$9,333,917	$10,721,599	$10,721,599

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$8,445,794	$9,333,917	$10,721,599

STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Judge Wong				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge DelCampo				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Purdom				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge McLaughlin				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Robins				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6

STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

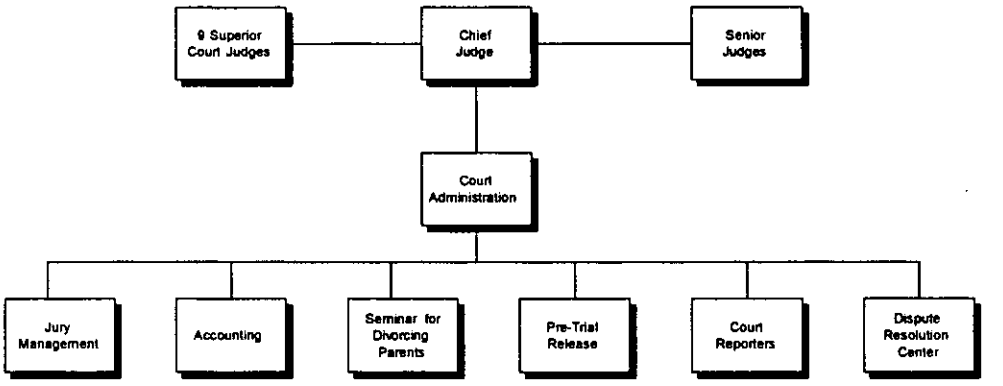
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Judge Carriere				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
Sub-total		6	6	6
Judge Gordon				
Judge	$128,602	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
Sub-total		6	6	6
Clerk of State Court				
Clerk, State Court	AH/1	1	1	1
Departmental Microsystems Specialis	28	1	1	1
Chief Deputy Clerk,	28	1	1	1
User Liaison Coordinator	26	1	1	1
Judicial Admin Coordinator	26	5	5	5
Administrative Supervisor	25	3	3	3
Court Liaison Officer	23	1	1	1
Calendar Clerk, Senior	23	0	0	0
Records Technician, Principal	21	7	7	7
Accounting Tech, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Records Technician, Senior	19	31	30	33
Records Technician	18	8	9	9
Interpreter	25	3 PT	1	3
Sub-total		62 3 PT	63 2 PT	68 0 PT
Probation Office				
Chief Probation Officer	29	1	1	1
Adult Probation Officer, Asst Chief	28	1	1	1
Adult Probation Supervisor	25	2	2	2
Adult Probation Officer, Principal	25	2	2	2

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Probation Office				
Administrative Supervisor	25	1	1	1
Adult Probation Officer, Senior	23	7	7	7
Adult Probation Officer	21	14	14	14
Accounting Technician, Senior	19	2	2	2
Office Assistant, Senior	19	2	2	2
Office Assistant	18	1	1	1
Records Technician	18	3	3	3
Sub-total		36	36	36
Marshal				
Marshal	31	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	1	1	1
Deputy Marshal, Captain	26	2	2	2
Deputy Marshal, Lieutenant	25	1	1	1
Deputy Marshal, Sergeant	24	8	8	12
Deputy Marshal, Senior	23	9	9	9
Deputy Marshal, Investigator	23	1	1	1
Office Assistant, Senior	19	0	0	0
Sub-total		24	24	28
TOTAL		164	165	174
		3PT	2PT	0PT

SUPERIOR COURT



MISSION STATEMENT

To provide a fair, efficient and effective administration of justice and resolution of disputes through traditional and alternative methods that instill trust and confidence in the judicial system.

PROGRAM DESCRIPTION

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Superior Court has authority to exercise original, exclusive or current jurisdiction of cases, both civil and criminal, granted to them by the constitution. Case filings include domestic relations, titles to land, and felonies.

MAJOR ACCOMPLISHMENTS IN 2003

Successful implementation and expansion of the DeKalb County Drug Court.
Installation of full evidence presentation systems in all divisions.
Completion of move of all judges, courtrooms and staff to the new courthouse.

MAJOR GOALS FOR 2004 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Enhance and increase public trust and confidence in the judicial system.

Organization Effectiveness

Increase the use of technology in the Superior Court.
Expand and enhance disposition alternatives for civil and criminal matters.

MAJOR BUDGETARY IMPACTS

Previous

As part of the 1999 budget process, this budget was reduced by $110,213 as a result of freezing 4 vacant positions. There was also an across-the-board reduction of $29,495. In 2000 one position was added to coordinate domestic programs. The budget was also reduced by $43,795 as an across-the-board reduction.

In 2001, $3,600 was approved for bar code readers, $13,361 for replacement equipment and $500 was approved for one video monitor to be used by jury management. Due to a state law enacted in 1999 the primary function of the office of the Receiver of Child Support has now been assigned to the Georgia Family Support Registry. As a result, the position of Receiver of Child Support and the positions established in the DeKalb County Alimony and Support Unit to assist with the duties of the Receiver of Child Support were eliminated effective April 1, 2001.

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

In 2002 an increase was made in the annual salary supplement that is paid to the state District Court Administrator for the performance of the duties of Trial Court Administrator for the DeKalb Superior Court from $11,136 to $30,000. This cost was offset by eliminating one (1) vacant Accounting Technician position.

In 2003 plans were made for the Superior Court to operate in the new annex building. Four Office Assistants were approved to accommodate this change. $7,382,625 was approved for basic operating expenses.

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.

Future

No significant changes are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Civil Case Filings	2,168	2,030	2,076	3,000
Domestic Case Filings	11,779	10,439	9,967	10,500
Felony Case Filings	6,994	6,299	6,195	6,000
Civil & Domestic Case Dispositions	11,832	14,060	12,474	13,000
Felony Case Dispositions	7,115	6,301	6,195	6,250
Jury Trials	205	171	148	175
Alimony & Support	0	0	0	0
Div. Parents Seminar Participants	1,663	1,981	1,670	1,750
Cases to Dispute Resolution Center	702	741	745	800
% Cases resolved by DRC	68	60	66	70
Releases by Pre-Trial Services	381	344	699	750

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved 2004 Budget
Judges	$2,274,933	$2,292,794	$2,523,839	$2,523,839
Court Admin.	865,150	1,318,096	1,406,053	1,406,053
Court Reporters	1,470,408	1,545,923	1,565,452	1,565,452
Jury Management	895,360	812,652	1,105,643	1,105,643
Alimony/Support	494	0	0	0
Pre-trial Services	304,891	261,337	303,936	303,936
Dispute Resolution	505,362	539,630	605,350	605,350
Accounting	64	0	0	0
Divorce Seminar	67,093	61,730	71,414	71,414
Grand Jury	77,450	65,348	86,400	86,400
TOTAL	$6,461,205	$6,897,510	$7,668,087	$7,668,087

SUPERIOR COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$4,253,917	$4,360,561	$4,834,352	$4,834,352
Supplies	108,055	123,801	143,450	143,450
Operating Services & Charges	1,970,643	2,273,333	2,503,025	2,503,025
Maintenance & Repair	27,619	40,666	70,260	70,260
Interdepartmental Services	0	0	0	0
Equipment	100,971	99,149	117,000	117,000
TOTAL	$6,461,205	$6,897,510	$7,668,087	$7,668,087

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$6,461,205	$6,897,510	$7,668,087

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Judge Fuller				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Workman				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Coursey				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Castellani				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4

SUPERIOR COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Judge Mallis				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4

* County supplement - Base salary is paid by State of Georgia

Judge Seeliger				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Hunter				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Weeks				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Hancock				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Flake				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
	Sub-total	4	4	4

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Senior Judges				
Senior Judge	**	3PT	3PT	3PT
Law Clerk	24	1	1	1
	Sub-total	1	1	1
		3PT	3PT	3PT

* County supplement - Base salary is paid by State of Georgia

** Senior Judges' retirement supplement. Amount varies depending on date of retirement and years of service.

Court Administration				
District Court Admin.	OE/1	1	1	1
EDP Microsystems Specialis	28	1	1	1
Law Clerk	26	1	1	1
Administrative Assistant	23	1	1	1
Court Prog Coordinator	21	2	2	2
Office Assistant, Senior	19	3	3	3
Office Assistant	19	0	4	4
	Sub-total	9	13	13
Court Reporters				
Court Reporter	24	17	17	17
Secretary, Legal	21	0	0	0
Office Assistant, Senior	19	0	0	0
	Sub-total	17	17	17
Pre-Trial Services				
Accounting Technicians	18	3	3	3
Pre-Trial Services Coord.	26	1	1	1
Investigator, Senior	23	1	1	1
Administrative Asst.	23	1	1	1
Investigator	21	2	2	2
Release Monitor	18	1	1	1
	Sub-total	9	9	9
Dispute Resolution Center				
Dispute Res Ctr Manager	DR/1	1	1	1
Administrative Assistant	23	2	2	2
Domestic Programs Coord.	8	0	0	0
Office Assistant, Senior	19	2	2	2
Data Entry Operator, Senior	18	1	1	1
	Sub-total	6	6	6

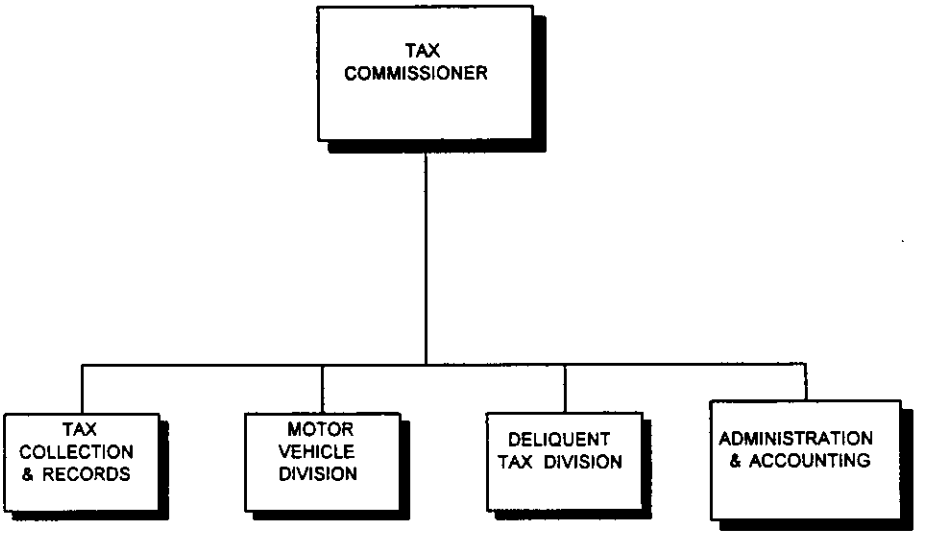
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Jury Management				
Jury Manager Supervisor	24	1	1	1
Jury Manager, Principal	21	1	1	1
Jury Manager, Senior	6	5	5	5
Jury Manager	18	2	2	2
	Sub-total	9	9	9
Seminar for Divorcing Parents				
Court Program Coordinator		1	1	1
Total		92	96	96
		3PT	3PT	3PT

PT = Part-time

TAX COMMISSIONER



MISSION STATEMENT

The Office of Tax Commissioner exists under powers granted by the state constitution to inform and assist citizens in understanding ad valorem taxation requirements and payment obligations; to receive homestead exemption applications and to grant exemption applications to qualifying individuals; to prepare an annual digest that is correct and factual; to prepare accurate statements of taxes owed; to diligently seek out, collect, and to distribute ad valorem property taxes as required by state revenue and taxation statutes; to serve as county Tag Agent by administering all motor vehicle laws relating to registration, titling, and licensing of motor vehicles in DeKalb County; all while providing the highest possible level of quality customer service to county residents and businesses.

PROGRAM DESCRIPTION

To receive and process homestead exemption applications; prepare an annual consolidated digest for submission and approval of the State Revenue Commissioner; calculate, bill, collect deposit, distribute, and account for all ad valorem taxes and associated penalties and interest; issue liens for unpaid taxes, and levy and sell delinquent properties; prepare and receive applications for vehicle license plates, tag transfers, and titles, issue license plates and provide reporting and accounting of all tag sales and title transactions to the State Revenue Commissioner; administer point of sale compliance of state insurance and emission requirements.

MAJOR ACCOMPLISHMENTS FOR 2003

Added sanitation assessment as a line item on the 2002 Property Tax Statement.
Transitioned from a web site vendor to a DeKalb County operated web site.
Improved the interactive voice mail system to include acceptance of electronic checks for vehicle registration renewal and property taxes via voice response system.
Acceptance of credit card payments for vehicle registration renewal through the voice response system and internet.
Acceptance of debit card payments for walk in vehicle renewal and property tax payments.

MAJOR BUDGETARY IMPACTS

Previous

Debit card renewal was made available for tag renewals. Developed self servce tag renewal through the use of credit cards and checks.

MAJOR BUDGETARY IMPACTS (continued)
Acceptance of payments for Vehicle registration and property taxes via Discover card.
Continuation of Vehicle Registration services to citizens on Saturdays 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.

2004
Implementation of the stormwater fee on tax bills.

Future
Relocate the South Satellite Tag offiice from Candler Road to Wesley Chapel.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Tax Collections and Records				
Real & Personal Receivables ($000's)	$438,329,076	$519,131,754	$590,615,787	$661,489,681
Public Utilities	$16,031,629	$15,880,638	$18,431,795	$20,643,610
Tax Accounts				
Real & personal	224,249	229,614	234,323	239,127
Public Utility	43	47	49	49
No. Payments Processed	396,116	409,474	412,107	414,757
% of Levy Collected during year	96%	96%	96%	97%
Motor Vehicle Division				
Transactions:				
Customer Walk in	344,503	337,198	654,441	328,000
Mail	140,357	124,345	96,515	150,000
Dealers/Fleets	48,557	49,880	40,003	52,000
Total Registrations	533,417	523,345	518,754	567,000
Title Applications Processed	116,550	101,196	96,334	103,000
Total Collections (Dollars)	$79,782,308	$74,648,395	$73,559,767	$75,500,000
Delinquent Taxes				
Fi Fas Issued	14,818	15,952	16,190	16,000
Parcels to Tax Sale	4,240	4,935	7,207	8,350
Notices Mailed	34,184	52,125	54,386	70,000
Delinquent Accounts Collected ($000's)	$20,825,997	$26,815,900	$26,619,850	$25,000,000
Tax Sales Conducted	9	9	9	9

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
TAX COLLECTION & RECORDS	$773,581	$892,173	$973,299	$973,299
MOTOR VEHICLE TAX	2,842,003	3,079,225	3,121,723	3,121,723
MOTOR VEHICLE TEMPORARY	65,739	58,859	61,814	61,814
MOTOR VEHICLE SECURITY	80,456	82,955	86,000	86,000
DELINQUENT TAX	812,368	724,754	791,991	791,991
ADMINISTRATION & ACCOUNTING	963,259	975,497	1,081,857	1,081,857
TOTAL	$5,537,406	$5,813,463	$6,116,684	$6,116,684

TAX COMMISSIONER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$4,349,396	$4,466,179	$4,702,535	$4,702,535
Supplies	84,199	103,809	107,900	107,900
Operating Services and Charges	1,035,638	1,146,103	1,229,578	1,229,578
Maintenance and Repair	46,289	59,059	60,700	60,700
Interdepartmental / Interfund Services	2,304	10,096	15,971	15,971
Equipment	19,580	28,217	0	0
TOTAL	$5,537,406	$5,813,463	$6,116,684	$6,116,684

FUNDING SOURCES

	2002	2003	2004 Budget
General Fund	$5,537,406	$5,813,463	$6,116,684

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2002	2003	2004
Tax Collection & Records				
Deputy Tax Commissioner	AF	1	1	1
Tax Administrator	29	1	1	1
Property Tax Supervisor	24	2	2	2
Principal Secretary	21	1	1	1
Office Asst., Sr.	19	6	6	6
Customer Service Rep.	18	1	1	1
Office Asst.	18	5	5	5
Tag Worker		5T*	5T*	5T*
Sub total		17	17	17
		5T*	5T*	5T*
Motor Vehicle Tax				
Deputy Tax Commissioner	AF	1	1	1
Tax Administrator	29	3	3	3
Motor Vehicle Tax Supv.	24	6	6	6
Motor Vehicle Tax Tech., Sr.	19	14	14	14
Accounting Tech., Sr.	18	2	2	2
Principal Secretary	21	1	1	1
Motor Vehicle Tax Tech.	18	42	42	42
Sub total		69	69	69
Motor Vehicle Temporary				
Tag Worker		7T*	7T*	7T*
Sub total		7T*	7T*	7T*

TAX COMMISSIONER

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2002	2003	2004
Delinquent Tax				
Deputy Tax Commissioner	AF	1	1	1
Tax Administrator	29	1	1	1
Delinquent Tax Specialist	24	1	1	1
Delinquent Collection Officer	23	6	6	6
Sub total		9	9	9
Tax Administration & Accounting				
Tax Commissioner	AC	1	1	1
Chief Deputy Tax Commissioner	34	1	1	1
Dept. Information Systems Mgr.	31	1	1	1
Tax Administrator	29	1	1	1
Network Coordinator	26	1	1	1
Accountant	26	1	1	1
Accounting Tech. Sr.	19	1	1	1
Executive Secretary	23	1	1	1
Office Assistant Sr.	19	1	1	1
Tag Worker		1T*	1T*	1T*
Sub total		9	9	9
		1T*	1T*	1T*
Total Positions		104	104	104
Temporary*		13T*	13T*	13T*

FUNDS GROUP: Special Revenue

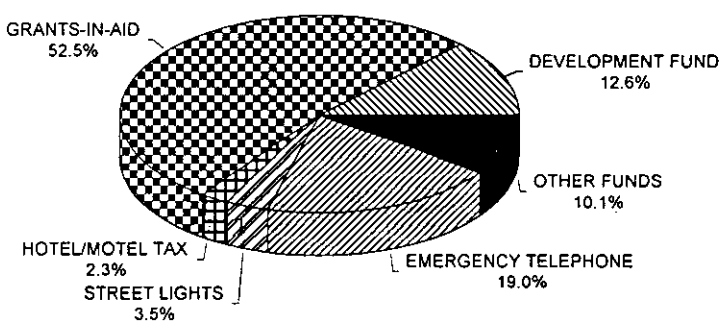
FUNDS GROUP DESCRIPTION

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
PERSONAL SERVICES	$14,013,761	$17,618,934	$18,899,296	$18,899,296
SUPPLIES	1,036,631	2,044,769	1,070,167	$1,070,167
OPERATING SERVICES & CHARGES	12,876,557	10,251,900	25,634,954	$25,634,954
MAINTENANCE & REPAIR	564,593	216,235	625,627	$625,627
AID TO OTHER AGENCIES	9,077,506	9,909,910	8,815,257	$8,815,257
INTERDEPARTMENTAL SERVICES	3,373,585	3,911,202	2,814,634	$2,814,634
EQUIPMENT	1,754,548	2,486,404	1,867,008	$1,867,008
JTPA PROGRAMS	1,772,881	2,794,493	1,080,030	$1,080,030
INTERFUND CREDITS	(1,343,922)	(1,551,800)	0	$0
INTERFUND TRANSFERS	7,823,733	9,213,401	10,908,596	$10,908,596
PENDING GRANTS	0	0	14,432,517	$14,432,517
TOTAL EXPENDITURES	$50,949,873	$56,895,448	$86,148,086	$86,148,086
PROJECTED FUND BALANCE			7,276,443	7,276,443
TOTAL BUDGET			$93,424,529	$93,424,529

SPECIAL REVENUE BUDGET DOLLAR - 2004



Other funds include Drug Abuse Treatment & Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Child Support Incentive, Speed Humps Maintenance and Revenue Bonds Lease Payments.

FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
RECREATION	$1,220,841	$1,345,792	$1,640,134	$1,640,134
LAW ENFORCEMENT CONFISCATED MONIES	1,424,642	1,763,105	1,150,126	1,150,126
HOTEL/MOTEL TAX FUND	2,126,878	1,909,802	2,148,506	2,148,506
GRANT-IN-AID	24,410,735	25,221,320	49,043,766	49,043,766
DRUG ABUSE TREATMENT AND EDUCATION FUND	58,124	135,721	83,122	83,122
JUVENILE SERVICES FUND	55,145	41,052	95,849	95,849
EMERGENCY TELEPHONE SYSTEM	7,517,949	8,360,291	17,749,496	17,749,496
COUNTY JAIL FUND	1,483,549	1,830,953	1,786,513	1,786,513
STREET LIGHT FUND	3,048,250	3,143,140	3,233,814	3,233,814
PEG SUPPORT FUND	359,166	645,196	1,762,111	1,762,111
VICTIM ASSISTANCE FUND	753,328	1,053,634	1,453,199	1,453,199
CHILD SUPPORT INCENTIVE FUND	18,386	18,386	5,112	5,112
REVENUE BONDS LEASE PAYMENT FUND	0	212,071	1,096,538	1,096,538
DEVELOPMENT FUND	8,392,880	11,214,080	11,799,388	11,799,388
SPEED HUMPS MAINTENANCE	80,000	906	376,855	376,855
TOTAL EXPENDITURES	$50,949,873	$56,895,448	$93,424,529	$93,424,529
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			$7,276,443	$7,276,443

SUMMARY OF REVENUES BY FUND

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
CHILD SUPPORT INCENTIVE FUND				
Use of Money & Property	$784	$309	$0	$0
Fund Balance Carried Forward	40,791	23,189	5,112	5,112
TOTAL	$41,575	$23,498	$5,112	$5,112
COUNTY JAIL FUND				
Intergovernmental Revenue	$87,781	$110,713	$90,000	$90,000
Charges for County Services	0	1,726,754	1,690,000	1,690,000
Fines and Forfeitures	1,395,768	0	0	0
Fund Balance Carried Forward	0	0	6,513	6,513
TOTAL	$1,483,549	$1,837,467	$1,786,513	$1,786,513
DEVELOPMENT FUND				
Licenses and Permits	$9,286,667	$8,484,448	$10,235,053	$10,235,053
Use of Money & Property	76,412	46,893	42,500	42,500
Miscellaneous Revenue	0	13,830	12,350	12,350
Fund Balance Carried Forward	3,208,195	4,178,394	1,509,485	1,509,485
TOTAL	$12,571,274	$12,723,565	$11,799,388	$11,799,388
DRUG ABUSE TREATMENT & EDUCATION FUND				
Use of Money and Property	$1,920	$1,365	$1,000	$1,000
Fines and Forfeitures	69,668	61,450	62,000	62,000
Interfund Transfers	0	2,846	0	0
Fund Balance Carried Forward	76,717	90,182	20,122	20,122
TOTAL	$148,305	$155,843	$83,122	$83,122

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
EMERGENCY TELEPHONE SYSTEM FUND				
Use of Money and Property	$60,604	$81,884	$60,000	$60,000
Charges for Services	10,030,081	10,242,500	11,036,461	11,036,461
Fund Balance Carried Forward	2,116,206	4,688,943	6,653,035	6,653,035
TOTAL	$12,206,891	$15,013,327	$17,749,496	$17,749,496
GRANT-IN-AID FUND				
Use of Money and Property	$532,062	$1,384,512	($6,660)	($6,660)
Continuing Grants	18,698,278	28,950,625	46,436,644	46,436,644
Miscellaneous Revenue	0	6,964	(589)	(589)
Interfund Transfers	1,104,165	2,770,629	2,071,032	2,071,032
Fund Balance Carried Forward	(3,267,654)	(7,348,071)	543,339	543,339
TOTAL	$17,066,851	$25,764,659	$49,043,766	$49,043,766
HOTEL/MOTEL TAX FUND				
Excise Tax	$2,125,978	$1,951,283	$1,950,000	$1,950,000
Fund Balance Carried Forward	157,925	157,025	198,506	198,506
TOTAL	$2,283,903	$2,108,308	$2,148,506	$2,148,506
JUVENILE SERVICES FUND				
Use of Money and Property	$15	$159	$0	$0
Charges for Services	60,242	71,911	60,000	60,000
Interfund Transfers	70	0	0	0
Fund Balance Carried Forward	(352)	4,831	35,849	35,849
TOTAL	$59,975	$76,901	$95,849	$95,849
LAW ENFORCEMENT CONFISCATED MONIES FUND				
Use of Money & Property	$50,557	$33,388	$0	$0
Intergovernmental Revenue	1,113,038	927,096	0	0
Fund Balance Carried Forward	2,213,795	1,952,748	1,150,126	1,150,126
TOTAL	$3,377,390	$2,913,232	$1,150,126	$1,150,126
PUBLIC EDUCATION & GOVERNMENT ACCESS (PEG) FUND				
Use of Money & Property	$28,706	$21,686	$0	$0
Miscellaneous Revenue	282,639	720,486	135,000	135,000
Fund Balance Carried Forward	1,577,956	1,530,136	1,627,111	1,627,111
TOTAL	$1,889,301	$2,272,308	$1,762,111	$1,762,111
RECREATION FUND				
Fees	$1,297,197	$1,234,657	$1,369,180	$1,369,180
Use of Money and Property	$9,811	$6,471	(34,731)	(34,731)
Fund Balance Carried Forward	0	410,349	305,685	305,685
TOTAL	$1,307,008	$1,651,477	$1,640,134	$1,640,134

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
REVENUE BONDS LEASE PAYMENT FUND:				
BUILDING AUTHORITY PAYMENTS				
Use of Money and Property	$0	$1,314	$0	$0
Intergovernmental Revenue	0	96,676	410,619	410,619
Interfund Transfers	0	800,000	0	0
Fund Balance Carried Forward	0	0	685,919	685,919
TOTAL	$0	$897,990	$1,096,538	$1,096,538
STREET LIGHT FUND				
Use of Money and Property	$1,408	$708	$1,000	$1,000
Miscellaneous Revenue	3,006,370	3,099,097	3,120,000	3,120,000
Fund Balance Carried Forward	196,620	156,149	112,814	112,814
TOTAL	$3,204,398	$3,255,954	$3,233,814	$3,233,814
VICTIM ASSISTANCE FUND				
Intergovernmental Revenue	$89,357	$280,089	$150,000	$150,000
Fines and Forfeitures	797,675	847,615	800,000	800,000
Fund Balance Carried Forward	295,425	429,128	503,199	503,199
TOTAL	$1,182,457	$1,556,832	$1,453,199	$1,453,199
SPEED HUMPS MAINTENANCE				
Miscellaneous Revenue	$1,131	$1,265	$1,265	$1,265
Assessments	129,940	174,160	150,000	150,000
Fund Balance Carried Forward	0	51,071	225,590	225,590
	$131,071	$226,496	$376,855	$376,855
GRAND TOTAL	**$56,953,948**	**$70,477,857**	**$93,424,529**	**$93,424,529**

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.

2004

There are no significant changes in the use of this money 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.

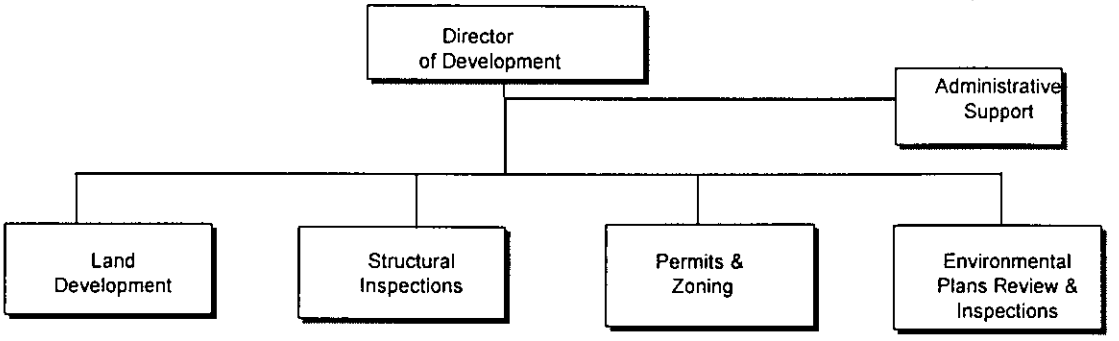
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Interfund Transfers	$1,483,549	$1,830,953	$1,786,513	$1,786,513
Total	$1,483,549	$1,830,953	$1,786,513	$1,786,513

FUNDING SOURCES

	2002	2003	2004 Budget
County Jail Fund	$1,483,549	$1,830,953	$1,786,513

DEVELOPMENT FUND



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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.

This Department is responsible for the administration and enforcement of County ordinances applicable to land development, building construction, and property maintenance. The Department's work activities are divided into six operational areas:

The Administrative Support 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 for variances to ordinance standards.

The Land Development Division comprised of the Development Review and Development Inspections Sections, is responsible for assuring that development plans are reviewed for conformance to County development codes. This division issues development permits, and also provides staff support to the DeKalb County Development Advisory Board.

The Structural Inspections Division includes the building, HVAC, plumbing, and electrical inspections sections. This division 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.

The Permits and Zoning Division is composed of the Permits Section, and the Board of Zoning Appeals staff. This Division issues all building and construction permits, and provides zoning ordinance information to the public.

The Environmental Plans Review and Inspections Division is responsible for erosion and sediment control regulations, and will be responsible for enforcement of the County's tree protection ordinance.

The Development Support division was created in 2002 and deals primarily with subdivision plats. The cost center is located in Planning but is a part of the Development Fund.

DEVELOPMENT FUND

PERFORMANCE INDICATORS	TARGET	2002	2003
% OF STRUCTURAL PLANS REVIEWED BY TYPE	100%	77%	44%
% OF DEVELOPMENT PLANS REVIEWED WITHIN 10 WORKING DAYS	100%	30%	88%
% OF INSPECTIONS RESPONDED TO WITHIN 24 HOURS OF REQUEST	100%	95%	93%
# OF INSPECTIONS PER DAY, PER INSPECTOR	12/15 day	21	15

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total Permits Issued:				
Buildings	10,829	9,695	9,652	9,500
Electrical	15,589	14,201	15,168	14,000
Heating, Venting, and Air Conditioning (HVAC)	7,978	7,932	7,402	7,900
Plumbing	7,616	8,133	8,558	8,000
Signs	672	493	570	500
Value in dollars	$1,532,150,173	$1,830,514,428	$1,838,000,000	$1,700,000,000
Permit Revenue:				
Buildings	$7,597,474	$5,343,633	$5,611,374	$5,000,000
Electrical	$1,150,488	$997,754	$1,014,937	$950,000
Heating, Venting, and Air Conditioning (HVAC)	$818,457	$862,660	$882,871	$850,000
Plumbing	$781,872	$708,581	$666,006	$700,000
Signs	$32,895	$13,592	$22,695	$12,000
Total Permit Revenues:	$10,381,187	$7,926,221	$8,197,883	$7,612,000
Total Inspections:				
Buildings	36,214	41,808	40,959	42,187
Electrical	54,718	79,649	75,204	78,212
HVAC	20,955	26,439	25,342	25,849
Plumbing	24,915	32,651	27,992	28,551

MAJOR ACCOMPLISHMENTS IN 2003

A conservation subdivision regulation was adopted.
The automated land development, permitting inspections tracking system contract was signed.
Established monthly construction training classes for home builders.
Established a bi-monthly environmental workshop for the development community.
Organized an environmental expo for developers/builders.

MAJOR GOALS FOR 2004 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.
Relocate Development department operations to a new office space.

Human Services

Improve and expand our education programs for the development community.

MAJOR BUDGETARY IMPACTS

Previous

An Assistant Manager of Structural Inspections was added to improve supervision in the Structural Inspections Section. A Secretary, Principal was approved to provide clerical support in the Environmental Review & Inspections Section. As part of an across-the-board budget reduction, this budget was reduced by $42,825 in 2000.

One temporary position of Development Engineering Review Officer for Land Development, one fulltime county Arborist for Environmental Plans, Review and Inspection, one temporary Building Codes Inspector and three temporary Electrical Inspectors for Structural Inspections were added to improve the response rate and increase efficiency in 2001. The General Fund portion of the Development Division of Public Works was transferred to a Special Revenue Fund for Development. $269,820 was approved for additional equipment, including an inspection system for structural inspections. $1,300 was approved for replacement equipment.

In 2002 two Development Engineering Review Officers and two Sr. Engineering Technicians were added for Land Development. $24,000 was approved for replacement equipment such as copiers, desks and recorders. $12,893,963 was approved for basic operating expenses.

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.

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.

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 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Administrative	$2,398,796	$4,765,957	$4,089,095	$4,089,095
Land Development	1,374,615	1,311,891	1,689,803	1,689,803
Structural Inspections	2,773,716	2,905,085	3,256,131	3,256,131
Permits & Zoning	622,623	745,387	1,027,326	1,027,326
Environmental Plans Review & Inspection	1,177,711	1,330,547	1,468,222	1,468,222
*Development Support	45,418	155,213	268,811	268,811
TOTAL	$8,392,879	$11,214,080	$11,799,388	$11,799,388

*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.

DEVELOPMENT FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Personal Services	$5,828,282	$6,659,973	$7,950,748	$7,950,748
Supplies	111,961	732,374	164,900	164,900
Operating Services & Charges	366,167	1,577,053	1,664,617	1,664,617
Maintenance & Repair	120,544	14,338	20,135	20,135
Interdepartmental Services	1,923,043	2,127,382	1,998,988	1,998,988
Equipment	42,882	102,960	0	0
TOTAL	$8,392,879	$11,214,080	$11,799,388	$11,799,388

FUNDING SOURCES

	2002	2003	2004 Budget
Special Revenue Fund/Development	$8,392,879	$11,214,080	$11,799,388

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director, Development	AF	0	1	1
Associate Director, Development	AH	1	1	1
Deputy Director, Building	AJ	1	1	1
Assistant Director, Development	33	1	0	0
Secretary, Executive	23	1	1	1
Purchasing Technician, Senior	21	1	1	1
Office Assistant, Senior	19	1	1	1
Admin. Assistant	23	1	1	1
Quality Investigator	26	1	1	1
Quality Investigator	28	1	1	1
Database Administrator	26	1	1	1
Funct. Project	28	1	1	1
Dep. Dir., Land	32	1	1	1
Environ. Education	26	1	1	1
Sub-total		13	13	13
Land Development				
Land Development Manager	30	1	1	1
Asst. Mngr., Land Development	29	1	1	1
Chief, Development/Engineering Review	29	1	1	1
Development Engineering Review Officer	28	9	9	9
Development Engineering Review Officer	28	1T*	1T*	1T*

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Land Development (Continued)				
Chief Development Construction Inspector	28	1	1	1
Assistant Chief Development Construction Inspector	26	1	1	1
Engineering Technician, Senior	24	7	7	7
Development Construction Inspect.	23	8	8	8
Secretary, Principal	19	1	1	1
Office Assistant, Senior	19	2	2	2
Sub-total		32	32	32
Temporary Sub-Total		1T*	1T*	1T*
Structural Inspections				
Structural Inspection Manager	30	2	2	2
Asst. Structural Inspection Manager	28	0	0	0
Chief Building Inspector	28	1	1	1
Structural Plans Coordinator	26	2	2	2
Chief HVAC Inspector	28	1	1	1
Chief Plumbing Inspector	28	1	1	1
Chief Electrical Inspector	28	1	1	1
Assistant Chief Building Inspector	26	1	1	1
Assistant Chief Electrical Inspector	26	1	1	1
Assistant Chief HVAC Inspector	26	1	1	1
Assistant Chief Plumbing Inspector	26	1	1	1
Building Codes Inspector, Commercial	23	0	0	0
Building Codes Inspector	23	1T*	1T*	1T*
Building Codes Inspector	23	13	13	13
Electrical Inspector	23	17	17	17
Electrical Inspector	23	3T*	3T*	3T*
HVAC Inspector	23	6	6	6
Plumbing Inspector	23	6	6	6
Secretary, Principal	21	1	1	1
Office Assistant, Senior	19	1	1	1
Sub-total		56	56	56
Temporary Sub-Total		4T*	4T*	4T*
Permits and Zoning				
Permits/Zoning Review, Manager	30	1	1	1
Permits/Zoning Review, Assistant Manager	28	1	1	1
Chief Permits Administrator	25	1	1	1
Zoning Officer	24	2	2	2
Board of Appeals Coordinator	21	1	1	1
Administrative Clerk	21	1	1	1
Office Assistant, Senior	19	6	7	7
Sub-total		13	14	14

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Environmental Plans Review and Inspections				
Environmental Plans Review and Inspections Manager	30	1	1	1
Environmental Plans Review and Inspections Assistant Manager	28	1	1	1
Chief Environmental Land Development Inspector	26	1	1	1
Assistant Chief Environmental Land Development Inspector	26	1	1	1
Environmental Education	26	1	1	1
Environmental Land Development Technician	23	18	18	18
Secretary, Principal	19	0	0	0
County Arborist	25	1	1	1
Sub-Total		24	24	24
TOTAL		138 5T*	139 5T*	139 5T*

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.

DISTRICT ATTORNEY CHILD SUPPORT INCENTIVE FUND

FUND DESCRIPTION

The Child Support Division of the District Attorney's Office is responsible for the prosecution and administration of all actions filed in DeKalb County pursuant to the Uniform Interstate Family Support Act (UIFSA). The State Office of Child Support Enforcement reimburses DeKalb County in full for the operating expenses of the Child Support Division of the Office of the District Attorney.

The purpose of this Fund is to anticipate and receive incentive payments from the State Child Support Enforcement Office. These payments are to be used to fund salary adjustments at the discretion of the District Attorney.

The incentive payment provisions are set forth in section 458A of the Federal Act. Incentive payments will be made to States each fiscal year based on their collections and their performance levels on five statutory performance measures paternity orders; establishment of support orders; collections for current support; case collections for child support arrearages; and cost effectiveness.

MAJOR BUDGETARY IMPACTS

Previous

In fiscal year 2000, the incentive system used to reward the DA Child Support Division for its performance in administering a Child Support Enforcement Program was suspended.

2004

The DA Child Support Division is assigned a statutorily set percentage based on their performance levels on each measure or their improved performance levels over the preceding year. The precise amount the District Attorney's office would be entitled to receive would be determined based on a number of different formulae set forth in the statute No formula has been established for FY 2004. The 2004 Appropriation for this fund represents the 2003 year end fund balance of $5,112. Additional revenues are not anticipated for FY 2004.

Future

If no action is taken in 2004, this fund will cease to exist at the end of 2004.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Child Support Incentive	$18,386	$18,386	$5,112	$5,112
TOTAL	$18,386	$18,386	$5,112	$5,112

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Reserve for Appropriation	$18,386	$18,386	$5,112	$5,112
TOTAL	$18,386	$18,386	$5,112	$5,112

FUNDING SOURCES

	2002	2003	2004 Budget
District Attorney Child Support Incentive Fund	$18,386	$18,386	$5,112

DRUG ABUSE TREATMENT AND EDUCATION FUND

PROGRAM DESCRIPTION

This fund was mandated by Georgia Law in 1990 and provides for additional penalties of 50% of the original fine in certain controlled substance cases. The law provides that these funds be held in a separate fund and used only for drug abuse treatment and education programs. Only funds actually in hand are included in the 2004 budget.

MAJOR BUDGETARY IMPACTS

Previous

In 2000, funds were allocated and expended for several projects including:
- $52,500 for the continuation of the Exercise Right Choice Scholarship program,
- $5,228 to fund a Juvenile Court Probation Counselor position for two months,
- $13,434 to fund a 4-H and Youth Development Violence Prevention program for 6 months,
- $19,100 was transferred to the Grant Fund to provide supplies, travel, and 4-H leader supplements for the 4-H program.

In 2001, funds were allocated and expended for several projects including:
- $52,500 was allocated for the continuation of the Exercise Right Choice Scholarship program, $25,727 was expended;
- $10,500 was allocated for "The Prime for Life! Under 21 High Risk Drinking / Risk Reduction" program, $6,700 was expended;
- $5,577 was transferred to the Grant Fund to provide supplies, travel, 4-H leader supplements for the 4-H program;
- $10,500 was allocated to provide additional scholarships for the Exercise Right Choice Scholarship program, $0 was expended;
- $36,096 was allocated as the Reserve for Appropriation.

In 2002, funds were allocated for the following projects:
- $52,500 for the continuation of the Exercise Right Choice Scholarship program, $24,850 was expended;
- $86,717 for the Reserve for Appropriation.

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.

2004

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. The adopted budget was significantly less than the 2004 Budget requests of $163,265. The difference can be attributed to a fund balance of $77,143 less than was originally estimated due to greater than expected expenditures and less than anticipated revenues at year end 2003. It is expected that the Board of Commissioners will take action to fully fund the programs administered by the DeKalb County Drug Court, Park and Recreation, and Extension Services in this fund before the end of February 2004.

Future

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Supplies	$0	$6,428	$0	$0
Operating Services and Charges	24,850	120,793	83,122	83,122
Aid to Other Agencies	0	8,500	0	0
Interfund Transfers	33,274	0	0	0
TOTAL	$58,124	$135,721	$83,122	$83,122

DRUG ABUSE TREATMENT AND EDUCATION FUND

FUNDING SOURCES			
	2002	2003	2004 Budget
Drug Abuse Treatment & Education Fund	$58,124	$135,721	$83,122

EMERGENCY TELEPHONE 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

Effective December 1, 1998, the Board of Commissioners imposed a user charge on wireless telephones at $1.00 per month. In January 1999, the Board of Commissioners decreased the fee for wired telephones from $1.35 to $1.05 per month, effective July 1999. The fee for wireless telephones of $1.00 remained the same. In March 2000, the Board of Commissioners decreased the fee for wired telephones from $1.05 to $1.00 per month, effective July 2000. The fee for wireless telephones of $1.00 remained the same.

In February 2001, the Board of Commissioners increased the fee for wired telephones from $1.00 to $1.35 per month, effective July 2001. The Board of Commissioners increased the fee for wireless telephones from $1.00 to $1.35 per month, effective October 2001.

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.

2004

Of the total amount approved of $17,749,497, $4,065,741 will be appropriated for the wireless reserve account; $6,547,986 will be available for transfer to the General Fund including $5,369,986 for personnel costs, $83,000 for for supplies, $434,700 for operating services and charges, $660,000 for maintenance and repair; $1,050,000 for E-911 telephone services, and $6,085,770 as projected fund balance.

The Board of Commissioners is expected to reaffirm the fees for wired and wireless telephones at $1.35 per month in February 2004.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services and Charges	$2,253,820	$2,434,636	$11,201,511	$11,201,511
Equipment	0	92,315	0	0
Interfund Transfers	5,264,128	5,833,340	6,547,986	6,547,986
TOTAL	$7,517,948	$8,360,291	$17,749,497	$17,749,497

FUNDING SOURCES

	2002	2003	2004 Budget
Emergency Telephone Fund	$7,517,948	$8,360,291	$17,749,497

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. Accounts are established for each individual grant received.

MAJOR BUDGETARY IMPACTS

Previous

The Fire and Rescue Department received a grant in the amount of $486,000 from the GEMA-Homeland Security to purchase items for DeKalb Fire and Rescue Department. The Fire and Rescue Department received another grant from FEMA in the amount of $418,949 for the Fire and Rescue Department Community Education Program.

The Police Department received a grant in the amount of $310,294 from GEMA - Homeland Security for a Chemical Biological, Nuclear or Explosive (CBNE) Incident Response Vehicle and Total Containment Vessel, Trailer and Mobile Transport. The Department also received another grant in the amount of $275,000 from GEMA - Homeland Security for a Mobile Unified/Incident Command Vehicle for Chemical, Biological, Nuclear or Explosive Weapons of Mass Destruction (CBRNE/WMD) Incident Response.

2004

$46,341,043 is budgeted to continue various grant programs in 2004. After adjustments have been made between various grants to close them out, $153,098 is being transferred back to the General Fund, $819,738 to Special Tax District-Designated Services, and $46 is being transferred back to DATE Fund. $23,046 is budgeted in the Grants Reserve Account. $1,706,795 is budgeted in various pending grants which are grants that have been applied for and approved by the Board of Commissioners but final funding approval has not been received.

Future

The County anticipates the receipt of additional funds in 2004 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 2004.

ACTIVITY MEASURES

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2004 Appropriation
Ga. Dept. of Labor/DeKalb Workforce Development	On-going program	On-going program	$3,246,125
HUD/Community Development	On-going program	On-going program	26,283,339
Local Law Enforcement Block Grant #5	952,591	951,870	721
Local Law Enforcement Block Grant #6	1,010,508	970,993	39,515
Local Law Enforcement Block Grant #7	775,609	591,975	183,634
Local Law Enforcement Block Grant #8	503,669	0	503,669

GRANTS - SUMMARY

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2004 Appropriation
Fleet Maintenance Grants	206,207	0	206,207
Finance Department Grants	19,000	18,824	176
Sheriff's Department Grants	745,956	469,395	276,561
Juvenile Court Grants	2,389,185	1,743,182	646,003
Superior Court Grants	654,458	28,932	625,526
State Court Grants	1,252	604	648
Solicitor - General Grants	454,409	258,581	195,828
District Attorney's Office Grants	388,156	214,269	173,887
Police Grants	20,520,705	11,000,375	9,520,330
Fire Department/EMS Grants	1,034,753	1,141	1,033,612
Magistrate Court Grants	541,035	424,430	116,605
Public Works Grants	10,000	0	10,000
Economic Development Department Grants	176,000	175,421	579
Parks and Recreation Department Grants	973,130	445,551	527,579
Extension Service Grants	617,560	307,580	309,980
DeKalb Family & Children's Services Grants	9,719,841	7,900,156	1,819,685
Human and Community Development Grants	189,767	155,818	33,949
Health Department	60,865	14,200	46,665
Sanitation Grants	235,711	140,684	95,027
Governor's Local Assistance Grants	953,818	508,625	445,193

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY GRANT CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
COMMUNITY DEVELOPMENT	$8,415,514	$9,449,787	$26,283,339	$26,283,339
DEKALB WORKFORCE DEVELOPMENT	6,437,019	2,446,773	3,246,125	3,246,125
OTHER GRANTS	8,390,137	12,099,104	17,079,968	17,079,968
VARIOUS PENDING GRANTS	0	0	1,706,795	1,706,795
LOCAL LAW ENFORCEMENT BLOCK GRANT #4	129,278	(122)	0	0
LOCAL LAW ENFORCEMENT BLOCK GRANT #5	374,029	327,568	721	721
LOCAL LAW ENFORCEMENT BLOCK GRANT #6	614,769	356,224	39,515	39,515
LOCAL LAW ENFORCEMENT BLOCK GRANT #7	49,989	541,986	183,634	183,634
LOCAL LAW ENFORCEMENT BLOCK GRANT #8	0	0	503,669	503,669
TOTAL	$24,410,735	$25,221,320	$49,043,766	$49,043,766

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
PERSONAL SERVICES	$7,349,570	$10,052,962	$10,021,006	$10,021,006
SUPPLIES	231,531	739,125	604,504	604,504
OPERATING SERVICES AND CHARGES	6,450,801	2,311,451	11,905,715	11,905,715
MAINTENANCE AND REPAIR	172,735	140,999	160,438	160,438
AID TO OTHER AGENCIES	6,864,401	7,831,108	6,637,257	6,637,257
INTERDEPARTMENTAL/INTERFUND SERVICES	1,367,795	1,580,808	727,654	727,654
EQUIPMENT	1,172,376	1,146,037	1,633,668	1,633,668
JTPA CONTRACTS	1,003,158	1,977,459	650,194	650,194
INTERFUND CREDITS	(1,343,922)	(1,551,800)	0	0
JTPA TRAINING	769,722	817,034	429,836	429,836
INTERFUND TRANSFERS	372,568	176,137	1,840,977	1,840,977
VARIOUS PENDING GRANTS	0	0	14,432,517	14,432,517
TOTAL	$24,410,735	$25,221,320	$49,043,766	$49,043,766

FUNDING SOURCES

	2004 Budget
USE OF MONEY AND PROPERTY	($6,660)
FEDERAL	37,414,887
STATE	4,387,288
OTHER AGENCIES	2,650,701
MISCELLANEOUS REVENUE	(589)
INTERFUND TRANSFERS	2,071,032
VARIOUS PENDING GRANTS	1,983,768
FUND BALANCE CARRIED FORWARD	543,339
TOTAL	$49,043,766

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Ga. Dept. of Labor/Workforce Development				
Director, Workforce Development	36	1	1	1
Deputy Director, Workforce Development	33	1	1	1
Workforce Development Financial Manager	29	1	1	1
Employment/Training Supervisor	26	1	1	1
Employment/Training Analyst, Senior	25	3	3	3
Employment/Training Analyst	23	3	3	3
PIC Intake Officer	23	5	7	7
PIC Case Manager	23	4	2	2
Executive Secretary	23	1	1	1
MIS Technician	23	1	1	1
Extension Education Agent	23	1	0	0
Financial Assistant	23	0	1	1
Office Assistant, Senior	19	4	3	3
Office Assistant	18	2	2	2
Sub-total		28	27	27
HUD/Community Development				
Human and Community Development Director	36	1	1	1
Assistant Director	33	1	1	1
Planning & Neighborhood Services Manager	32	1	1	1
Senior Services Administrator	32	1	1	1
Deputy Senior Services Administrator	31	1	1	1
Housing Programs Manager	31	1	1	1
Special Projects Coordinator, Senior	29	1	1	1
Fiscal Coordinator	29	1	1	1
Housing Programs Supervisor	28	1	1	1
Housing and Financial Specialist	28	1	1	1
Housing Services Coordinator	28	1	1	0
Grants & Administrative Manager	28	1	1	1
Housing Programs Coordinator	26	2	2	2
Senior Planner	26	1	1	1
Financial Officer, Senior	26	1	1	1
Project Monitor	26	1	1	1
Community Services Coordinator	25	1	1	1
Program Operations Specialist	25	1	1	1
Financial Assistant	23	1	1	1
Office Software Specialist	23	1	1	1
Secretary, Executive	23	1	1	1
Administrative Assistant	23	1	1	2
Secretary, Principal	21	1	1	1
Office Assistant, Senior	19	2	2	2
Senior Custodian	18	1	1	1
Receptionist	14	0	0	1
Information & Referral Specialist	23	0	0	1
Sub-total		27	27	29

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Sheriff's Department Grants				
Criminal Justice Coordinating Council/ STOP Violence Against Women				
Deputy Sheriff	E23	1	1	0
Deputy Sheriff, Master	E25	1	1	0
Sub-total		2	2	0
Superior Court Grants				
AOC/Byrne/Drug Court				
Drug Court Program Manager	31	1	1	0
Sub-total		1	1	0
District Attorney's Office Grants				
Criminal Justice Coordinating Council/Victim Assistance				
Victim Witness Program Coordinator	25	2	2	2
Principal Investigator	25	1	1	1
Sub-total		3	3	3
Public Defender's Office Grants				
Attorney II	30	1	0	0
Sub-total		1	0	0
Police Department Grants				
U.S. Dept. of Justice/Universal Hiring/1999 & 2000				
Police Officer	23	100	100	100
Sub-total		100	100	100
U.S. Dept. of Justice/Universal Hiring/2002				
Police Officer	23	50	50	0
Sub-total		50	50	0
DeKalb Housing Authority/Public Housing Drug Elimination				
Police Officer, Master	25	4	4	4
Sub-total		4	4	4
Georgia Department of Natural Resources-EPD/ Scrap Tire Code Enforcement				
Code Enforcement Officer	23	1	0	0
Office Assistant	19	1PT	0	0
Sub-total		1	0	0
		1PT	0	0

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Solicitor - General Grants				
Criminal Justice Coordinating Council/ STOP Violence Against Women				
Attorney III	31	1	1	1
Secretary Legal, Senior	23	1	1	1
Sub-total		2	2	2
Criminal Justice Coordinating Council/ Victim Witness Assistance Program				
Asst. Program Coordinator	23	3	3	3
Sub-total		3	3	3
Magistrate Court Grants				
U. S. Health and Human Services/Diversion Court				
Mental Health Diversion Project Manager	31	1	1	1
Records Technician	18	1	1	1
Sub-total		2	2	2
Sanitation				
Georgia Department of Natural Resources-EPD/ Scrap Tire Code Enforcement				
Code Enforcement Officer	23	0	1	1
Office Assistant	19	0	1PT	1PT
Sub-total		0	1	1
		0	1PT	1PT
Parks and Recreation Department Grants				
Environmental Protection Division of Ga. DNR/ Watershed Management				
Environmental Project Coordinator	24	1	0	0
Sub-total		1	0	0
U.S. DOJ/Local Law Enforcement Block Grant/ Parks Watch Program				
Public Education Specialist Assistant	21	1	1	0
Sub-total		1	1	0
Extension Service Grants				
Ga. Dept. of Human Resources/Building Young Families				
Public Education Agent	23	1	1	1
Extension Outreach Aide	EO	2	2	2
Sub-total		3	3	3

AUTHORIZED POSITIONS BY GRANT

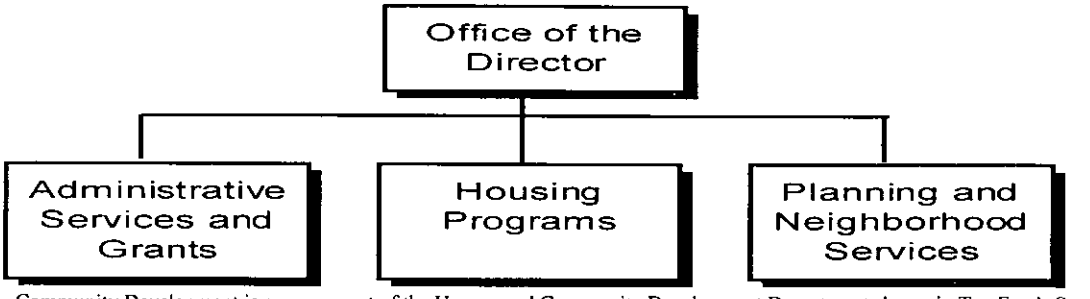
(See Salary Schedule, Appendix A, for explanation of salary ranges)

Grant	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
MHMRSA/Youth Violence Prevention				
County Extension Agent	25	1	1	0
County Outreach Aide	EO	0	1	0
County Outreach Aide	EO	1PT	1PT	0
Sub-total		1	2	0
		1PT	1PT	0
U.S. DOJ/Local Law Enforcement Block Grant/ 4-H Youth Violence Program				
County Extension Agent	25	1	0	0
Sub-total		1	0	0
MHMRSA/Substance Abuse Block Grant				
Administrative Clerk	21	1	1	0
Subtotal		1	1	0
DCA/Steps for Success				
Public Education Specialist	23	1	0	0
Subtotal		1	0	0
DOJ/First Account Program				
County Extension Agent	25	0	1	1
Extension Outreach Aide	EO	0	2	2
Subtotal		0	3	3
Mental Health, Development Disabilities and Additive Diseases/Parent Education				
County Extension Agent	25	1	1	0
Extension Outreach Aide	EO	1	1	0
Subtotal		2	2	0
American Express/Literacy Education	EO	0	1	0
Subtotal		0	1	0
National Minority Mortgage Banker Association				
Financial Literacy Education Specialist		0	1	1
Subtotal		0	1	1
Economic Development				
Economic Development Revitalization				
Economic Development Coordinator	28	2	2	0
Sub-total		2	2	0

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS 2003	2003	2004
Juvenile Court				
US HHS/Substance Abuse/Mental Health Services				
Grants and Administrative Manager	28	1	1	0
Administrative Assistant	23	1	1	0
Sub-total		2	2	0
Children and Youth Coordinating Council/ASAP				
Juvenile Probation Supervisor	25	1	1	0
Juvenile Probation Officer	21	2	2	2
Juvenile Probation Officer Aide	19	3	3	3
Sub-total		6	6	5
US DOL/Young Offender Initiative/Youth Demonstration Program				
Grant Coordinator	26	1	1	1
Volunteer Service Coordinator	23	1	1	1
Case Manager	23	4	4	4
Office Assistant, Senior	19	1	1	1
Sub-total		7	7	7
TOTAL POSITIONS		**252**	**253**	**190**
		2PT	**2PT**	**1PT**



Community Development is a component of the Human and Community Development Department shown in Tax Funds Section.

CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

A. To provide decent affordable housing for low-to-moderate income persons residing in DeKalb County.
B. To provide a suitable living environment, public facilities, infrastructure and community services, principally benefiting low-to-moderate income persons.
C. To expand economic opportunities, increase and retain new and existing jobs.
D. To revitalize economically depressed areas that principally serve low-to-moderate income areas.

PROGRAM DESCRIPTION

The Community Development Division works to improve low-to-moderate income neighborhoods and address issues that affect the quality of life for low-to-moderate income persons. The Division administers the following Federal Grant Programs for DeKalb County: the Community Development Block Grant (CDBG) Program, the McKinney Emergency Shelter Grant Program (ESG), and the HOME Investment Partnership Act (HOME). These programs are funded by the U.S. Department of Housing and Urban Development.

MAJOR ACCOMPLISHMENTS IN 2003

In the year 2003, the Community Development Division continued to work with other County departments, nonprofit agencies, and other partnering entities to make significant progress in addressing critical issues affecting housing affordability, fair housing and economic viability of neighborhoods. In addition to the CDBG activities listed below, the Division played a major role in implementing the Five Year Plan for Senior Services and planning for the Senior Multipurpose Center. The Department played a leadership role in developing a new Microenterprise Training Program and a new Technical Assistance Program for small business. These programs will help serve women, minorities, and low-to-moderate income persons to gain access to traditional capital markets as well as create jobs and improve employment skills.

CDBG PROGRAM

I. Public Facilities and Improvements

These projects are in the planning phase, developmental phase, or have been completed.

Buford Highway Sidewalks/Streetscape – During 2003, the engineering firm completed the engineering and design to enhance pedestrian safety for the benefit of people who are living, working and shopping in this area. The right-of-way easement acquisition and DOT approval process is currently underway.

Chamblee-Dunwoody Road Streetscape – Currently, this project is in the process of receiving bids. The right-of-way easement acquisition has been completed with assistance from the City of Chamblee. CDBG funds will provide 20% of local matched funds to the DOT funds for construction.

Citizens Drainage Program – In 2003, in collaboration with the Roads and Drainage Division, the Human and Community Development Department was unable to assist any low-to-moderate income citizens in eliminating backyard drainage problems. The Department was not able to meet the goal of providing improvement to the properties due to lack of funds from the County's Public Works Department/Roads and Drainage Division to administer its share of the program.

Clarkston Community Center – In 2003, the Community Center continued to raise money toward the renovation of the building and also received a donation of a basketball court from the Atlanta Hawks Foundation.

DeKalb/Atlanta Human Services Center – Funds were provided to improve the sidewalk accessibility and a front door for ADA compliance. The project was completed in December 2003.

DeKalb Multipurpose Center for Seniors – During 2003, the Department completed the financial strategies for land acquisition, engineering and architectural design and construction of the Multipurpose Center using a pre-award financial method. The DeKalb Multipurpose Center for Seniors will be approximately 35,000 square feet and house a comprehensive array of programs including health, social, nutritional, recreational, and educational services for seniors. The project is estimated to break ground during the summer of 2004 and be completed in late 2005.

Lynwood Park Capital Improvements –The engineering firm completed work on the design and right-of-way plans for this project. The right-of-way permanent easement acquisition process began in late 2003. The purpose of the Project is to improve the physical condition of roads, sidewalks, water lines, drainage, and other infrastructure and various neighborhood improvements. The construction of this project is estimated to begin in late 2004.

Memorial Drive Streetscape – During 2003, the engineering firm worked on Phase I of the engineering and streetscape design to enhance pedestrian safety to benefit people who are living, working and shopping in the area. Phase I of this project is in conjunction with the DOT as part of the widening of the Memorial Drive Bridge project over I-285.

Scottdale Concession Stand Improvements - During 2003, the Scottdale community considered using various options to build the concession stand. The final plan had not been approved at the end of 2003, and construction was still pending.

II. Interim Assistance

DeKalb County Board of Health – Funding was provided in 2003 for community education and larviciding efforts in areas around the Senior Citizens Centers and the four Community Development Priority Areas. It was determined that the West Nile Virus represented an emergency condition that threatened the public health and safety of DeKalb County residents.

III. Public Services

Marcus Jewish Community Center of Atlanta, Inc. (Housemate Match Program) - In the year 2003, a total of 182 persons were matched for housing through this project. Additional services include intake and referrals. At the Weinstein Center for Adult Day Services, a total of 64 persons with Alzheimer's disease or in need of respite care were served.

Atlanta Legal Aid Society, Inc. - Legal services were provided for 234 DeKalb County clients. The agency also provided educational activities and homebuyer seminars on foreclosure and fraud prevention.

Consumer Credit Counseling, Inc. – A total of 921 persons within DeKalb County received money management and credit counseling.

D&E, A Financial Education Institute - During 2003, DeKalb County residents received assistance and potential homebuyers completed the educational seminar.

DeKalb Housing Counseling Center, Inc. – In the year 2003, a total of 435 DeKalb County residents were provided default counseling, and 91 potential homebuyers attended weekly homebuyer's education seminars and 66 persons were issued certificates for completing the weekly homebuyer's seminar.

Green Forest Community Development Corporation – During 2003, 247 clients received homebuyer's education and counseling.

Jerusalem House, Inc. - This homeless shelter provided assistance to 33 persons with AIDS during 2003. Other services included medical supervision, social service support, personal care services, counseling, and alcohol/drug recovery.

Latin American Association, Inc. – A total of 3,318 persons were assisted by this agency in 2003. Of those served, 100% were Hispanics and approximately 410 were female head of households. Services included homeless prevention activities, 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.

Metro Fair Housing Services, Inc. - This agency provided fair housing services. In the year 2003, this agency received 217 fair housing inquiries, validated 22 new complaints, and referred 9 complaints to HUD and attorneys for further action.

Nicholas House, Inc. - The Agency provided transitional housing and supportive services to 28 homeless families during 2003. Support services were also provided for their families. Of the families served, 17 were female head of households.

Our House, Inc. – Daycare services were provided to 94 homeless children with related support services provided to their family members during 2003. Of the families served, 62 were female head of households.

Scottdale Child Development Center - Daycare services were provided primarily for Scottdale residents throughout the year.

Youth Set-Aside Program/Summer Recreation Voucher Program - A total of 866 youth participated in the 2003 summer voucher program that included 45 different program providers.

DeKalb Drug Court Emergency Housing – An agreement was made in 2003 to provide emergency funding to assist persons participating in this program with up to three months of rental assistance. During this time, the participants will be in treatment full-time and unable to work. No funds were expended in 2003 while programmatic details were being worked out, but it is expected that funds will be provided in 2004.

Decatur Cooperative Ministry, Inc. –This agency received a combination of ESG and CDBG funding in 2003. Services provided included the provision of emergency shelter and transitional housing, counseling services, and homeless prevention assistance.

Center for Pan Asian Community Services, Inc. – This agency received a combination of ESG and CDBG funding in 2003. The Center served persons with little or no English skills by providing counseling services as well as referrals for emergency shelter and other housing options, food, transportation, and medical care.

IV. Housing

Down Payment Assistance – In the year 2003, there were no down payment assistance grants provided through this program due to the availability of a number of other sources that provided the same type of assistance.

Housing Rehab – A total of 99 single-family units were set up for rehabilitation in 2003 using CDBG funds and 93 units were completed.

V. Economic Development

South DeKalb Business Incubator, Inc. - During 2003, three (3) Full Time Equivalent (FTE) jobs were created. The proposed light-manufacturing facility was established with the effect of creating a substantial number of jobs for low-to-moderate income individuals.

Economic Development Revolving Loans – As December 31, 2003, ten (10) loans were closed by the DeKalb Enterprise Business Corporation (DEBCO). Also, 15.5 full time equivalent jobs had been created, and 14.5 FTE jobs are held by low-to-moderate income persons.

Micro-enterprise Training Program – During 2003, the Department was in the process of developing a micro-enterprise training program. The training program was focused on existing micro-enterprises interested in business expansion or business sustainability in DeKalb County. The actual training program will begin in the spring of 2004. The training will include business assessment, financial literacy, credit issues, business expansion, and computer and technical skill development.

Micro-enterprise Referral Program – A referral program for micro businesses was established in 2003. Its purpose will be to help small businesses receive technical assistance or be referred to other agencies in DeKalb County that provide services in micro-enterprise training, job training, micro-loans or business incubation.

IV. ***Demolition***

Demolition and Clearance – A total of eight (8) units were demolished in 2003. Upon receipt of the owner's approval, this program demolishes vacant, dilapidated housing units.

HOME PROGRAM

The purpose of the HOME Program is to expand the supply of decent, safe, sanitary and affordable housing units. Units may either be rental or homeownership.

I. ***Affordable Housing–Homeownership*** – During 2003, one new home was sold, which was constructed by the DeKalb Housing Authority.

II. ***Affordable Housing –Multifamily Rental*** – HOME funding was provided to two rental developments in 2003. One was a new construction project for the elderly undertaken by the DeKalb Housing Authority, for which construction was substantially completed in 2003. The other was rehab of the existing Casa Rio Apartment development that was undertaken by the Initiative for Affordable Housing, Inc. Construction will not be completed on this project until 2004.

III. ***HOME/CHDO Affordable Housing*** – HOME funds assisted two (2) Community Housing Development Organizations (CHDO's), the Lynwood Park Community Project, Inc. (LPCP, Inc.), and Initiative for Affordable Housing/DeKalb, Inc. (Initiative).

Lynwood Park Community Project, Inc. CHDO - In 2003, the Lynwood Park CHDO continued planning the construction of four single-family houses on Devine Circle and the rehab of an existing home at 3334 Osborne Road. It is expected that both projects will be underway and completed in 2004.

Initiative for Affordable Housing, Inc. CHDO – This Agency sold one (1) home in 2003 to income-eligible purchasers. This was a home the Agency acquired and rehabilitated with the use of HOME CHDO funds.

EMERGENCY SHELTER GRANTS PROGRAM (ESG)

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless. In DeKalb County, ESG funds provided for Homeless Prevention (30%), Essential Services (Counseling) (30%), and Operational Costs (40%).

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless. In 2003, the County provided CDBG and ESG funds for 25 organizations, including 24 nonprofit agencies, and one County Department to provide assistance to the homeless population or those at-risk of becoming homeless. A total of 4,836 families or households with a total of 5,655 persons were assisted with these funds.

Homeless prevention assistance was provided to 129 households (378) persons; referrals and case management services for 3,796 households (3,828) persons; housed 9 families (24 persons) who were victims of domestic violence; provided housing and support services for 312 persons from 195 homeless households in recovery from drug and alcohol abuse; day care for 94 homeless children; transitional housing and support services for 75 households (198) persons; and referrals for 128 households (162 persons) with HIV/AIDS.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

During the 2003-2007 Comprehensive Planning process, the Human and Community Development Department identified three major goals, which will govern the Community Development Division for the remainder of the year.

Human Services

To provide decent, affordable housing for low-to-moderate income persons residing in DeKalb County.
To provide a suitable living environment, public facilities, infrastructure, and expanded community services, principally benefiting low-to-moderate income persons.

Economic Development

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.

2003

For the 2003 Annual Action Plan, the County received a grant award of $6,840,000 in CDBG funds, $2,255,000 in HOME funds, and $181,000 in ESGP funds. Program income in the amount of $818,021 for CDBG and $640,475 for HOME was also anticipated.

2004

In 2004, utilizing funds primarily from the CDBG program, CD will continue to undertake a variety of activities to achieve the objective of developing viable urban communities. For the 2004 Annual Action Plan, the County received a grant award of $7,942,729 in CDBG funds, $3,698,671 in HOME funds, and $185,000 in ESGP funds. Program income in the amount of $877,729 for CDBG and $609,494 for HOME is anticipated.

ACTIVITY MEASURES

I. 2004 CDBG PROGRAMS	2004 FUNDING
PUBLIC FACILITIES AND IMPROVEMENT	
1. Targeted Capital Improvement/Economic Development Projects Set Aside Fund 1	$3,346,650
a) Buford Highway Streetscape Project ($206,000)	
b) Candler Road Streetscape Phase I ($829,000)	
c) Chamblee Dunwoody Streetscape ($250,000)	
d) Memorial Drive Streetscape Project ($918,000)	
e) Lynwood Park Infrastructure Project ($2,200,000)	
f) *Clarkston Community Center, Inc. ($750,000 Phase II)	
g) *City of Decatur Recreation Field Renovation Project - Adjacent to Samuel Jones Boys and Girls Club ($56,000)	
h) City of Lithonia - City Park Improvement ($110,000)	
i) DeKalb Enterprise Business Corporation (DEBCO) ($500,000) - Economic Development Revolving Loan Fund	
j) Training/Education/Technical Assistance for Micro-Enterprise Business Initiative ($75,000)	
k) *City of Chamblee - Shallowford Road Sidewalk 2	
l) City of Clarkston - Montreal Road Sidewalk	
m) S.E. Quadrant of Candler Road and Glenwood Road	
n) Revolving Loan Fund to Attract Major Industry	
o) New Capital Improvement Projects developed in the four priority areas (Scottdale, Lynwood Park, Candler/McAfee, and Buford Hwy/Chamblee/Doraville)	
p) Targeted Capital Improvement / Economic Development Projects	
q) Section 108 Loan (The County is considering using the Section 108 Loan Program to provide Economic Development/Job Creation Initiatives. More details forthcoming.)	
r) *Metro Atlanta YMCA/Southeast YMCA Renovation Project	
s) Metro Atlanta YMCA/South DeKalb Expansion and Redevelopment	
t) Develop Senior Citizen Facilities per Strategic Plan	
u) DeKalb Rape Crisis Center Building Acquisition	
v) DeKalb County Parks and Recreation Park Improvement and Redevelopment Project	
SUBTOTAL	**$3,346,650**

* Indicates Project where Matching Funds are required.

[1] These funds are set aside to consider projects that 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. Some of these projects may not be funded. Projects may be funded based on availability of funds, readiness to proceed, priority need for service, and other factors. The floating fund method and pre-award method and Section 108 Loan Program will also be considered for applicable projects. The Economic Development Improvement Projects and the Revolving Loan Program - DEBCO are also considered economic development activities under 24 CFR.203.

2 The estimated project cost has not been determined for items k-v. These projects are in various stages of development but are not to the point where a final recommendation can be made. The projects are listed for planning purposes only and to inform the public that they are being considered. Some of these projects may not be funded. Projects may be funded based on availability of funds, readiness to proceed, priority need for service, and other factors. The floating fund method, pre-award method and Section 108 Loan Program will also be considered for applicable projects.

GRANTS - COMMUNITY DEVELOPMENT

PUBLIC SERVICES[3]		
2. Atlanta Legal Aid Society, Inc.		$75,000
3. Center for Pan Asian Community Services, Inc.		27,570
4. Decatur Cooperative Ministry, Inc.		41,000
5. DeKalb Housing Counseling Center, Inc.		116,250
6. Green Forest Community Development Corporation		35,000
7. Implementation Services for Senior Citizens Programs		230,000
8. Interfaith Outreach Home, Inc.		27,570
9. Jerusalem House, Inc.		45,680
10. Latin American Association, Inc.		30,000
11. Marcus Jewish Community Center of Atlanta, Inc.		30,000
12. Metro Fair Housing Services, Inc.		54,910
13. Nicholas House, Inc.		30,000
14. Our House, Inc.		30,000
15. Refugee Family Services, Inc.		27,570
16. Scottdale Child Development and Family Resource Center, Inc.		95,340
17. The Sheltering Arms, Inc		27,570
18. Youth Voucher Program		83,790
19. DeKalb Drug Court-Transitional Housing/Supportive Program		52,500
	SUBTOTAL	**$1,059,750**
ACQUISITION OF REAL PROPERTY		
20. Affordable Housing Program		$100,000
	SUBTOTAL	**$100,000**
HOUSING REHABILITATION		
21. Housing Authority Rehab Implementation Services		$665,600
22. Emergency Home Improvement Set Aside Program [4]		80,000
23. Housing Rehab Set-aside Fund [5]		400,000
	SUBTOTAL	**$1,145,600**
Other Economic Development Initiatives will be considered from the Targeted Capital Improvement Projects		
PLANNING AND PROGRAM ADMINISTRATION		
24. Community Development Administration		$1,413,000
	SUBTOTAL	**$1,413,000**
CDBG ANTICIPATED PROGRAM INCOME		$877,729
	SUBTOTAL	**$877,729**
TOTAL CDBG		**$7,942,729**

[3] Upon written approval of a waiver from HUD, up to $280,250 currently in Public Services will be paid for with funds from the Capital Improvement/Economic Development Set Aside Fund and the same amount will be reallocated to the Youth Voucher and/or the Implementation for Senior Citizen Programs.

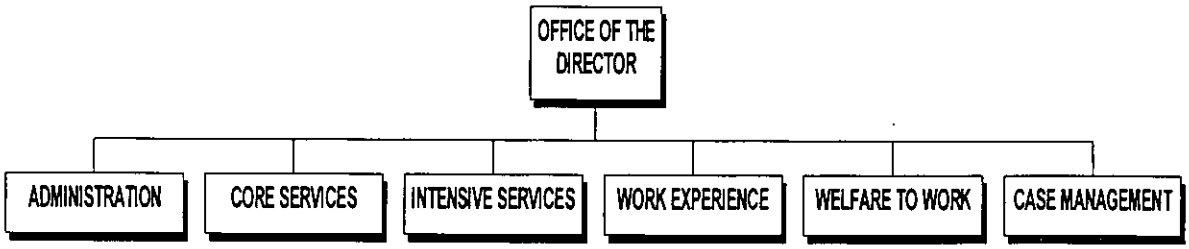
[4] This Set Aside fund will be used to address emergency repairs and housing accessibility modifications for senior citizens and persons with disabilities.

[5] Housing Rehab Set-aside funds will be made available to income-eligible homewoners to correct Code deficiencies at their homes. In most instances these funds will be provided in the form of a deferred payment forgivable loan. There may be times, however, when these funds will be provided in the form of a low-interest loan when funding is otherwise not available in the Housing Rehab Revolving Loan Fund.

GRANTS - COMMUNITY DEVELOPMENT

II. 2004 EMERGENCY SHELTER GRANTS PROGRAM	**$185,000**
III. 2004 HOME PROGRAM	
HOME INVESTMENTS PARTNERSHIP PROGRAM	
25. HOME Program Administration (10% Set-aside)	$308,917
26. HOME CHDO Projects (15% Set-aside)	463,376
27. HOME Eligible Projects	
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.	2,316,884
SUBTOTAL	**$3,089,177**
HOME ANTICIPATED PROGRAM INCOME	**$609,494**
TOTAL HOME	**$3,698,671**
TOTAL COMMUNITY DEVELOPMENT	**$11,826,400**

GRANTS - DEKALB WORKFORCE DEVELOPMENT



CRITICAL MISSION STATEMENTS 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 meet and exceed the National Performance Standards under the Workforce Investment Act.

PROGRAM DESCRIPTION

The DeKalb Workforce Development Department (DWDD) administers various employment and training programs funded by the U. S. Department of Labor through Workforce Investment Act and Welfare Grants. 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 2003

In addition to co-sponsoring a Youth Job Fair for DeKalb youth ages 16-21, DeKalb provided summer youth employment and training opportunities for 785 youth targeted at youth ages 14-15. The Workforce Development Department participated in twelve Rapid Response Sessions with employees of six companies who announced a major layoff or business closing. The department partnered with the DeKalb County Sheriff's Department to offer occupational skills training for soon-to-be-released male inmates at the Jail. Female inmates were provided the opportunity to use equipment and software provided by the DWDD to prepare them for WIA funded opportunities upon their release from Jail. The DWDD Department partnered with ARC, Ethica Healthcare, Dept. of Technical & Adult Education, and Dept. of Community Health to implement a pilot Nurses Assistant to LPN Bridge Program.

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.
Continue to refine the comprehensive program for low income youth ages 14-21.
To enhance the departmental web site to promote information dissemination to potential customers.

Human Services

Continue to provide quality employment and training services to DeKalb County residents including those living in Atlanta-in-DeKalb.
To expand access to workforce development services for DeKalb's International Community.
To promote usage of the Business Services Center by the business community by targeting the International Business Community as a new partner.

MAJOR BUDGETARY IMPACTS

Previous

In 2003, DeKalb County received Workforce Investment Act Grant Awards in the amount of $1,356,329 for Adults, $948,804 for Dislocated Workers, and $1,496,817 for Youth. In addition, DeKalb County received an additional $120,000 from the Georgia Department of Labor to provide additional summer job opportunities for low income youth ages 14-21.

2004

The federal budget for FY04 for Workforce Investment Act activities has been approved as follows: Adult Funds for WIA $894.7 million, Dislocated Workers Funds $1,173.2 million, and Youth activities $995.1 million. Specific awards for DeKalb County WIA activities have not been announced at this time.

Future

Separate bills amending the Workforce Investment Act have been approved by both the Senate and the House. Both versions of the respective bills propose changes in WIA Youth funding with regard to the targeting of activities to in-school and out-of-school youth and the percentage of funding to be spent on each group. As of this date, appointments to the Conference Committee to resolve differences between the bills have not been made.

ACTIVITY MEASURES

	Approximate No. Individuals Served	
	Actual 2003	Estimated 2004
Core Services	13,000	15,000
Intensive Services	300	500
Training Services	155	350
Year Round Youth Programs	175	125
Summer Youth Employment Opportunities	785	650

	Program Year 2002 7/02-6/03		
National Performance Measures	Negotiated Statewide Level	Actual Local Performance	
Adult Measures			
Entered Employment Rate	68.0%	91.30%	Exceeded
Employment Retention Rate	74.1%	81.5%	Exceeded
Earnings Change	$3,101	$6,368	Exceeded
Employment and Credential Rate	57.0%	82.8%	Exceeded
Dislocated Worker Measures			
Entered Employment Rate	77.0%	92.40%	Exceeded
Employment Retention Rate	82.7%	85.2%	Exceeded
Earning Replacement Rate	88.0%	90.6%	Exceeded
Employment and Credential Rate	57.0%	76.6%	Exceeded
Youth Measures			
Entered Employment Rate	63.0%	75.0%	Exceeded
Employment Retention Rate	73.2%	71.4%	Met
Earnings Change	$2,520	$1,558	Not Met
Credential Rate	40.0%	29.2%	Not Met
Skill Attainment Rate	72.0%	96.4%	Exceeded
Diploma or Equivalent Rate	55.0%	50.0%	Met
Retention Rate	60%	44.0%	Not Met
Customer Satisfaction Measures			
Participant	68.0%	73.6%	Exceeded
Employer*	73.0%	72.8%	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.

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 has 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.

MAJOR GOALS FOR 2004 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 tours, meetings, conferences, or conventions in the Atlanta area.
Establish DCVB as the best resource for travel and meeting information in the marketplace.
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. From 1988 to 1999, the BOC contracted to expend the additional 2% levy for the operation of the DCVB. The contract with the DCVB stated that the County agreed to pay an amount equal to the amount collected for the additional 2% levy of the hotel-motel tax, minus a 3% administrative fee to be retained by the County.

In 2000, the Board of Commissioners approved a contract, in the amount of $2,488,995, with the DCVB to promote tourism, conventions, and trade shows. Also, the Board approved a contract, in the amount of $131,531, with the DeKalb Council for the Arts to promote cultural tourism.

In 2001, the Board of Commissioners approved a contract, in the amount of $2,488,995, with the DCVB to promote tourism, conventions, and trade shows.

In 2002, 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 $2,488,995. 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 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.

2004

The additional 2% tax was approved for 2004. The County plans to contract with the DCVB and the DeKalb Council for the Arts to promote tourism, conventions, and trade shows.

Future

Continuation of the hotel-motel tax through 2005 will probably be considered by the BOC in December 2004.

HOTEL/MOTEL TAX FUND

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Gross Room Rentals	$135,000,000	$126,440,000	$110,947,253	$113,070,539
Total Tax Collected	$6,679,955	$5,929,861	$5,349,441	$5,450,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Aid to Other Agencies	$2,126,879	$1,909,802	$1,950,000	$1,950,000
Operating Services & Charges	$0	$0	$198,506	$198,506
TOTAL	$2,126,879	$1,909,802	$2,148,506	$2,148,506

FUNDING SOURCES	2002	2003	2004 Budget
Hotel-Motel Tax	$2,126,879	$1,909,802	$2,148,506

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.

MAJOR BUDGETARY IMPACTS
Previous
None

2004
The 2004 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 MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services and Charges	$55,145	$41,052	$95,849	$95,849
TOTAL	$55,145	$41,052	$95,849	$95,849

FUNDING SOURCES

	2002	2003	2004 Budget
Juvenile Services Fund	$55,145	$41,052	$95,849

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 1996 Budget appropriated $273,500 for the start-up cost of the South Police Precinct, and $700,000 was appropriated for renovation of the Public Safety Building. In 1997 $425,000 was approved for the on-going renovation of the Public Safety Building and new South Precinct Building. In addition $312,000 was appropriated for equipment/technology. In 1998 an additional $270,000 was appropriated for the renovaton of the Public Safety Building. During 1999 $643,000 was appropriated for the on-going renovation of the Public Safety Building.
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.

2004

The 2004 Appropriation for this Fund represents the end of 2003 fund balances.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
District Attorney	$108,896	$240,401	$221,814	$221,814
Sheriff - State/Local Funds	0	0	11,604	11,604
Sheriff - Treasury Funds	0	0	2,502	2,502
Sheriff - Federal Funds	9,790	24,700	102,640	102,640
Police - State/local Funds	645,970	361,154	139,797	139,797
Police - Federal Funds	659,986	1,136,850	671,769	671,769
TOTAL	$1,424,642	$1,763,105	$1,150,126	$1,150,126

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Supplies	$191,535	$327,116	$0	$0
Operating Services and Charges	235,425	146,836	1,043,133	1,043,133
Maintenance and Repair	142,205	36,892	0	0
Equipment	845,477	1,121,378	105,142	105,142
Interdepartmental Services	10,000	130,883	1,851	1,851
TOTAL	$1,424,642	$1,763,105	$1,150,126	$1,150,126

FUNDING SOURCES

	2002	2003	2004 Budget
Law Enforcement Confiscated Monies Fund	$1,424,642	$1,763,105	$1,150,126

PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND

PROGRAM DESCRIPTION

This fund accounts for revenues received from fees paid to the County by the cable television franchises. The funds are used to provide capital and facility improvements for public education and government access cable television channels.

MAJOR BUDGETARY IMPACTS

Previous

This fund was established in 1997 to provide funding for a 15 year program of maintaining, upgrading and replacing the government television infrastructure.

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 part of the settlement with the Cable Franchisee.

2004

The 2004 Budget includes $100,000 for various items of telecommunications equipment.

Future

The PEG Fund will allow for the County to upgrade and maintain its governmental television infrastructure.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$10,632	$16,097	$31,178	$31,178
Supplies	0	17,197	48,000	48,000
Operating Services and Charges	3,386	93,509	1,537,933	1,537,933
Maintenance and Repair	6,904	17,674	45,000	45,000
Interdepartmental Service	0	0	0	0
Equipment	338,244	719	100,000	100,000
Interfund Transfers	0	500,000	0	0
TOTAL	$359,166	$645,196	$1,762,111	$1,762,111

FUNDING SOURCES

	2002	2003	2004 BUDGET
PEG Fund	$359,166	$645,196	$1,762,111

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Peg Support				
Cable Television Office Assistant	18	0	1	1
Total Positions		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 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 fund is governed by the law of supply and demand. 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 1998 Budget included $196,918 for the expansion of the Summer Day Camp program at four new middle schools. The expansion required the addition of sixty temporary positions, four Program Supervisors, four Program Assistants, and fifty-two Camp Councelors. The approved budget also included funding in the amount of $43,231 as a transfer to the CIP Fund. This charge is the Fund's allocated contribution for the new Payroll/Personel System.

In 1999, there were no major changes to the Fund's programs and actual 1998 expenditures left a fund balance of $256,718 for 1998.

As compared to 1999, the beginning Fund Balance for FY2000 increased $135,733 to $392,452. As a result, $10,689 was funded in additional temporary salaries for five Swim Instructers to implement an Aqua-Aerobics Program and Synchronized Swim Classes at several locations. In addition $60,000 was funded for PC'S and software for the implementation of an Automated Recreation Registration System.

In November 2000, the Board of Commissioners approved the transfer of $200,000 from various Recreation Fund expenditure accounts to the Parks & Recreation Operating Budget to fund the purchase and installation of an Intergrated Computerized Management System that includes a reservation system integrated with a work order system and financial reporting capabilities. As a result, the beginning Fund Balance for FY 2001 decreased $98,543 to $293,909 compared to 2000. As compared to 2001, 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.

2004

As compared to 2003, the beginning Fund Balance for FY2004 decreased by $104,664 to $305,685.
Two Senior Clerk positions in the Parks and Recreation Department continue to be funded by Recreation Fund revenues. The cost of $86,141 is reflected as an interfund reimbursement to the Special Tax District-Designated Services Fund.

Future

No significant budgetary impact is anticipated.

RECREATION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Prior Year Paid Adjustment	($75,939)	$0	$0	$0
Outdoor Recreation	35,811	5,563	0	0
Therapeutic Recreation Programs	46,683	31,938	55,809	55,809
Senior Citizens Program	45,847	0	0	0
Briarwood Recreation Center	44,462	28,681	55,635	55,635
Lucious Sanders Recreation Center	54,719	56,148	65,261	65,261
Gresham Recreation Center	78,514	116,062	96,884	96,884
Lynwood Recreation Center	11,983	10,247	15,157	15,157
Mark Trail Recreation Center	31,123	34,400	45,532	45,532
Midway Recreation Center	57,114	120,329	86,627	86,627
Tobie Grant Recreation Center	17,444	11,142	17,777	17,777
Tucker Recreation Center	298,896	320,883	307,952	307,952
Recreation Special Events	0	0	0	0
Brownsmill Center	122,644	128,171	140,306	140,306
Playground Day Camp	17,311	32,002	0	0
Summer Swim Lessons	29,689	23,536	33,716	33,716
Dekalb Swim League	22,056	38,159	39,500	39,500
Sports Association	16,992	0	26,000	26,000
Hamilton Recreation Center	38,839	37,133	68,510	68,510
Adult Softball	130,905	121,033	175,255	175,255
Basketball	2,994	0	0	0
Youth Sports	101,330	97,596	239,173	239,173
Athletics Special Events	(40)	12,413	0	0
Administrative Support	92,222	122,549	171,040	171,040
Georgia Games	0	0	0	0
Error Holding Account	0	(2,193)	0	0
TOTAL	$1,220,841	$1,345,792	$1,640,134	$1,640,134

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$790,624	$817,309	$820,614	$820,614
Supplies	164,673	204,633	250,763	250,763
Operating Services and Charges	156,672	223,300	431,218	431,218
Maintenance and Repair	9,220	5,426	23,200	23,200
Interdepartmental Services	82,747	72,129	86,141	86,141
Equipment	16,905	22,995	28,198	28,198
TOTAL	1,220,841	$1,345,792	$1,640,134	$1,640,134

FUNDING SOURCES

	2002	2003	2004 Budget
Recreation Fund	$1,220,841	$1,345,792	$1,640,134

AUTHORIZED POSITIONS

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 LEASE PAYMENT FUND

PROGRAM DESCRIPTION

The Building Authority Revenue Bonds Lease Payment 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 year end:

	Moody's Investors Service	Standard & Poors
General Obligation	Aaa	AA+
General Obligation Refunding	Aaa	AA+
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.

ACTIVITY MEASURES

	1/1/01	1/1/02	1/1/03	1/1/04
Principal Balance (000's)	N/A	N/A	N/A	$15,000,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO's Recommended Budget	Approved Budget 2004
Operating Services & Charges	N/A	$212,071	$1,096,538	$1,096,538
Total	N/A	$212,071	$1,096,538	$1,096,538

FUNDING SOURCES

	2001	2002	2003	Budget 2004
Special Tax District-Debt Service Fund	N/A	N/A	$212,071	$1,096,538

2004 BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 2003A	$580,000	$498,790	$1,078,790
Total	$580,000	$498,790	$1,078,790

REVENUE BONDS LEASE PAYMENT FUND

TOTAL BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS AS OF 1/1/2004			
	Principal	Interest	Total P & I
Series 2003A	$15,000,000	$6,581,591	$21,581,591
Total	$15,000,000	$6,581,591	$21,581,591

BUILDING AUTHORITY REVENUE BONDS TOTAL BUDGET OBLIGATION REVENUE BONDS SERIES 2003A AS OF 1/1/2004			
	Principal	Interest	Total P & I
2004	$580,000	$498,790	$1,078,790
2005	590,000	487,190	1,077,190
2006	605,000	475,390	1,080,390
2007	615,000	463,290	1,078,290
2008	630,000	450,990	1,080,990
2009	640,000	438,390	1,078,390
2010	655,000	422,390	1,077,390
2011	675,000	406,015	1,081,015
2012	690,000	388,296	1,078,296
2013	710,000	367,596	1,077,596
2014	735,000	346,296	1,081,296
2015	755,000	324,246	1,079,246
2016	780,000	299,709	1,079,709
2017	805,000	273,189	1,078,189
2018	835,000	245,014	1,080,014
2019	865,000	214,119	1,079,119
2020	895,000	181,681	1,076,681
2021	930,000	147,000	1,077,000
2022	980,000	100,500	1,080,500
2023	1,030,000	51,500	1,081,500
Total	$15,000,000	$6,581,591	$21,581,591

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 will provide a separate location for monies set aside for speed humps.

2004

Revenues have increased the fund balance; the need for maintenance continues.

Future

As roads age, the need for maintenance continues.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Maintenance & Repair	$80,000	$906	$376,855	$376,855
TOTAL	$80,000	$906	$376,855	$376,855

FUNDING SOURCES

	2001	2003	2004 Budget
Speed Humps Maintenance Fund	$80,000	$906	$376,855

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.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total Number of Street Light Districts	1,818	1,522	1,925	1,900

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$69,696	$72,593	$75,750	$75,750
Supplies	649	196	2,000	2,000
Operating Services and Charges	2,977,904	3,070,351	3,156,064	3,156,064
TOTAL	$3,048,249	$3,143,140	$3,233,814	$3,233,814

FUNDING SOURCES

	2002	2003	2004 Budget
Street Light Fund	$3,048,249	$3,143,140	$3,233,814

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS 2002	2003	2004
Street Lights				
Engineer	28	1	1	1
Total Positions		1	1	1

VICTIM ASSISTANCE 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 5% assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. These funds will be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia. This fund was authorized during the 1995 session of the Georgia General Assembly.

MAJOR BUDGETARY IMPACTS

Previous

When this fund was created, the Superior Court and the 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.

In 2001, funds were appropriated in the following amounts:
- $578,354 to reimburse the costs for 13 positions, 3 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund,
- $9,200 for a grant match to purchase 4 vehicles for the Solicitor's Office,
- $93,496 for the recurring annual contract for Women Moving On,
- $30,000 for the recurring annual contract for the Rape Crisis Center,
- $33,000 for the recurring annual contract for the Georgia Center for Children.

In 2002, funds were appropriated in the following amounts:
- $633,328 to reimburse the costs for 13 positions, 3 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,
- $33,000 for the recurring annual contract for the Georgia Center for Children,
- $272,097 for the Reserve for Appropriation.

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,
- $217,057 for the Reserve for Appropriation.

2004
- $733,120 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,
- $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,
- $20,000 for Safe Haven Transitional Inc. for utilities and rent,
- $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,
- $216,584 for the Reserve for Appropriation.

MAJOR BUDGETARY IMPACTS (continued)
Future
The additional revenue that will be generated from this penalty assessment will allow the County to offset some of the costs of providing assistance to victims of crime.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Supplies	$0	$17,700	$0	$0
Operating Services and Charges	0	2,463	492,079	492,079
Aid to Other Agencies	120,000	160,500	228,000	228,000
Interfund Transfers	633,328	872,971	733,120	733,120
TOTAL	$753,328	$1,053,634	$1,453,199	$1,453,199

FUNDING SOURCES

	2002	2003	2004 Budget
Victim Assistance Fund	$753,328	$1,053,634	$1,453,199

CAPITAL PROJECTS - SUMMARY

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 ten (10) 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, and the Greenspace Program 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, and the DeKalb-Peachtree Airport 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. In addition, DeKalb County also received $3,027,127 in Greenspace funding. Both the Parks Bonds and Greenspace funding will be used for the acquisition and development of park land in DeKalb County. In 2002, the Greenspace Program received an additional $3,067,915 for acquisition and park land development.

In 2003, the County established a new fund, the Building Authority-Juvenile Court. The funds generated from the issuance of revenue bonds are being used for a new Juvenile Court and related facilities.

2004

The current Capital Projects Budget is $467,375,212

The Board appropriated $13,745,000 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 renovations are currently on-going to the courthouse. Also, renovations are currently underway at the 330 Ponce de Leon Avenue building for future use by the County as an office building to house various County Departments.

Future

Construction is underway for the parking deck and New Juvenile Court facility on Memorial Drive. The Facilities Management Department will be moving from their current building on Trinity Place to a new building on Chestnut Street in Scottdale. The 2001 Parks Bond Issue will continue the acquisition of new park lands as well as the development of existing DeKalb County parks. The Greenspace Program will also continue to encourage DeKalb County to permanently protect 20 percent of the County's total greenspace which will ensure the preservation of this natural resource for the enjoyment of future generations.

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. Also, as a result of the passage of the sales tax, the County has been able to provide funding for the renovation of the Courthouse and addition of an annex.

IMPACT ON OPERATING BUDGET

In 2001, DeKalb voters approved a bond issue in the amount of $125,000,000 for land acquisition and development for parks and recreation purposes. $86,415,000 has been designated for land acquisition and $37,035,000 has been designated for parks development with the remaining dollars being designated for program management expenses. The future impact on the operating budget has not been determined at this time.

The expansion of the County's Justice Center is currently underway and future impact on the operating budget has not been determined at this time.

Most of the major capital improvement projects are related to maintenance projects which have little affect on the operating budget.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DEPARTMENT

DEPARTMENT	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Board of Commissioners	$18,228	$0	$18,228
Building Authority-Juvenile Court	15,128,229	6,414,526	8,713,703
Certificates of Participation	34,643,630	13,598,748	21,044,882
Development	22,500	0	22,500
Economic Development	410,000	303,160	106,840
Extension Service	80,100	2,308	77,792
Facilities Management	10,845,380	5,998,471	4,846,909
Family & Children Services	14,200	14,030	170
Finance	8,202	1,275	6,927
Fire & Rescue Services	2,920,610	1,028,374	1,892,236
Greenspace Program	6,290,532	2,389,651	3,900,881
HOST Capital Outlay	33,255,517	5,180,414	28,075,103
Human & Community Development	435,457	250,860	184,597
Information Systems	22,230,810	13,702,310	8,528,500
Juvenile Court	41,000	41,000	0
Library	225,000	0	225,000
Medical Examiner	318,085	310,041	8,044
Nondepartmental	1,506,949	603,762	903,187
Parks & Recreation	138,128,914	56,222,413	81,906,501
Police Services	2,795,598	2,461,542	334,056
Property Appraisal	120,000	0	120,000
Public Health	14,544,166	14,360,344	183,822
Public Works:			
Fleet Maintenance	2,380,501	700,571	1,679,930
Roads and Drainage/Transportation	32,047,906	16,065,092	15,982,814

CAPITAL PROJECTS - SUMMARY

DEPARTMENT	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Sheriff's Department	3,302,340	1,119,854	2,182,486
Solicitor, Juvenile Court	14,265	10,671	3,594
Tax Commissioner	77,000	77,000	0
HOST			
Roads and Drainage	33,025,921	19,640,339	13,385,582
District 1	7,342,310	4,971,991	2,370,319
District 2	6,110,352	5,018,728	1,091,624
District 3	6,099,351	3,615,150	2,484,201
District 4	6,198,352	3,951,352	2,247,000
District 5	6,234,452	5,215,954	1,018,498
Board of Commissioners	3,041,430	133,225	2,908,205
Justice Center	39,282,118	39,240,789	41,329
Information Systems	9,415,393	8,943,201	472,192
Fire & Rescue Services	7,213,003	7,200,930	12,073
Police Services	1,500,199	1,401,978	98,221
ADA	281,570	121,741	159,829
Parks	5,322,858	5,235,982	86,876
Nondepartmental	14,502,784	12,250,290	2,252,494
TOTAL	**$467,375,212**	**$257,798,067**	**$209,577,145**

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

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$18,228
TOTAL	**$18,228**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Arts Facility	$18,228	$0	$18,228
TOTAL	**$18,228**	**$0**	**$18,228**

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 is for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The Authority intends to issue a separate series of revenue bonds to finance the remainder of the project, including the costs of construction and equipping the Juvenile Court.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	$15,128,229
TOTAL	**$15,128,229**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
New Juvenile Court Facility	$15,128,229	$6,414,526	$8,713,703
TOTAL	**$15,128,229**	**$6,414,526**	**$8,713,703**

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 acquistion, 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 130,000 square feet located in Decatur, Georgia.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interest on Investments	$1,562,870
Miscellaneous Revenue	25,211,574.50
Sale of COPS	7,869,186.12
TOTAL	**$34,643,630**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Reserve for Appropriation	$284,588	$0	284,588
Cost of Issuance	366,575	362,750	3,825
COPS Defeasance	8,424,914	1,363,445	7,061,470
Callaway Building COPS	722,554	722,554	0
330 Ponce Building	15,300,000	11,150,000	4,150,000
Courthouse Renovation	9,545,000	0	9,545,000
TOTAL	**$34,643,630**	**$13,598,748**	**$21,044,882**

CAPITAL PROJECTS - DEVELOPMENT

PROGRAM DESCRIPTION

The capital project assigned to Development is associated with a larger comprehensive Public Works contract with the Metropolitan Atlanta Rapid Transit Authority (MARTA) to rearrange County facilities for the Dunwoody MARTA station. The Development portion covers the land development inspections to be conducted by County staff and reimbursed by MARTA.

None.

RECENT CHANGES

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$22,500
TOTAL	**$22,500**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Inspections/ Rearrangement of MARTA Facility/Dunwoody	$22,500	$0	$22,500
TOTAL	**$22,500**	**$0**	**$22,500**

CAPITAL PROJECTS -ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION

In 2004, the County anticipates receiving a $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

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
State Sources	$148,000
Interfund Transfers	262,000
TOTAL	**$410,000**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Memorial Drive Economic Development Revitalization	$225,000	$225,000	$0
ARC/LCI Kensington MARTA Study	85,000	78,160	6,840
ARC/LCI Candler Road Study	100,000	0	100,000
TOTAL	**$410,000**	**$303,160**	**$106,840**

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

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$80,100
TOTAL	**$80,100**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Extension Serv. Environ. Ed. Center	$80,100	$2,308	$77,792
TOTAL	**$80,100**	**$2,308**	**$77,792**

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. Projects approved in 2003 for Facilities Management include the following: $225,000.00 - Library Processing Center and $657,000.00 - New Facilities Management Building.

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

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Other Agencies	$225,000
Miscellaneous Revenue	$657,000
Interfund Transfers	$9,472,850
Fund Balance Carried Forward	490,530
TOTAL	**$10,845,380**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roof Repairs/Various Buildings	$257,407	$256,047	1,360
Maloof Building Lobby Flooring	100,000	100,000	0
Recarpeting Various County Facilities	70,315	65,635	4,680
Fire Station Repairs	21,638	21,638	0
Courthouse HVAC Replacement	25,000	8,448	16,552
Various Roof Repairs	405,000	404,239	761
Painting Various Facilities	51,649	51,458	191
New Superior Court Courtroom	113,635	113,635	0
Halon Fire System-IS	4,073	4,073	0

CAPITAL PROJECTS - FACILITIES MANAGEMENT

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Maloof Office Renovation	170,000	153,391	16,609
Lynwood Center HVAC	17,442	17,442	0
Maloof Building Air Conditioning	235,000	221,345	13,655
Renovations/Relocations-Maloof to Roberds	400,000	171,949	228,051
HVAC Memorial Drive Facility	259,856	247,541	12,315
Callaway Building Security Improvements	35,000	5,150	29,850
Life Cycle Repair/Replacement	2,600,000	2,246,412	353,588
HVAC Medical Exam Facility	200,000	19,787	180,213
Renovations to Roberds Building	427,060	234,170	192,890
330 Ponce De Leon Avenue Building	2,933,334	19,139	2,914,195
Library Processing Center	225,000	0	225,000
New FacilitesManagement Building	657,000	0	657,000
Transfer to General Fund '03	215,901	215,901	0
Transfer to Fire Fund '03	20,512	20,512	0
	558	558	0
	1,400,000	1,400,000	0
TOTAL	**$10,845,380**	**$5,998,471**	**$4,846,909**

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

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$14,200
TOTAL	**$14,200**

APPROPRIATIONS

PROJECT DESCRIPTION	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Playground Equipment	$14,200	$14,030	$170
TOTAL	**$14,200**	**$14,030**	**$170**

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

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$8,202
TOTAL	**$8,202**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Surplus Property Shed	$8,202	$1,275	$6,927
TOTAL	**$8,202**	**$1,275**	**$6,927**

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

None.

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$2,343,539
Fund Balance Carried Forward	577,071
TOTAL	**$2,920,610**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Fire Academy Trailers	$175,000	$174,533	$467
Fire Station # 15/ Renov. & Repair	1,988	1,823	165
Burn Building - Fire Training	500,000	20,924	479,076
PS/Fire Underground Fuel Tanks	500,000	366,481	133,519
Fire Station Exhaust System	129,754	129,754	0
Fire Station #9 Repair	361,458	334,859	26,599
Miscellaneous CIP	1,000,000	0	1,000,000
Fiber Optic Phase II Purchase Agreement	82,500	0	82,500
Essential Equipment Purchases	169,910	0	169,910
TOTAL	**$2,920,610**	**$1,028,374**	**$1,892,236**

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 accured 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

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Use of Money and Property	$120,340
State Sources	6,095,042
Interfund Transfers	75,000
Other Agencies	150
TOTAL	**$6,290,532**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
2001 Greenspace Acquisition	$3,125,855	$2,277,570	$848,285
Transfer To CIP	75,000	75,000	0
Subtotal:	**$3,200,855**	**$2,352,570**	**$848,285**
2002 Greenspace Acquisition			
Unincorporated DeKalb	$30,369	$0	$30,369
Avondale Estates	13,050	0	13,050
Chamblee	113,267	10,399	102,869
Clarkston	36,170	0	36,170
Doraville	49,330	0	49,330
Lithonia	10,939	0	10,939
Pine Lake	3,107	0	3,107
Stone Mountain	35,740	0	35,740
Other Property Acquisitions	2,797,705	26,682	2,771,023
Subtotal:	**$3,089,677**	**$37,081**	**$3,052,596**
TOTAL	**$6,290,532**	**$2,389,651**	**$3,900,881**

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.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Excise Tax	$108,761,985
State Government	5,301,446
Use of Money & Property	15,979,182
Pending Grants	200
Interfund Transfer	15,527,279
TOTAL	**$145,570,092**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ROADS AND DRAINAGE			
Countywide			
Program Management Service	$2,196,102	$1,844,046	$352,056
Road Improvements	22,533,177	10,520,994	12,012,183
Bridges	1,030,992	539,524	491,468
Drainage	593,829	583,649	10,180
Drainage/ Flood Control	1,510,505	991,311	519,194
Streambanks	3,620	3,620	0

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roads and Drainage Continued			
Countywide			
Environmental Projects	11,912	11,893	19
Sidewalks	778,874	778,874	0
Intersection Improvements	70,301	69,886	415
Paving	3,954,844	3,954,777	67
Speed Humps	119,543	119,543	0
Neighborhood Improvements	222,222	222,222	0
Sub- Total	**33,025,921**	**19,640,339**	**13,385,582**
District 1			
Bridges	68,547	30,860	37,687
Curbs	21,256	21,256	0
Drainage	491,579	144,225	347,354
Environmental Projects	794,058	794,057	1
Intersections	989,038	582,359	406,679
Paving	436,448	402,701	33,747
Road Improvements	523,300	136,762	386,538
Sidewalks	2,643,041	1,867,590	775,451
Signals	683,966	615,401	68,565
Speed Humps	4,000	4,000	0
Street Lights	120,065	111,995	8,070
Striping	274,187	260,784	13,403
District 1 Contingency	52,825	0	52,825
Traffic Calming	240,000	0	240,000
Sub- Total	**7,342,310**	**4,971,991**	**2,370,319**
District 2			
Bridges	171,485	163,618	7,867
Curbs	31,261	29,573	1,688
Drainage	556,746	419,522	137,224
Environmental Projects	109,115	109,115	0
Intersections	507,230	384,423	122,807
Paving	238,536	238,536	0
Road Improvements	75,000	50,000	25,000
Sidewalks	3,514,289	2,929,538	584,751
Signals	270,000	164,630	105,370
Speed Humps	12,000	12,000	0
Striping	314,284	275,467	38,817
District 2 Contingency	13,906	0	13,906
District 2 Interfund Transfers	21,500	21,500	0
District 2 Capital Improvements	275,000	220,806	54,194
Sub-Total	**6,110,352**	**5,018,728**	**1,091,624**
District 3			
Bridges	44,018	31,926	12,092
Curbs	6,573	6,573	0
Drainage	359,042	76,941	282,101

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roads & Drainage Continued			
District 3			
Environmental Projects	700,000	22,517	677,483
Intersections	349,758	103,604	246,154
Paving	229,066	229,066	0
Road Improvements	279,392	279,392	0
School Lights	971	971	0
Sidewalks	3,199,939	2,320,405	879,534
Signals	550,000	288,179	261,821
Streambanks	4,312	4,312	0
Street Lights	35,675	26,152	9,523
Striping	237,714	225,111	12,603
District 3 Contingency	102,891	0	102,891
Sub - Total	**6,099,351**	**3,615,150**	**2,484,201**
District 4			
Bridges	28,172	19,983	8,189
Curbs	2,043	2,043	0
Drainage	282,824	130,173	152,651
Environmental Projects	100,000	80,554	19,446
Intersections	1,460,757	354,051	1,106,705
Paving	269,012	269,012	0
Road Improvements	550,000	150,879	399,122
School Lights	242	242	0
Sidewalks	2,516,530	2,366,170	150,360
Signals	577,500	369,278	208,222
Street Lights	21,303	3,370	17,933
Striping	213,536	205,597	7,939
District 4 Contingency	176,433	0	176,433
Sub-Total	**6,198,352**	**3,951,352**	**2,247,000**
District 5			
Bridges	81,146	18,844	62,302
Curbs	4,601	3,946	655
Drainage	176,233	29,060	147,173
Intersections	1,387,445	700,612	686,833
Paving	892,941	849,816	43,125
Road Improvements	82,086	82,086	0
School Lights	10,605	10,059	546
Sidewalks	2,230,251	1,761,190	469,061
Signals	598,346	406,017	192,329
Streambanks	4,312	4,312	0
Street Lights	31,968	4,167	27,801
Striping	404,840	345,846	58,994
District 5 Contingency	329,678	0	329,678
Sub-total	**6,234,452**	**4,215,954**	**2,018,498**

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
BOARD OF COMMISSIONERS			
Arts Center / Museum	3,041,430	133,225	2,908,205
JUSTICE CENTER	39,282,118	39,240,789	41,329
INFORMATION SYSTEMS	9,415,393	8,943,201	472,192
FIRE & RESCUE SERVICES			
Fire Station # 6 - McAfee	1,509,112	1,506,612	2,500
Fire Station #25 - Rockbridge	2,110,809	2,101,974	8,835
Fire Station #4 - River Rd.	3,382,803	3,382,065	738
Transfer to CIP/Fire Station # 9	210,279	210,279	0
Subtotal:	**7,213,003**	**7,200,930**	**12,073**
POLICE SERVICES			
Tucker Precinct	1,500,199	1,401,978	98,221
ADA			
ADA Improvements/Consultant	60,000	0	60,000
ADA Improvements/ PPM	121,570	29,452	92,118
ADA Improvements /Parks & Recreation	100,000	92,289	7,711
Subtotal:	**281,570**	**121,741**	**159,829**
PARKS			
Mystery Valley/Sugar Creek Golf Courses	309,256	309,256	0
Brook Run Acquisition	3,747,334	3,747,334	0
Tobie Grant Water Line	25,000	5,980	19,020
Reconstruction Tennis Courts	160,000	107,042	52,958
Arabia Mtn. Property Acquisition	1,040,524	1,027,660	12,864
Golf Course Improvements	40,744	38,710	2,034
Subtotal:	**5,322,858**	**5,235,982**	**86,876**
NONDEPARTMENTAL			
Transfer to General Fund	9,973,297	9,973,297	0
Transfer to STD-DS	2,260,462	2,260,462	0
Transfer to CIP	16,531	16,531	0
Reserve for Appropriation	2,252,494	0	2,252,494
Subtotal:	**14,502,784**	**12,250,290**	**2,252,494**
TOTAL	**$145,570,092**	**$115,941,649**	**$29,628,443**

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

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$30,063,517
State Government	$3,192,000
TOTAL	**$33,255,517**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Transportation/Intersection/Safety Traffic Improvements			
Panola Road @ I-20	$375,000	$300	$374,700
Bouldercrest @ River Road	200,000	55,138	144,862
Panthersville @ Bouldercrest	400,000	5,200	394,800
Hillandale @ Farrington	700,000	26,640	673,360
Allgood @ Redan	100,000	0	100,000
S. Deshon @ S. St. Mtn. Lithonia Rd.	100,000	3,650	96,350
Wellborn @ S. St. Mtn. Lithonia Rd.	150,000	0	150,000
Fellowship @ Idlewood	225,000	0	225,000
Henderson Mill @ Mercer	175,000	0	175,000
North Druid Hills @ Clairmont	250,000	15,106	234,894
N. Decatur Rd. @ Oxford Roundabout	200,000	23,014	176,986
N. Decatur @ Lullwater	250,000	7,825	242,175
N. Decatur @ Winn Way	350,000	0	350,000
Rockbridge Rd. @ Martin Intersec. Imp.	260,000	0	260,000
Phillips Rd. @ Marbut Intersection	175,000	53,056	121,944
Stephenson Rd. Corridor	500,000	420	499,580
River Rd.@ Flakes Mill Inters. Improve.	250,000	57,983	192,017
River Rd.@ Oakvale Intersec. Improve.	250,000	51,668	198,332
Pathersville @ Oakvale Intersec. Improv.	200,000	22,241	177,759
Linecrest Road Bridge	150,000	0	150,000
Subtotal:	**5,260,000**	**322,240**	**4,937,760**

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
High Priority Sidewalks & Safety Improvements			
Rockbridge Road Sidewalks	550,000	93,435	456,565
Flakes Mill Sidewalks	650,000	285,996	364,004
S. Hairston Rd. Sdwlks.-Freedom Mid.Sch.	90,000	90,000	0
Columbia Drive Sidewalks	200,000	0	200,000
Dogwood Farms Sidewalks	250,000	0	250,000
Phillips Road Sidewalks	225,000	0	225,000
Rockbridge Road @ Wynbrooke	600,000	0	600,000
Young Road Sidewalks	300,000	300,000	0
S.Hairston Rd. Sdwlks.-Bethune Mid.Sch.	140,000	140,000	0
DeKalb Ind.Blvd./Way Sidewalks	90,000	90,000	0
McElroy Sidewalks	50,000	50,000	0
Winters Chapel Road Sidewalks	80,000	0	80,000
Womack Sidewalks	120,000	120,000	0
Winn Way Sidewalks	85,000	85,000	0
Northern Avenue Sidewalks	150,000	150,000	0
West Mountain Sidewalks	140,000	0	140,000
Miller Road Sidewalks	225,000	0	225,000
North Decatur Sidewalks	200,000	157,330	42,670
County-wide Sidewalks	900,000	351,583	548,417
Buford Highway Sidewalks	300,000	0	300,000
Memorial Drive Sidewalks/Streetscapes	660,000	0	660,000
Clifton Springs Sidewalks	65,000	0	65,000
Dunwoody Club/Mt. Vernon Sidewalks	120,000	120,000	0
Tilly Mill Sidewalks	80,000	80,000	0
Northlake Area Pedestrian Improve.	400,000	0	400,000
School Signage Safety Upgrades	250,000	115,488	134,512
School Warning Lights	350,000	129,390	220,610
Guard Rail Installation	300,000	0	300,000
ADA/Pedestrian Safety Upgrades	200,000	22,010	177,990
Street Lighting Safety Program	150,000	10,544	139,456
Subtotal:	**7,920,000**	**2,390,776**	**5,529,224**
Other High Priority Projects			
Traffic Sign. & Intersect. Cont. Design	951,743	90,539	861,204
Match for Local Initiatives	750,000	0	750,000
R/W Acquisition Intersect. & Sdwlk Prjs.	800,000	171,794	628,206
Traffic Signalization	1,550,000	182,304	1,367,696
Upgrade Traf.Operations Center	80,000	15,514	64,486
Bike/Pedestrian Trail(S. Fork Creek)	250,000	0	250,000
Bike/Pedestrian Trail(Arabia Mt.)	600,000	186,525	413,475
Bike/Pedestrian (Perimeter Trail Phase I)	250,000	0	250,000
Bike/Pedestrian(St. Mountain Phase V)	250,000	165,145	84,855
Contract Pavements Repair	2,008,517	1,589,131	419,386
Transportation Plan	548,257	24,174	524,083
Mercer Bridge Rehab/Replacement	250,000	0	250,000
GDOT/Lavista Road Improvements	1,250,000	0	1,250,000
GDOT/North Decatur Road Improvements	2,342,000	42,272	2,299,728
Subtotal:	**11,880,517**	**2,467,398**	**9,413,119**

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Traffic Improvements, Safety & Management			
Rainbow Drive @ Kelly Chapel Rd.	150,000	0	150,000
Hayden Quarry Rd. @ Turner Hill Rd.	500,000	0	500,000
Browns Mills Rd. @ Klondike	100,000	0	100,000
Central Drive @ Rays Rd.	200,000	0	200,000
Marbut Rd. @ Wellborn	200,000	0	200,000
Evans Mills Rd. Relocate @ I-20	2,500,000	0	2,500,000
Lithonia Industrial Blvd. Phase #3	200,000	0	200,000
Young Rd. & Meadowbrooke Chase	200,000	0	200,000
Subtotal:	**4,050,000**	**0**	**4,050,000**
Other Traffic & Improvement Projects-Countywide			
Roadway Striping	200,000	0	200,000
Subtotal:	**200,000**	**0**	**200,000**
Local Match for Federal/State Funding			
Candler Rd. Streetscape	300,000	0	300,000
New Arterial - Panola Rd. to DeKalb Med.	1,000,000	0	1,000,000
Subtotal:	**1,300,000**	**0**	**1,300,000**
Sidewalk Improvements			
Rainbow Drive - Columbia to Cocklebur	245,000	0	245,000
Flat Shoals Rd. Whites Mill to I-285	350,000	0	350,000
Toney Elementary	135,000	0	135,000
Wesley Chapel Rd. - Wesley Hall to Kroger	100,000	0	100,000
West Austin Rd. - Larkspur to Austin	20,000	0	20,000
Boring Rd. - Flats Shoal Pkwy - Idle Creek	150,000	0	150,000
Hambrick Rd. - Apple Tree - Bramwell	190,000	0	190,000
Village Square Dr. Memorial - Existing SW	55,000	0	55,000
Panola Rd. - Thompson Mill to Miller Grove	300,000	0	300,000
Indian Creek Elementary Safety Upgrades	100,000	0	100,000
Flat Shoals Elementary Safety Upgrades	100,000	0	100,000
Snapfinger Woods Dr. / Snapfinger Rd.	350,000	0	350,000
Kensington Rd. School - Covington - Mem.	100,000	0	100,000
Salem Rd. Middle School - Panola - Crossvale	450,000	0	450,000
Subtotal:	**2,645,000**	**0**	**2,645,000**
TOTAL	**$33,255,517**	**$5,180,414**	**$28,075,103**

CAPITAL PROJECTS - HUMAN AND 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. The DeKalb/Atlanta Human Services Center improvement project consists of providing automatic doors to the facility in order to make it more accessible for the disabled and elderly. The Pool Facilities project in the Scottdale and Candler/McAfee Communities consists of needed improvements to the swimming pool facilities in these two communities. The Recreational Facilities in the Scottdale Community consists of renovations and improvements of recreational facilities.

IMPACT ON OPERATING BUDGET

There has been no additional impact on the operating budget.

RECENT CHANGES

The Senior Center Facilities Improvements, Swimming Pool Facilities Improvements in Scottdale and Candler/McAfee, and the Recreational Facilities Renovations & Repairs in Scottdale projects have all been completed and will be closed as part of the 2004 Capital Improvemetn Projects Budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$427,137
Fund Balance Carried Forward	8,320
TOTAL	**$435,457**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Senior Center Facilities Improvements	$185,148	$185,148	$0
Pool/Scottdale & Candler/McAfee	100,000	24,295	75,705
Recreational Facilities/Scottdale	100,000	7,878	92,122
DeKalb/Atlanta HSC Disability Improvements	39,150	22,380	16,770
Transfer to STD-DS '03	11,159	11,158	0
TOTAL	**$435,457**	**$250,859**	**$184,597**

CAPITAL PROJECTS - INFORMATION SYSTEMS

PROGRAM DESCRIPTION

The capital projects budget for the Information Systems Department includes funding for the Jail Management System, the Payroll Personnel System and the Consolidated Purchase of Computer Equipment. The Jail Management System has now been integrated with the new Case Management System for the courts and is providing basic case information and full inquiry capabilities for all the judicial agencies. In the 2004 Budget, a new project was established for the Criminal Justice Information System in the amount of $150,000. The following projects received additional funding as part of the 2004 Budget: Kronos Lease Purchase-$176,507, Automated Purchasing System/Financial Management Information System-$1,450,000, I-Net Phase III-$1,297,460, and the PC Lifecycle Replacement Program-$1,000,000.

IMPACT ON OPERATING BUDGET

The new systems will allow for better access to information with little to no impact on the operating budget.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Other Agencies	$293,120
Interdepartmental Charges	795,004
Interfund Transfers	21,040,121
Fund Balance Carried Forward	102,565
TOTAL	**$22,230,810**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Carpet Replacement	$2,265	$2,265	$0
IS Machine Room Improvements	62,300	55,325	6,975
Office Construction	38,000	35,323	2,677
Jail Management System	775,966	716,203	59,763
Payroll Personnel System	1,030,827	991,433	39,394
Consolidated Purchase	2,409,074	2,218,240	190,834
Lease Purchase PC's/Servers	850,000	836,582	13,418
Standardize Network	170,000	170,000	0
County-wide Fiber Optic Network	1,196,520	1,110,184	86,336
Automation of Purchasing Process	2,000,000	523,400	1,476,600
Develop Countywide Intranet	18,082	0	18,082
PC Life Cycle Refresh Program	75,000	75,000	0

CAPITAL PROJECTS - INFORMATION SYSTEMS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Combined Billing/ Water & Sewer & Sanitation	955,000	647,620	307,380
Street Address Standardization	28,444	0	28,444
Electronic Forms	3,243	0	3,243
Expansion of County Imaging	22,500	0	22,500
Executive Level Billing	10,296	0	10,296
PW Hardware Replacement Items	244,824	235,217	9,607
Sanitation Assessment Account History	128,000	0	128,000
P & R Windows NT System	149,500	85,057	64,443
Case Management Release 4.0	160,000	142,650	17,350
Network Backup Storage Area	229,500	229,450	50
Jail Server/Increase Disk Capacity	79,626	79,405	221
Windows 2000 Upgrade-Server	43,200	22,950	20,250
PC Life Cycle Replacement Program	1,800,000	708,057	1,091,943
PeopleSoft Phase 2	326,000	323,435	2,565
Fire Services Site Plan	125,000	0	125,000
2002 CTIP Purchases	800,000	758,120	41,880
Kronos Lease Purchase	570,395	333,887	236,508
HRIS Upgrade	586,200	586,170	30
2003 CTIP Purchases	1,000,000	153,704	846,296
APS/FMIS	3,890,000	2,017,829	1,872,171
I-Net Phase II & III	2,051,048	644,803	1,406,245
Property Appraisal System	250,000	0	250,000
IS / Criminal Justice Project	150,000	0	150,000
TOTAL	**$22,230,810**	**$13,702,310**	**$8,528,500**

CAPITAL PROJECTS - JUVENILE COURT

PROGRAM DESCRIPTION

Funds were appropriated for the construction of a courtroom, Judge's chamber, secretarial office, and staff offices in the space formerly used to store supplies for the Sheriff's department and in space used for the Warrants Division. This project has been completed and is in the process of being closed-out.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$41,000
TOTAL	**$41,000**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Renovation of Juvenile Court Annex	$41,000	$41,000	$0
TOTAL	**$41,000**	**$41,000**	**$0**

CAPITAL PROJECTS - LIBRARY

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

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$225,000
TOTAL	**$225,000**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Library Site Expansion	225,000	0	220,000

CAPITAL PROJECTS - MEDICAL EXAMINER

PROGRAM DESCRIPTION

During the latter part of 1994, funds were approved for the construction of a new Forensic Science Center to replace the existing facility which was unsafe, outdated, and too small to handle the number of cases. The new center is complete.

IMPACT ON OPERATING BUDGET

The Medical Examiner's new facility is now open. The new facility is able to generate revenue for the County from rental fees charged to the organ procurement organizations.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interest on Investment	$34,036
Fund Balance Carried Forward	$284,049
TOTAL	**$318,085**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Morgue/Forensic Science Center	$317,388	$310,041	$7,347
Unallocated Interest	697	0	697
TOTAL	**$318,085**	**$310,041**	**$8,044**

CAPITAL PROJECTS - NONDEPARTMENTAL

PROGRAM DESCRIPTION

The purpose of this Nondepartmental section is to house the following two types of appropriations: 1) those associated with grant awards that have been approved by the Board of Commissioners, but not yet finalized in the form of a contract or grant agreement (after the contract grant documents are finalized, the appropriations are transferred to the proper departmental section), and 2) those for completed projects that are scheduled to be transferred back to other funds and rebudgeted for other uses.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfer	$10,302
Various Pending Grants	752,024
Fund Balance Carried Forward	744,623
TOTAL	**$1,506,949**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Transfer to General Fund	$191,452	$191,452	$0
Transfer to Fire Fund	10	10	0
Transfer to STD-DS	49,131	49,131	0
Transfer to HOST Fund	2,500	2,500	0
Transfer to Water & Sewer Operating Fund	2,850	2,850	0
Transfer to Water & Sewer R & E Fund	298,925	298,925	0
Transfer to Sanitation Operating Fund	2,394	2,394	0
Transfer to Fleet Maintenance	30,000	30,000	0
Transfer to Vehicle Maintenance Fund	26,500	26,500	
DOT/TS/I-20/F.Shoals/I-285	42,954	0	42,954
Co.Match /GEMA Hazard Mitigation	151,163	0	151,163
Transit-Oriented Sidewalks	657,769	0	657,769
Flood Prone Homes	51,301	0	51,301
TOTAL	**$1,506,949**	**$603,762**	**$903,187**

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

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 was 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 have 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

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$335,390
Interest on Investment	49,918
TOTAL	**$385,308**

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
1994 Interest Allocation	$50,037	$50,037	$0
Park Development	11,545	11,545	0
Athletic Improvements	9,220	9,220	0
Special Facilities	2,928	2,928	0
Miscellaneous	213,916	61,320	152,596
1990 Interest Allocation	20,683	20,682	1
1992 Interest Allocation	76,979	76,979	0
TOTAL	**$385,308**	**$232,711**	**$152,597**

Note: Between 1987 and 1998, $40,490,474 was expended for various park and athletic field improvements as a result of this bond issue.

2001 BOND ISSUE

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 fully determined, but funds have been budgeted in Parks & Recreation to begin this effort.

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	$130,240,959
Use of Money and Property	3,559,739
Other Agencies	600,000
TOTAL	**$134,400,698**

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Program Management Expense	$1,550,000	$1,290,030	$259,970
District 1 Land Acquisition Projects	7,868,702	1,846,850	6,021,852
District 2 Land Acquisition Projects	7,868,702	1,028,251	6,840,452
District 3 Land Acquisition Projects	7,868,702	6,164,676	1,704,026
District 4 Land Acquisition Projects	7,868,702	1,834,734	6,033,969
District 5 Land Acquisition Projects	7,868,702	5,073,470	2,795,233
District 6 Land Acquisition Projects	7,868,702	1,438,455	6,430,248
District 7 Land Acquisition Projects	7,868,702	4,657,348	3,211,354
Arthur Blank Foundation-Acquisition	500,000	500,000	0
County-wide Acquisition Projects	37,495,653	27,103,982	10,391,670
County-wide Parks Development Expense	9,728,004	1,467,994	8,260,010
District 1 Development Projects	4,278,018	27,529	4,250,489
District 2 Development Projects	4,278,018	469,514	3,808,504
District 3 Development Projects	4,278,018	27,899	4,250,119
District 4 Development Projects	4,278,018	127,546	4,150,472
District 5 Development Projects	4,278,018	48,878	4,229,140
District 6 Development Projects	4,278,018	178,347	4,099,671
District 7 Development Projects	4,278,018	82,387	4,195,631
Arthur Blank Foundation-Development	100,000	15,423	84,577
TOTAL	**$134,400,698**	**$53,383,313**	**$81,017,385**

CAPITAL PROJECTS FUND

The Parks & Recreation capital projects program is responsible for the improvement of exisiting 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 Parks Bond issue, which 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.

CAPITAL PROJECTS - PARKS AND RECREATION

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
State Sources	$1,053,000
Miscellaneous Revenue	132,897
Interfund Transfers	1,846,400
Fund Balance Carried Forward	310,611
TOTAL	**$3,342,908**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Olmsted Linear Park	$800,000	$800,000	$0
Hidden Acres Nature Preserve	10,000	0	10,000
Murphy Candler Nature Preserve	9,948	9,948	0
Davidson-Arabia Mt. Nature Preserve	10,000	9,761	239
Southeast Athletic Complex	14,000	14,000	0
Browns Mill Landside Repair	100,000	81,406	18,594
Murphey Candler Pool	685,000	667,209	17,791
CD/ Scottdale Public Improvements	49,800	49,800	0
Davidson-Arabia Mountain Park	4,381	3,780	601
Wooden Bleacher Replacement	32,000	32,000	0
Tennis/Multi-Purpose Court Renovation	6,368	6,368	0
Mason Mill Park/Garden & Sanctuary	2,051	1,736	315
Briarwood Park Retaining Wall	5,241	5,241	0
Improvements @ 4 Parks/Rec. Asst.	24,100	24,100	0
Wade Walker Park Improvements	27,825	25,190	2,635
Murphy Candler Improvements	17,030	16,094	936
Laurelwood Site/EPD Requirements	22,000	13,400	8,600
EPD Non Point Water Pollution Grant	139,543	3,305	136,238
Replace Pump/ Filter Building	76,997	76,506	491
Lynwood Park Infrastructure	57,600	0	57,600
Redan Park Restrooms	74,453	74,273	180
Sugar Creek Golf Course Sign	9,020	5,481	3,539
Dresden Park	138,557	0	138,557
Arabia Mountain Interpretive Center	50,000	48,492	1,508
Renovate Sugar Creek Soft Court	32,404	31,740	664
Brook Run Property/Site Inspection	26,250	20,010	6,240
Comprehensive Strategic Plan	150,000	125,827	24,173
2000 Acquisitions	300,000	225,267	74,733
2000 Parks Repairs	150,000	80,588	69,412
Repair/Resurface W. Walker	15,840	14,688	1,152
Tobie Grant Pool Repairs	12,500	180	12,320
Hidden Acres Parks	165,000	90,000	75,000
Murphey Candler Dock/Board	40,000	40,000	0
Ferwood Park/Pedestrian Path	10,000	10,000	0
Dearborn Park	75,000	0	75,000
TOTAL	**$3,342,908**	**$2,606,389**	**$736,519**

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 cost 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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	$600,716
Interfund Transfers	1,866,557
Fund Balance Carried Forward	328,326
TOTAL	**$2,795,598**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Helicopter Fueling Station	$100,027	$0	$100,027
Renovate Public Safety Building-Federal	1,487,994	1,480,781	7,213
Equipment/ Technology	1,037,577	960,761	76,816
Mini Police Precinct	50,000	0	50,000
Indoor Firing Range	100,000	0	100,000
Transfer for LLEBG Match	20,000	20,000	0
TOTAL	**$2,795,598**	**$2,461,542**	**$334,056**

CAPITAL PROJECTS - PROPERTY APPRAISAL

PROGRAM DESCRIPTION

The entire Property Appraisal Department will be relocated to a smaller area in the Callaway Building. They will need modular furniture to fit every employee in the space that they will be provided.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$120,000
TOTAL	**$120,000**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Remodel Property Appraisal	$120,000	$0	$120,000
TOTAL	**$120,000**	**$0**	**$120,000**

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. Projected interest earnings were taken into consideration at the outset of the program when the total project cost was estimated at $30,808,597. However, because construction prices were higher than initial estimates and because renovations required at the Vinson Health Center were more extensive than originally thought, interest earnings exceeding the amount originally estimated to be needed have been appropriated.

The purchase of three rented facilities (the Clifton Springs Comprehensive Center and Fox Recovery Center in South DeKalb, and the Richardson Comprehensive Center in central DeKalb) were completed in 1994.

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).

IMPACT ON OPERATING BUDGET

The County had no plans to increase its contribution to the Health Department as a result of these new facilities coming on line. However, because they are owned and maintained by the County, Facilities Management took on additional responsibility. In 1994, Facilities Management's budget included an additional $18,000 in maintenance cost for the two purchased facilities. Facilities Management's 1999 budget included an additional $18,000 for a Facility Engineer to maintain the East DeKalb Health Center.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$13,121,618
Interest on Investment	827,548
Miscellaneous Revenue	595,000
TOTAL	**$14,544,166**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Construction	$8,014,737	$8,010,509	$4,228
Other	4,700,604	4,697,962	2,642
Information Technology/Other	1,828,825	1,651,873	176,952
TOTAL	**$14,544,166**	**$14,360,344**	**$183,822**

Note: Between 1993 and 1998, $22,569,251 was expended for the purchase, construction, and renovation of various health facilities as a result of this bond issue.

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

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$1,518,957
Fund Balance Carried Forward	861,544
TOTAL	**$2,380,501**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Underground Fuel Storage Tanks	$779,185	$295,209	$483,976
Camp Road/Repair	15,000	0	15,000
North Lot Shop - Fleet Maintenance	889,457	10,962	878,495
Underground Storage Tanks/FM Sites	561,859	394,400	167,459
Petroleum Fuel Tanks	65,000	0	65,000
Vehicle Lift System	70,000	0	70,000
TOTAL	**$2,380,501**	**$700,571**	**$1,679,930**

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

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

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Federal Government	$12,544
State Government	15,669,238
Other Local Governments	474,716
Other Agencies	7,856,844
Miscellaneous Revenue	1,591,484
Interfund Transfers	6,702,614
Fund Balance Forward	(259,534)
TOTAL	**$32,047,906**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS)			
TS/Briarcliff Rd. @ The Marcus	$55,695	$13,160	$42,535
TS/Church St. @ Clairmont Oaks	47,724	26,286	21,438
TS/DOT/Winters Chapel/Oakcliff	83,011	79,206	3,805
TS/N. Decatur & Lawrenceville Highway	30,903	15,598	15,305
TS/ Chamblee-Tucker & Cumberland Rd.	15,268	10,591	4,677

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS) (continued)			
TSU/Hugh Howell & Lilburn-St. Mtn. Rd.	$27,506	$27,506	$0
TS/ E. Ponce de Leon @ Rays Rd.	16,539	9,916	6,623
TSS/ Rockbridge Road	85,297	10,700	74,597
TSS/E. Ponce de Leon/ Scott/Lawrenceville	263,971	44,400	219,571
TSS/Columbia - Memorial	327,019	327,019	0
TSS/Buford Highway	577,430	577,430	0
TSS/Peachtree Ind,P'tree Rd- N. Peachtree	284,411	208,900	75,511
Traffic Signal Installation	180,000	176,215	3,785
TS/SR124/Rock Chapel @ Maddox	41,223	0	41,223
TS/SR124/Rock Chapel @ Pleasant Hill Rd.	17,023	0	17,023
TS/Chamblee-Dunwoody Rd.@ Gramercy	50,000	4,658	45,342
T/S E. Ponce @ Rock Mtn. Blvd.	189,000	115,250	73,750
T/S Motors Ind. Blvd. @ GM	83,000	58,000	25,000
Traffic Evaluation Near Schools	50,000	42,863	7,137
Traffic Calming Evaluation	100,000	94,496	5,504
Five Traffic Calming Projects	85,000	63,355	21,645
T/S Briarcliff Rd. @ Southland	30,000	0	30,000
T/S Covington Hwy. @ Towers Middle School	58,065	25,570	32,495
Sheffield Drive Speed Hump Installation	4,500	2,489	2,011
T/S Clairmont Road @ Century	64,554	5,400	59,154
SS/LaVista Rd.	16,384	0	16,384
TS/Turner Hill Rd. at Mall Parkway	46,208	0	46,208
TS/ Chamblee-Tucker Rd. - I-285-I-85	129,091	126,623	2,468
TS/ Buford Hwy at Oakcliff Rd.	2,117	2,117	0
TS/Lawrenceville(Lynburn, LaVista,Old Norcross)	70,000	4,375	65,625
SS/Downtown Decatur	40,438	0	40,438
SS/ I-20	99	0	99
TS/ E. Ponce De Leon Ave.	10,084	0	10,084
TS/ Mount Vernon Rd. @ Tilly Mill	7,368	0	7,368
TS/ Lake Hearn Development	34,715	0	34,715
ATMS Traffic Control Center	32,258	8,326	23,932
Rearrange Co. Fac. (Dunwoody)	120,465	0	120,465
TS/ E.Ponce de Leon at I-285	29,024	0	29,024
TS/Perimeter Center Parkway	20,267	0	20,267
SS/LaVista Rd. (Northlake)	236,648	217,029	19,619
TS/Ashford Dunwoody(Ashford Park)	11,725	5,843	5,882
Traffic Signal Upgrades	1,364,869	948,188	416,681
SS/ Candler Rd.	145,622	47,227	98,395
TS/Ashford-Dunwoody & Ashford Ctr.Pkwy.	13,236	0	13,236
Panola Rd./I-20 Signal System	91,193	49,207	41,986
T/S N. Druid Hills System	110,053	0	110,053
New Traffic Signals	149,205	94,921	54,284
T/S Henderson Mill & Briarcliff	15,495	0	15,495
Wesley Chapel Rd. & I-20	103,938	47,145	56,793
Chamblee Dunwoody Signal System	51,116	17,296	33,820
TS/N. Hairston @ Stonegate Industrial	30,000	0	30,000
TS/Mall Parkway @ Klondike Road	140,000	140,000	0
Subtotal:	**$5,788,757**	**$3,647,305**	**$2,141,452**

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ROAD IMPROVEMENTS			
Speed Humps Program	$250,000	$44,109	$205,891
Resurface/Avondale Estates	2,028	2,028	0
Transit-Oriented Sidewalks	64,651	64,651	0
DOT/TEA/Streetscape	565,000	69,849	495,151
DOT/Perimeter Area Sidewalks	439,316	0	439,316
Intersections/Sidewalk Materials	507,539	507,539	0
DOT/Intersection/Covington Hwy. @ Phillips	110,261	106,030	4,231
Major Right-Of-Way Purchases	781,193	742,445	38,748
Candler Road Streetscape	561,219	399,057	162,162
Resurface 3 Streets/Chamblee/DOT	10,848	7,315	3,533
Resurface 5 Streets/Chamblee/DOT	26,946	22,495	4,451
Resurface Sexton Woods Drive	13,558	12,298	1,260
Avondale Estates/Clarendon Avenue	35,785	35,785	0
Lithonia/Ida Street & Rogers Lane	9,636	9,605	31
Chamblee-Mandenhall Street	25,100	4,104	20,996
Chamblee-Chamblee-Dunwoody Rd.	22,319	22,319	0
Avondale Estates/Kensington Road	7,616	7,616	0
Resurf/Coldspring/Janice/Chamblee	18,642	18,642	0
CD/ City of Lithonia Streetscapes	135,000	7,386	127,614
Resurface/Harts/Johnson Ferry/Chamblee	15,855	7,552	8,303
Resurface/Berkley/Avondale Estates	17,937	14,852	3,085
Doraville MARTA Station/Roads	6,705,020	972,706	5,732,314
Resurface Avondale Estates/Majestic	16,642	0	16,642
Resurface Clarkston/ Rowland Street	17,386	5,743	11,643
Sidewalk/ New Peachtree Rd.	298,750	298,750	0
Resurface/ Lithonia/Albert Way	11,101	0	11,101
Resurface/ Lithonia/Arabia	7,518	0	7,518
Resurface/ Lithonia/Randall	7,794	0	7,794
Eng.Services/Buford Highway	223,000	121,713	101,287
Eng.Services/Memorial Dr. Streetscape	625,300	322,974	302,327
Resurface 3 Streets/Lithonia	37,426	37,426	0
Lithonia/Braswell & Reagin	7,125	7,125	0
Lithonia-College Ave & Par	7,079	7,079	0
Pine Lake/Popular Rd. & Spring Dr.	5,678	5,678	0
Pine Lake/Ridge Rd.	6,593	6,593	0
Road Improvements	84,902	84,902	0
GA DOT/Stonecrest Mall Tran.	1,420,185	1,117,282	302,903
DOT/ Covington Hwy.-Evans Mill	35,395	0	35,395
Resurface 4 Streets/Avondale Estates	19,982	19,982	0
DOT/Stone Mountain Industrial Park	116,320	60,896	55,424
Safety Improvements/Avondale Middle School	20,000	0	20,000
Bidez Road Extension	220	0	220
Resurface 3 Streets/Clarkston	12,090	12,090	0
Subtotal:	**$13,305,955**	**$5,186,616**	**$8,119,339**

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
DRAINAGE IMPROVEMENTS (DI)			
DI/East Lake Area	$39,279	$0	$39,279
CD/Parson Drive/DI	13,750	13,750	0
Citizens Drainage Program	320,669	306,424	14,245
Murphey Candler Lake Deepening	1,468,502	1,453,451	15,051
Replace Buena Vista Dam	76,041	859	75,182
DI/ Allgood Rd.	189,400	0	189,400
South Fork Peachtree Creek	18,605	476	18,129
Kenilworth Dam	390,000	27,260	362,740
Bridge/Ashford-Dunwoody @ Nancy Creek	400,000	343,124	56,876
Bridge/Bouldercrest Road @ S. River	390,939	115,085	275,854
Subtotal:	**$3,307,185**	**$2,260,430**	**$1,046,755**
MISCELLANEOUS PROJECTS			
Flood Prone Homes/2000 McJenkins Dr.	$116,363	$116,363	$0
Hazard Mitigation	96,100	0	96,100
Flood Prone Homes	3,106,440	2,202,075	904,365
Rockbridge Road Bridge/Snapfinger Creek	441,531	235,287	206,244
Stormwater Sampling Program	22,700	19,656	3,044
CD/ Lynwood Infrastructure	329,826	156,154	173,672
CD/Buford Highway Sidewalk	46,901	46,590	311
CD/Chamblee-Dunwoody/ Int'l Village	836,000	67,500	768,500
MARTA/Sam's Crossing Bridge	75,000	72,765	2,235
DCA/Re-engineer Intersection/Briarwood-Zonolite	10,000	0	10,000
Olmstead Linear Park	800,000	800,000	0
Stone Mountain To Atlanta Trail	800,000	611,488	188,512
Arabia Mountain Trail Phase I	1,000,000	312,870	687,130
GDOT/Clifton Road Bridge/CSX Railroad	1,600,000	0	1,600,000
Transfer to Grant Fund	176,000	176,000	0
Transfer to HOST	153,995	153,995	0
Road Improvements Reserve	35,153	0	35,153
Subtotal:	**$9,646,009**	**$4,970,742**	**$4,675,267**
TOTAL	**$32,047,906**	**$16,065,092**	**$15,982,814**

CAPITAL PROJECTS - SHERIFF

PROGRAM DESCRIPTION

Funding for this department's capital improvements program is accounted for in two funds: the General Obligation Bond Fund for the 1990, 1991, and 1998 Jail Bond Issues and the Capital Projects Fund.

1990, 1991, AND 1998 BOND ISSUES

In late 1989, DeKalb voters approved a $100,000,000 bond issue for the design and construction of a new jail. $10,000,000 of the bonds were sold in 1990 and used for the initial design and development phase of the project.

The remaining bulk of the issue ($88,000,000) was sold in 1991 and used for construction. The jail facility, which has a capacity of 3,540, began receiving prisoners in May,1995.

DeKalb sold the remaining $2,000,000 of the issue for the purpose of constructing a parking deck at the jail on August 11,1998.

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 estimated ADP in 1996 was 2,360 and as a result, the 1996 budget included over $1,000,000 for additional overtime in order to staff the jail. The 1997 budget included an additional 48 positions and the 1998 budget added an additional 47 new positions to handle the increased ADP. Twenty-three (23) new positions were added in late 1999.

The latest 2004 ADP is estimated to be 3088.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$874,135
Interest on Investment	433,541
Miscellaneous Revenue	1,983,000
TOTAL	**$3,290,676**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
1991 Jail Bonds	$119,031	$40,274	$78,757
HVAC Upgrade	48,762	46,762	2,000
Unallocated Interest	5,104	0	5,104
Transfer to Debt Service	750,000	750,000	0
Jail Bond Issue 1998	1,925,932	137,532	1,788,400

CAPITAL PROJECTS - SHERIFF

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
(CONTINUED)			
Fire Sprinkler Heads Replacement	152,160	133,795	18,365
Upgrade Drainage System	16,738	0	16,738
Unallocated Interest 1998 Bond	272,949	0	272,949
TOTAL	**$3,290,676**	**$1,108,363**	**$2,182,313**

Note: Between 1990 and 1998, $104,311,186 was expended for design and construction of the new jail facility as a result of this bond issue.

CAPITAL PROJECTS FUND

In 1994, a project was established within the Capital Projects fund for the purpose of purchasing inmate service supplies and equipment, such as those needed for the exercise and education programs, to be used in the new jail. The funding was provided by the interest earnings on the investment of cash bail bonds.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

This project is completed and will be closed as part of the 2004 CIP Budget process.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$11,664
TOTAL	**$11,664**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Inmate Service Supplies & Equipment/New Jail	$11,664	$11,491	$173
TOTAL	**$11,664**	**$11,491**	**$173**

CAPITAL PROJECTS - SOLICITOR, JUVENILE COURT

PROGRAM DESCRIPTION

Funds are appropriated for the renovation and expansion of office space for the Solicitor of the Juvenile Court which has been operating in overcrowded conditions with little privacy. Project funds are being used for space planning and materials only, with Facilities Management providing the labor. A portion of the funds expended were used to convert the bathrooms for handicapped accessibility.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	$14,265
TOTAL	**$14,265**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Office Renovation & Expansion	$14,265	$10,671	$3,594
TOTAL	**$14,265**	**$10,671**	**$3,594**

CAPITAL PROJECTS - TAX COMMISSIONER

PROGRAM DESCRIPTION

The capital project assigned to the Tax Commissioner involved the renovation of property for the purpose of moving the North Tag Office to a new location.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

This project is complete and will be closed as part of the 2004 Capital Improvement Project budget.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$77,000
TOTAL	**$77,000**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Dresden Drive Renovation	$77,000	$77,000	$0
TOTAL	**$77,000**	**$77,000**	**$0**

FUNDS GROUP: ENTERPRISE

FUNDS GROUP DESCRIPTION

The Enterprise Funds Group includes funds which are operated in the same manner as private enterprise, on a self-supporting basis. In the case of Water and Sewer Funds and the Sanitation Fund, fees (rates) are set by the Board of Commissioners. The Airport Fund operates essentially on income from leased space. The Stormwater Utility Operating Fund is funded through a service charge set by the Board of Commissioners.

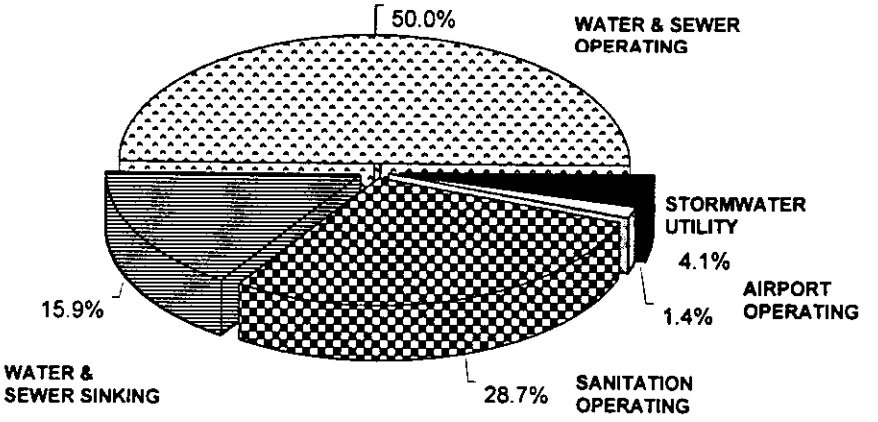
SUMMARY OF OPERATING EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
PERSONAL SERVICES	$53,351,432	$55,246,365	$65,830,439	$65,830,439
SUPPLIES	3,299,882	3,336,272	4,331,650	4,331,650
OPERATING SERVICES & CHARGES	49,252,498	49,472,383	63,887,080	63,887,080
MAINTENANCE & REPAIR	8,341,911	8,291,908	8,075,043	8,075,043
INTERDEPARTMENTAL SERVICES	27,612,144	32,869,947	33,085,704	33,085,704
EQUIPMENT	775,358	564,621	856,145	856,145
CONTRIBUTION TO CAPITAL PROJECTS	24,131,152	0	11,237,295	11,237,295
INTERFUND CREDITS	(5,331,787)	(5,237,270)	(5,725,713)	(5,725,713)
INTERFUND TRANSFERS	30,118,897	58,158,229	43,374,508	43,374,508
TOTAL EXPENDITURES	$191,551,487	$202,702,455	$224,952,151	$224,952,151
PROJECTED FUND BALANCE			23,819,932	23,819,932
TOTAL BUDGET			$248,772,083	$248,772,083

SUMMARY OF OPERATING EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
WATER & SEWER OPERATING	$108,757,345	$113,907,104	$124,348,049	$124,348,049
WATER & SEWER SINKING	29,998,098	31,482,587	39,557,127	39,557,127
SANITATION OPERATING	50,025,330	53,960,589	71,296,664	71,296,664
AIRPORT OPERATING	2,770,714	2,754,420	3,490,050	3,490,050
STORMWATER	0	597,755	10,080,193	10,080,193
TOTAL EXPENDITURES	$191,551,487	$202,702,455	$248,772,083	$248,772,083
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			$23,819,932	$23,819,932

ENTERPRISE FUNDS OPERATING BUDGET DOLLAR - 2004



SUMMARY OF OPERATING REVENUE BY FUND

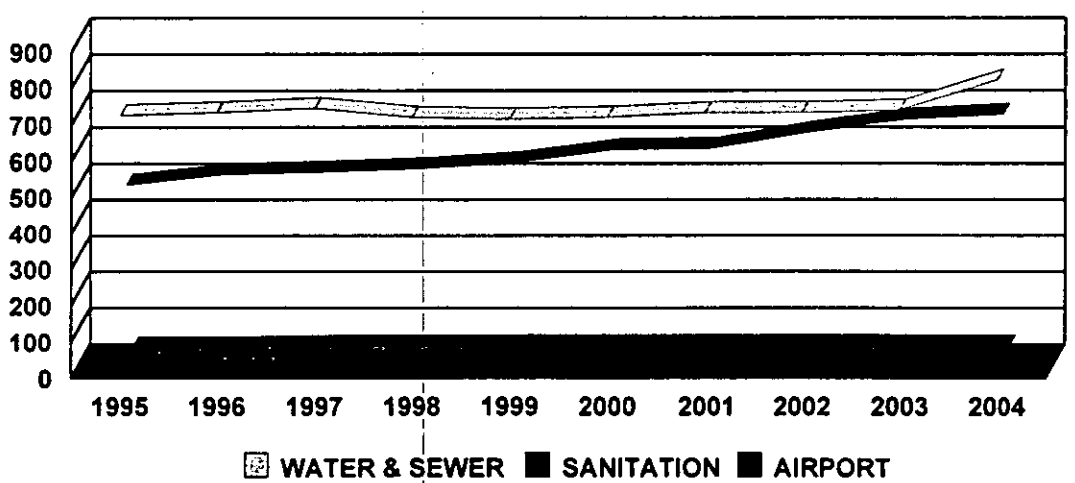
	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
WATER & SEWER OPERATING				
Use of Money and Property	$1,301,880	$128,976	$165,000	$165,000
Intergovernmental Revenue	2,097,407	2,536,271	2,413,048	2,413,048
Charges for Services	105,230,022	110,521,337	117,914,072	117,914,072
Miscellaneous Revenue	538,016	446,472	420,000	420,000
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	3,300,000	3,709,979	3,435,929	3,435,929
TOTAL	$112,467,325	$117,343,033	$124,348,049	$124,348,049
WATER & SEWER SINKING FUND				
Use of Money and Property	$131,492	$59,164	$85,000	$85,000
Miscellaneous Revenue	0	0	0	0
Interfund Transfers	29,868,897	30,919,372	32,477,959	32,477,959
Fund Balance Carried Forward	7,498,367	7,498,219	6,994,168	6,994,168
TOTAL	$37,498,756	$38,476,755	$39,557,127	$39,557,127
SANITATION OPERATING FUND				
Use of Money and Property	$254,577	$311,253	$250,000	$250,000
Intergovernmental Revenue	278,889	1,402,398	0	0
Charges for Services	51,381,770	50,621,758	53,211,715	53,211,715
Miscellaneous Revenue	3,167,595	3,507,373	3,610,000	3,610,000
Interfund Transfers	121,298	0	0	0
Fund Balance Carried Forward	7,163,958	12,342,756	14,224,949	14,224,949
TOTAL	$62,368,085	$68,185,538	$71,296,664	$71,296,664

FUNDS GROUP: ENTERPRISE

SUMMARY OF OPERATING REVENUE BY FUND

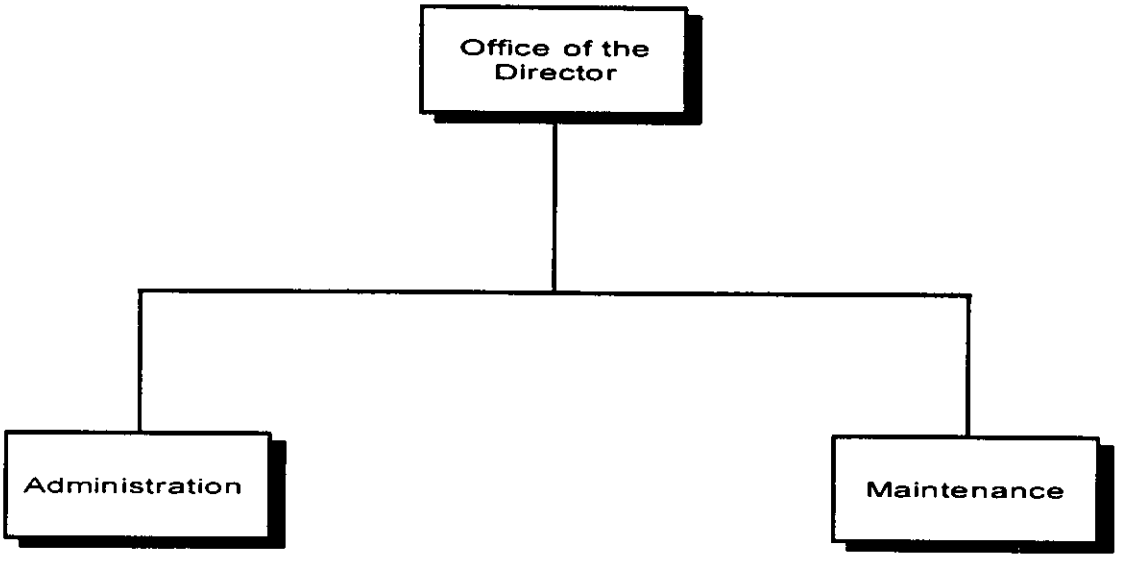
	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
AIRPORT FUND				
Use of Money and Property	$2,685,443	$2,705,371	$2,942,600	$2,942,600
Miscellaneous Revenue	8,783	52,741	2,500	2,500
Interfund Transfers	0	26,470	0	0
Fund Balance Carried Forward	591,275	514,788	544,950	544,950
TOTAL	$3,285,501	$3,299,371	$3,490,050	$3,490,050
STORMWATER UTILITY OPERATING FUND				
Use of Money and Property	$0	$193	$0	$0
Charges for Services	0	0	10,000,000	10,000,000
Interfund Transfers	0	677,755	0	0
Fund Balance Carried Forward	0	0	80,193	80,193
TOTAL	$0	$677,948	$10,080,193	$10,080,193
GRAND TOTAL	$215,619,667	$227,982,646	$248,772,083	$248,772,083

TOTAL AUTHORIZED POSITIONS ENTERPRISE FUNDS



The major fluctuations in staffing levels are due to an across the board reduction in 1995 and the transfer of revenue collections personnel from the Water and Sewer and Sanitation Funds to the General Fund in 1998. Other changes are related to workload and service level issues, including additional collection crews added in Sanitation in 2002, 2003, and 2004. Also, in 2004 additional positions were added in Water and Sewer. No positions are budgeted in the Stormwater Utility Fund.

AIRPORT



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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	2001	2002	2003
REVENUE AS % OF BUDGET EXPECTATIONS	101.3%	106.5%	104.8%

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Total Flight Operations	215,652	217,500	224,188	224,500
Scheduled Tour Visitors	800	0	0	0
Open House Visitors	11,000	14,000	8,000	8,000
Airport Tenants	315	315	315	315
Based Aircraft	590	590	590	590
Acres Maintained	838	840	840	840
Buildings Maintained	14	14	140	140
Corporate Employees on Airport	1,100	1,100	1,100	1,100

AIRPORT

MAJOR ACCOMPLISHMENTS IN 2003

Continued implementation of the FAR Part 150 Noise Compatibility Study recommendations and the acquisition of the the remaining properties using FAA Airport improvement (AIP) grant funding in those areas most directly affected by aircraft noise on both the north and south ends of the airport neare the airport's main runways.
Successfully conducted the annual Good Neighbor Day Open House and air show.
Accomplished 2001 and 2002 Airfield Pavement Rehabilitation Projects.

MAJOR GOALS FOR 2004 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Continue land acquisition under FAA's approved FAR Part 150 study programs for: (a) acquisition of 4commercial properties in the OFA for runway; relocate Sanitation Dept. facilities out of the OFA for runway 20L.
Accomplish major CIP projects on the airside of the airport, specifically the continuation of the Taxiway concrete rehabilitation project and the enhancements to the Runway Safety Area (RSA) for runway 02R/20L.
Accomplish landside infrastructure improvements to existing infrastructure including the Airport Administration building, parking areas, T-hangars and community work.

MAJOR BUDGETARY IMPACTS

Previous

The 1999 budget included two additional positions: a custodial position in maintenance to allow termination of the custodial services contract, and a 5 year time limited maintenance position to improve maintenance capability in buy out areas. In 2000 $435,778 was approved to fund various capital projects including: Land Acquisition ($333,778), Continued Runway and Taxiway Repairs ($80,000), Tree and Obstruction Removal ($22,000). In addition, $31,540 was budgeted as the Airport's contribution to various Technology Improvement Projects. Equipment totaling $18,450 was approved, and included various pieces of maintenance equipment, a paint stripe remover, and various pieces of office equipment.

In 2001 $438,059 was approved for funding capital projects as follows: $93,200 for the Object Free Area Clearance, $35,000 for the Master Plan for long-term development of the Airport, $175,194 for the Taxiway Rehabilitation Project, $10,000 for Tree and Obstruction Removal, $104,665 for R/W and T/W repairs and $20,000 for Airport land repairs and improvement. $5,787 was budgeted as the Airport's contribution to technology improvement. $6,850 was approved for additional equipment including a laptop computer and software. $14,800 was approved for replacing equipment such as two tower radios and office furniture.

In 2002, $526,111 was approved for funding capital projects as follows: $111,111 for Sound Insulation (SIP), $20,000 for tree and obstruction removal, $135,000 for airport landside repairs and improvements, $50,000 T-hangars/T-sheds, $10,000 for maintenance facility for necessary repairs and $200,000 for drainage improvements. $14,250 was approved for one tower radio, two police radios, six air conditioners, three weed eaters and eight radios with headsets.

2003 - $3,086,537 was approved for basic operating expenses. $2,875 was approved for additional equipment.

2004

No salary savings were deducted from this budget. $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.

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.

AIRPORT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2002	Actual 2003	CEO'S Recommended Budget	Approved Budget 2004
Administration	$1,901,610	$2,015,082	2,723,982	2,723,982
Maintenance	869,105	739,338	766,068	766,068
TOTAL	$2,770,715	$2,754,420	$3,490,050	$3,490,050

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$1,153,074	$1,136,153	$1,193,740	$1,193,740
Supplies	38,176	43,857	49,000	49,000
Operating Services & Charges	231,710	298,501	1,021,775	1,021,775
Maintenance & Repair	246,226	97,681	69,041	69,041
Interdepartmental Services	401,483	500,653	540,924	540,924
Equipment	23,935	24,249	13,300	13,300
Interfund Charges	676,111	653,326	602,270	602,270
TOTAL	$2,770,715	$2,754,420	$3,490,050	$3,490,050

FUNDING SOURCES			
	2002	2003	2004 Budget
DeKalb-Peachtree Airport Fund	$2,770,715	$2,754,420	$3,490,050

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Director, Airport	AG	1	1	1
Assistant Director, Airport	AJ	1	1	1
Environmentalist and Noise Abatement Analyst	25	1	1	1
Secretary, Executive	23	1	1	1
Security Supervisor, Airport	24	1	1	1
Secretary, Principal	21	1	1	1
Security Guard, Airport	19	6	6	6
Accounting Technician	18	1	1	1
Sub-total		13	13	13
Maintenance				
Crew Supervisor, Senior	26	1	1	1
Construction Supervisor	24	2	2	2
Electrician, Senior	23	1	1	1
Painter	18	1	1	1
Maintenance Mechanic	18	1	1	1
Grounds Service Technician, Sr.	18	1	1	1
Custodian, Senior	18	1	1	1
Crew Worker, Senior	18	7	7	7
Sub-total		15	15	15
Department Total		28	28	28

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. An additional $20,000 was appropriated as part of the 2004 Budget for Tree and Obstruction Removal from the flight path. The 2004 Budget also provided an additional $40,000 for T-Hangars/T-Sheds project. An additional $50,000 was added for Airport Noise Operations Monitor. An additional $25,000 was added for Rubber Removal & Remarking and an additional $18,000 for the Object Free Clearance Project and $10,000 for the Airport Master Plan. $100,000 was appropriated for the Airport Landside Repairs and $77,000 was appropriated for Drainage Improvements. $260,000 was appropriated for Runway/Taxiway repairs.

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

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Use of Money and Property	$24,294
Federal Government	29,294,469
State Sources	808,415
Interfund Transfers	4,629,166
Various Pending Grants	710,599
Miscellaneous Revenue	593,988
Fund Balance Carried Forward	1,641,810
TOTAL	**$37,702,741**

APPROPRIATIONS

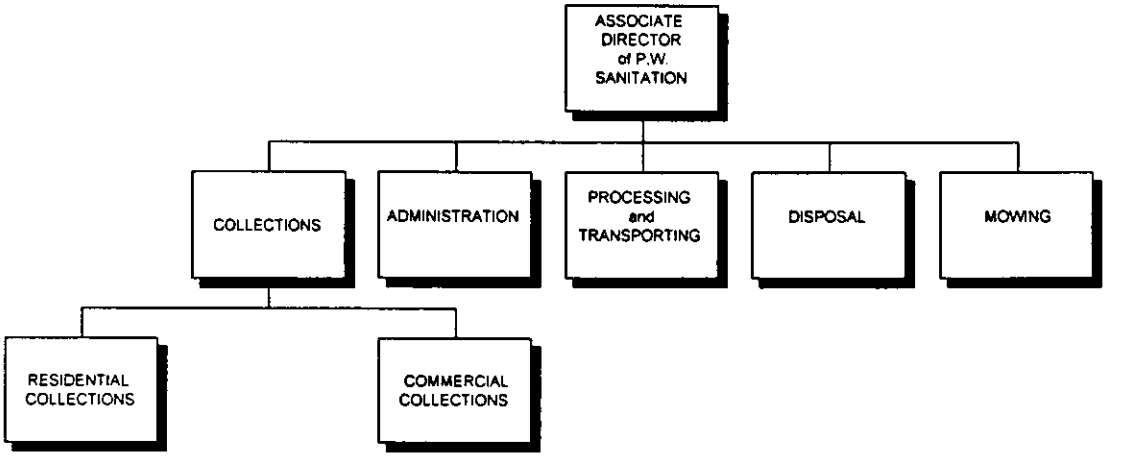
PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
T- Hangars/T-Sheds	$285,010	$0	$285,010
Tree & Obstruction Removal	150,186	79,453	70,733
Drainage Improvements	679,355	365,181	314,174
Rubber Removal & Remarking	154,221	84,221	70,000
Environ. Stud./Prog./Proj.	122,132	83,586	38,546
Airport Grounds/ Fac. Repair	657,777	497,803	159,974
Runway & Taxi Repair	365,735	29,169	336,566

AIRPORT - CAPITAL PROJECTS

APPROPRIATIONS

PROJECTS	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Land Acquisition/Runway 20L RPZ/Ph IV	58,636	58,636	0
Airport Noise Monitoring System	650,000	545,094	104,906
Land Acquisition Noise Buyout Program (NCP-1)	4,904,499	4,904,499	0
Land Acquisition - Noise Buyout (NCP-2)	5,556,041	5,556,041	0
Taxiway Repairs/ DOT/98-7137G	370,898	370,898	0
Land Acquisition - Noise (NCP-3)	537,077	537,077	0
Land Acquisition Noise (NCP-4)	1,959,864	1,598,620	361,244
Runway16/34 Rehabilitation	295,444	34,829	260,615
NCP-5/ Land Acquisition Noise	4,446,881	4,325,558	121,323
NCP-6/Land Acquisition Noise	2,222,610	2,201,233	21,377
NCP-7/ Land Acquisition Noise	2,222,670	1,494,609	728,061
Maintenance Facility	946,636	921,325	25,311
2000 Taxiway Rehab	25,000	0	25,000
Taxilane "K" Rehab	186,750	166,070	20,680
Land Acquisition Noise Buyout (NCP-8)	3,895,849	1,920,637	1,975,212
Object Free Zone	111,200	0	111,200
Master Plan	55,000	0	55,000
FAA/2001 Pavement Project	1,961,589	1,903,112	58,477
FAA/2002 Pavement Project	2,003,992	1,848,531	155,461
Sound Insulation	111,111	0	111,111
Transfer to Airport Fund	58,285	58,285	0
FAA/2003 Taxiway Rehab	1,533,435	62,598	$1,470,837
FAA/2003 Rnwy Safety Area	825,480	315,750	$509,730
SUB TOTAL	**$37,353,363**	**$29,962,814**	**$7,390,549**

PENDING GRANT PROJECTS	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Pending FAA Grant/2000 Taxiway	$225,000	$0	$225,000
Pending GDOT Grant	123,750	0	123,750
FAA Grant/2002 Pavement Project	628	0	628
SUB TOTAL	**$349,378**	**$0**	**$349,378**
GRAND TOTAL	**$37,702,741**	**$29,962,814**	**$7,739,927**



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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 Division provides twice-a-week curbside and back door collection of solid waste. It also provides twice-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, 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 Division provides six days per week collection of front load, compactor and roll-off container services. It also provides mixed paper and recycling drop-off location collection services.

The Processing and Transporting 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.

The Disposal Division 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 solid waste handling permits to insure compliance with local, state and federal regulations.

The Mowing Division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way, and Municipalities assigned. The Division is also responsible for the mowing of all County owned vacant lots.

PERFORMANCE INDICATORS	TARGET	2001	2002	2003
COST OF REFUSE COLLECTED PER TON	$39.00	$35.72	$50.31	$51.22
COST OF REFUSE PROCESSED PER TOI	$12.00	$15.34	$19.15	$18.05
COST OF REFUSE DISPOSED PER TON	$8.00	$6.95	$5.89	$6.25

PUBLIC WORKS-SANITATION

PERFORMANCE INDICATORS	TARGET	2001	2002	2003
COMPLAINTS PER 10,000 CUSTOMERS	25	32.5	34	20
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	25%	20%	21%	23%

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Collections:				
Commercial Accounts	9,783	9,879	10,123	10,200
Total Commercial Tonnage	147,360	164,963	170,088	175,000
Residences Served	173,244	158,207	163,987	165,000
Total Residential Tonnage	266,943	279,568	293,930	295,000
Appliances Collected	6,991	7,103	7,325	7,400
Dead Animals Collected	6,562	6,621	6,687	6,900
Recycling:				
Scrap Metal (Tons)	1,247	1,441	1,447	1,450
Newspaper (Tons)	1,187	580	434	450
Aluminum Cans (Tons)	1	1	0	1
Glass (Tons)	41	33	22	25
CFC (units)	1,580	1,601	1,070	1,100
Yard Debris (Tons)	100,746	101,526	123,930	125,000
Recycling Revenue	$78,701	$115,658	$91,449	$100,000
Processing:				
Buford Plant Tonnage	132,553	121,238	126,524	135,000
Central Transfer Tonnage	92,511	101,316	98,204	105,000
East Transfer Tonnage	44,494	60,373	63,987	68,000
Seminole Plant Tonnage	24,940	69,692	11,067	15,000
Pathological	305	310	308	315
Disposal:				
Seminole Landfill (Tons)	476,702	487,300	507,119	522,000

MAJOR ACCOMPLISHMENTS IN 2003

Administration - Reduced overtime in overall department. Completed the route balance for Commercial and Residential.

Processing and Transporting - The conversion of the MSW Facility from a shreding plant to a transfer station. The savings have been significant regarding utilities, decrease in specialized maintenance of equipment and increase production of the facility. Converted the shreding facility to a drop-off center and the Mulching Operation to a Compost Facility.

Residential - The Collection Division was able to deliver better service this year due to added staff and vehicles. As a result, we had fewer customer complaints.

Commercial - Established the Roll-Off Collection Division. Reorganized the customer service center to handle inquiries and set up new accounts.

Disposal - Closure acceptance of phases 1 & 2. Construction of cell 3 of the phase 2A Upgrade Liner Project. Received site-suitability for the Phase 3 & 4 Upgrade. Received streamed and wetlands construction approval fron the Army Corp of Engineers.

Mowing - The South DeKalb Interstate Ramp Litter Eradication Program has collected 2688 bags of litter and 42 tires. The Keep DeKalb Beautiful clean up crews have collected 3,698 bags of litter and 4,194 tires since January 1, 2003.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Train employees on the use of the new Oracle System.

Reorganize Administration to include two new Deputy Directors.

Complete the conversion of manual routing to automatic with the use of GPS software system.

Increase the recycling activities accepted at the Citizen Drop Of Centers.

Relocate the Tub Grinders from the Seminole Landfill Permit to meet proposed Title V Air Emmission Revisions.

Reduction of traffic accidents by 25%.

MAJOR BUDGETARY IMPACTS

Previous

Seventeen new positions were added in 1999 to enhance mowing operations; to assume responsibility for dead animal pickup; establish 3 yard waste routes in north and east DeKalb; and establish 2 residential routes in east and south DeKalb.

Thirty-five positions were added in 2000 to enhance mowing operations, expand commercial, residential and yard waste collection to meet increased demand for transfer capability and monitor methane extraction at the landfill.

In 2001, 2 inspectors were added to enhance the compliance program. A rate increase was approved in July, 2001 which raised residential rates to $225 per year, and increased commercial rates to $3.72 per cubic yard.

In 2002, 44 positions and 17 vehicles were added to create 15 crews: 8 residential, 6 yard waste,and 1 roll-off. Beginning in 2002 the Tax Commissioner began collecting residential sanitation bills as part of the annual property tax billing process.

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. One Administrative Assistant and 1 Assistant Superintendent-Landfill Operations were added to ease administrative workload.

2004

In the 2004, two Deputy Directors, two Safety and Training Officers, two more Roll-Off crews, and two more Collection Crews have been added to better serve the public.
Also included in the 2004 budget are contributions to Capital Projects for the following:

PROJECT	AMOUNT
Crymes Landfill	$400,000
Major Modifications Phase 3&4	1,500,000
Central Transfer Station Replacement	7,750,000
Seminole Land Acquisition & Soil Management	300,000
TOTAL	$9,950,000

Future

The rate increase of 2001 has enabled the Division to add the staff necessary to meet the increased service demand resulting from housing development in the County. The capital costs associated with the operation of the landfill remain significant. The recent rate increase has provided 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Revenue Collection	$303,762	$217,135	$229,892	$229,892
Administration	3,563,992	13,628,834	18,471,974	18,471,974
Processing and Transporting	6,613,829	7,112,034	7,228,440	7,228,440
Residential Collection	19,167,272	21,282,862	23,359,979	23,359,979
Commercial Roll-Off Services	0	0	1,232,642	1,232,642
Commercial Collection	5,455,237	6,212,824	5,045,821	5,045,821
Disposal	3,789,973	4,084,015	4,299,892	4,299,892
Mowing	1,281,006	1,422,885	1,478,024	1,478,024
Contribution to Capital Projects	9,850,258	0	9,950,000	9,950,000
TOTAL	$50,025,329	$53,960,589	$71,296,664	$71,296,664

PUBLIC WORKS-SANITATION

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$20,525,709	$21,600,113	$25,224,016	$25,224,016
Supplies	571,571	649,900	713,960	713,960
Operating Services and Charges	1,638,090	1,819,599	16,338,634	16,338,634
Maintenance and Repair	846,356	631,343	743,289	743,289
Interdepartmental Services	15,835,390	19,416,097	17,541,920	17,541,920
Equipment	744,379	540,372	784,845	784,845
Interfund Transfers	9,863,834	9,303,165	9,950,000	9,950,000
TOTAL	$50,025,329	$53,960,589	$71,296,664	$71,296,664

FUNDING SOURCES

	2002	2003	2004 Budget
Sanitation Fund	$50,025,329	$53,960,589	$71,296,664

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Administration				
Associate Director of Public Works-Sanitation	AF	1	1	1
Assistant Director - Sanitation	AJ	1	1	1
Deputy Director, Sanitation	32	0	0	2
Administrative Operations Manager	28	1	1	1
Public Works, Microsystems Coord.	28	1	1	1
Sanitation Field Supervisor	25	0	1	0
Administrative Assistant	23	1	1	2
Sanitation Inspector, Senior	23	1	1	1
Sanitation Inspector	21	3	3	2
Administrative Clerk	21	0	0	1
Sanitation Route Analyst	19	1	1	1
Payroll Technician, Senior	19	1	1	1
Office Assistant, Senior	19	5	5	3
Telecommunications Operator	19	2	2	2
Public Works Dispatcher	19	1	1	1
Accounting Technician, Senior	19	2	2	2
Sub-total		21	22	22
Keep DeKalb Beautiful				
Director, Keep DeKalb Beautiful	25	1	1	2
Sub-total		1	1	2

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Buford Plant				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	2	2	2
Solid Waste Plant Mechanic	21	3	3	1
Equipment Operator - Principal	21	5	5	5
Sanitation-Tractor/Trailer Operator	21	14	14	16
Senior Welder	21	2	2	2
Solid Waste Plant Operator	19	2	2	2
Scale Operator	18	2	2	2
Crew Worker, Senior	18	10	10	9
Sub-total		41	41	40
Seminole Shredder				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	1	1	2
Solid Waste Plant Mechanic	21	4	4	5
Equipment Operator - Principal	21	1	1	1
Sanitation-Tractor/Trailer Operator	21	0	0	0
Welder, Senior	21	2	2	2
Crew Worker, Senior	18	8	8	8
Sub-total		17	17	19
Transfer Station				
Superintendent of Processing and Disposal Operations	31	1	1	1
Assistant Superintendent of Processing and Disposal Operations	28	1	1	1
Solid Waste Plant Supervisor	24	2	2	1
Electrician, Senior	23	1	1	1
Transfer Station Incinerator Operator	21	3	3	3
Sanitation-Tractor/Trailer Operator	21	5	5	4
Sanitation Driver, Special Collections	19	1	1	0
Sanitation-Tractor/Trailer Oper/Trainee	19	2	2	2
Solid Waste Plant Operator	19	1	1	1
Office Assistant, Senior	19	2	2	2
Scale Operator	18	2	2	2
Crew Worker, Senior	18	3	3	3
Sub-total		24	24	21
East Transfer Station				
Solid Waste Plant Supervisor	24	1	1	1
Equipment Operator, Sr.	21	2	2	2
Sanitation-Tractor/Trailer Operator-Principal	21	5	5	7
Sanitation-Tractor/Trailer Operator	19	1	1	0
Scale Operator	18	1	1	1
Crew Worker, Senior	18	2	2	2
Sub-total		12	12	13

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Residential Collection-North Lot				
Sanitation - Field Supervisor, Senior	25	1	1	1
Sanitation- Field Supervisor	23	4	4	4
Supply Specialist	21	1	1	1
Sanitation Driver, Special Collections	19	3	3	3
Sanitation - Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	19	27	29	30
Sanitation Driver- Crew Leader Trainee	18	6	6	6
Refuse Collector, Senior	18	27	27	39
Refuse Collector	14	37	43	32
Sub-total		108	116	118
Residential Collection-Central Lot				
Sanitation Collections Superintendent-Residential	31	1	1	1
Sanitation - Field Supervisor, Senior	25	1	1	1
Safety & Driver Training Supervisor	24	0	0	1
Sanitation Field Supervisor	23	3	4	4
Supply Specialist	21	1	1	1
Equipment Monitor, Senior	20	1	1	0
Office Assistant Sr	19	0	0	1
Sanitation Driver, Special Collections	19	4	4	5
Equipment Monitor	19	2	2	3
Sanitation Driver-Crew Leader	19	19	20	27
Sanitation Driver-Crew Leader Trainee	18	10	10	4
Refuse Collector, Senior	18	23	23	25
Refuse Collector	14	34	37	37
Sub-total		99	104	110
Residential Collection-East Lot				
Sanitation-Field Supervisor, Senior	25	1	1	1
Sanitation Field Supervisor	23	3	4	4
Supply Specialist	21	1	1	1
Sanitation Driver, Special Collections	19	2	2	2
Equipment Monitor	19	2	2	2
Sanitation Driver- Crew Driver	19	24	26	26
Sanitation Driver-Crew Leader Trainee	18	8	8	8
Refuse Collector, Senior	18	16	16	16
Refuse Collector	14	44	52	52
Sub-total		101	112	112
Residential Collection-South Lot				
Sanitation - Field Supervisor, Senior	25	1	1	1
Sanitation Field Supervisor	23	3	4	4
Supply Specialist	21	1	1	1
Sanitation Driver, Special Collections	19	2	2	2
Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	19	30	30	27
Sanitation Driver-Crew Leader Trainee	18	5	5	8
Refuse Collector, Senior	18	33	33	51
Refuse Collector	14	33	37	19
Sub-total		110	115	115

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Roll-Off Collection Services				
Sanitation Collection Supt.	31	0	0	1
San Field Supr Sr.	25	0	0	1
Safety & Driver Training Supervisor	24	0	0	1
Roll-Off Container Operator	21	0	0	7
Comm Front End Loader Operator	19	0	0	1
Office Assistant Sr.		0	0	1
Sub-total		0	0	12
Commercial Collection-Support				
Sanitation Collections Superintendent-Residential	31	0	1	0
Welder, Supervisor	23	1	1	1
Welder	19	4	4	4
Equipment Operator, Senior	19	2	2	2
Painter	18	1	1	1
Crew Worker, Senior	18	6	6	6
Sub-total		14	15	14
Commercial Collection-North Lot				
Sanitation Field Supervisor	23	1	1	1
Commercial Front End Loader/Operator	19	8	8	8
Sub-total		9	9	9
Commercial Collection-Central Lot				
Sanitation Field Supervisor	23	1	1	1
Roll Off Container Operator	21	3	5	0
Commercial Front End Loader/Operator	19	10	10	9
Comm. Front End Loader/Oper. Trainee	18	0	0	0
Sub-total		14	16	10
Commercial Collection-South Lot				
Sanitation Field Supervisor	23	1	1	1
Sanitation Driver/Crew Leader	19	1	1	1
Commercial Front End Loader/Operator	19	5	6	6
Sub-total		7	8	8
Commercial Collection-East Lot				
Sanitation Field Supervisor	23	1	1	1
Commercial Front End Loader/Operator	19	7	8	8
Sub-total		8	9	9
Landfill				
Superintendent - Landfill Management	31	1	1	1
Landfill Equipment Operator	21	14	14	14
Equipment Operator, Senior	19	4	4	4
Solid Waste Plant Operator	19	1	1	1
Scale Operator	18	5	5	5
Crew Worker, Senior	18	8	8	8
Sub-total		36	37	37

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS 2002	2003	2004
Mowing/Herbicide				
Sanitation-Field Supervisor	25	1	1	1
Crew Supervisor	23	6	6	6
Herbicide Equipment Operator	19	1	1	1
Equipment Operator, Senior	19	17	17	17
Maintenance Mechanic	18	1	1	1
Sub-total		26	26	26
TOTAL		**648**	**684**	**697**

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 2004, the following projects were approved for additional funding: $400,000 for Crymes Landfill, $1,500,000 for Major modifications phases 3 & 4, $7,750,000 for the Central Transfer Station Replacement, and $300,000 for the Seminole Land Acquisition & Soil Management,

IMPACT ON OPERATING BUDGET

There will be no direct impact on the operating budget. The services required to imp;ement 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

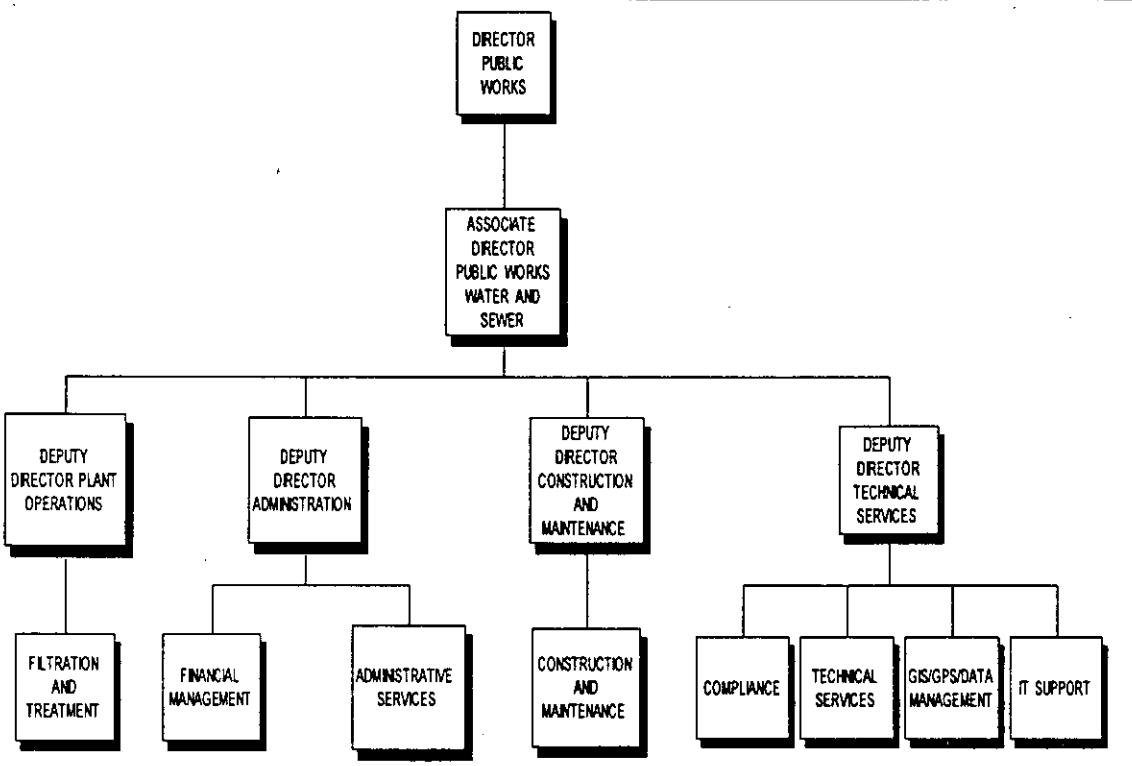
	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	$46,664,934
Fund Balance Carried Forward	5,490,721
TOTAL	**$52,155,655**

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Sanitation Building/ Central Area	$70,402	$70,402	$0
Landfill Liner	650,192	650,192	0
North Compost Facility	172,175	163,927	8,248
Landfill Closure	7,100,000	7,099,766	234
Buford Plant Red Light	30,000	0	30,000
Redesign Central Transfer Station	7,850,000	0	7,850,000
North Lot Access	30,474	30,474	0
Design New South Lot	2,900,000	26,850	2,873,150
Methane Extraction System	5,665,100	4,211,000	1,454,100
RFP Construction Phase II Landfill	14,755,684	10,910,789	3,844,895
Seminole Land Acquisition	1,440,746	987,285	453,461
Buford Plant Roof	245,000	196,147	48,853
Redesign North Lot Facility	120,000	23,088	96,912
Demolition of Incinerator Chimney	59,584	59,584	0
Land Acquisition	745,000	735,720	9,280

PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Major Mods/Phases 3 & 4	1,925,000	370,564	1,554,436
Rogers Lake Property/Addition	500,000	5,320	494,680
Vehicle/Equipment Fueling Facility	810,000	2,720	807,280
Sanitary Sewer Upgrades	605,000	280,784	324,216
Linecrest Road Extension	2,695,000	179,927	2,515,073
Addition to Administration Building	320,000	101,545	218,455
Multi-use Trail	970,000	62,580	907,420
Stormwater Management	1,450,000	49,312	1,400,688
Gasline Relocation	525,000	0	525,000
Transfer to Sanitation Fund	121,298	121,298	0
Crymes Landfill	400,000	0	400,000
TOTAL	**$52,155,655**	**$26,339,274**	**$25,816,381**



MISSION STATEMENT

The Water and Sewer Division of the Public Works Department is a world class utility, achieving the highest possible levels of quality, reliability, and service for the inhabitants of DeKalb County.

PROGRAM DESCRIPTION

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Revenue Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Revenue 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 Division of the Public Works Department is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in the revenue 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 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 GPS/GIS/Data Management Division is responsible for Water and Sewer's computerized mapping, information technology, acquisition, data base management, and coordination with the County's Geographic Information System.

The Filtration and Treatment Division operates 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.

Program Description (continued)
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.

The Production Control and Technical Services Division provides customer service, engineering services, and production control and quality control services.

PERFORMANCE INDICATORS	TARGET	2002	2003
COMPLAINTS /SERVICE CALLS PER 10,000 CUSTOMERS	< 1,100/year	628	729
% OF UN-BILLED WATER	< 15%	14.3%	11.8%
WATER MAIN FAILURES PER 1,000 MILES OF WATER MAIN	< 275/year	209	21
% OF DAYS IN COMPLIANCE WITH WATER AND WASTEWATER PERMITS	90%	100%	100%

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Administrative Division:				
Procurement Purchase Amount	$17,847,437	$14,013,665	$16,717,232	$17,000,000
Filtration & Treatment Division				
Number of Water Customers	277,837	284,182	N/A	N/A
Number of Water Meters	175,079	178,579	N/A	N/A
Number of Sewer Customers	245,933	252,114	N/A	N/A
Filtration & Treatment Division-Water				
Water Pumped (Billions of Gallons)	30.52	29.82	28.23	29.03
Plant Capacity (Millions Gallons/Day)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	72.09	70.03	N/A	N/A
Filtration & Treatment Division-Sewer				
No. of Pumping Stations	51	51	53	55
Gal. of Wastewater Treated (Millions)	12,407	12,249	14,353	14,500
Avg. Gallons Wastewater Treated Per Day (Millions)	34	33.6	39.3	39.6
Plant Capacity (Millions Gallons/Day)	56	56	56	56
Laboratory Samples Tested/Analyzed	15,771	14,806	15,163	15,000
Consumer Complaints	43	32	48	50
Stormwater Discharge Characterization				
(Monitoring)	248	154	132	140
(All Sources)	270	171	156	175

ACTIVITY MEASURES (continued)				
	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Construction & Maintenance Division				
Water				
Main/Service Repair	2,260	2,652	N/A	N/A
Meters Repaired/Repl.	5,488	7,902	7,175	7,200
Renewed Water Service	2,221	2,482	2,416	2,450
Mains Installed (Ft.)	185,072	139,130	N/A	N/A
Mains Installed (Ft) Developer	N/A	N/A	87,351	100,000
Meters Installed (New)	4,761	3,500	3,465	3,500
Sewer				
Mains Cleaned (Ft.)	1,508,801	1,831,776	N/A	N/A
Mains Cleaned (Ft.) (Contract)	N/A N/A		989,783	1,000,000
Mains Rodded (Ft.)	5,036	4,585	N/A	N/A
Mains Installed (Ft.)	200,138	179,503	N/A	N/A
Mains Installed (Ft) Developer	N/A	N/A	111,055	125,000
Support				
Landscape Projects	7,361	8,487	4,865	5,000
Valve Boxes Raised	592	342	738	760
Manholes Raised	2,096	2,215	2,136	2,000

Note: N/A indicates data not available. The new billing system doesn't capture this information

MAJOR ACCOMPLISHMENTS IN 2003

The Water & Sewer Division continued construction of the new 150/200 Million Gallons per Day drinking water production plant, and the raw water reservoirs, which will ultimately result in giving the County 1 billion gallons of off stream storage. Flow equalization facilities at the 36 MGD Snapfinger Plant were completed in 2003. Design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MDG pump station and 96" transmission line to the reservoirs. Implementation continued on the Divisions Strategic Information Systems Master Plan, which will network the county's collection and distribution facilities for the first time. LIMS AND CMMS programs are online, and SCADA is in the final year of construction. Coordination of the Watershed Management Plan for the South River Basin continued, including assessment for the proposed CIP for future wastewater treatment. Major programs were maintained for identification and reduction of infiltration and inflow to the County's collection system, and for comprehensive inventory of collection system for preventative maintenance.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S 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,

Utilization of innovation and technology in operation and maintenance of 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 sustain 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 for Division Staff and increase synergy with other Division goals.

MAJOR BUDGETARY IMPACTS

Previous

In FY 2000 a new cost center, GPS/GIS/Data Management, was created through reassignment of positions and responsibilities to better coordinate asset, data, and technology management. Funds were included to add two Information Technology Application Specialist positions as part of the Water and Sewer Information Systems Master Plan. $3,937,500 was budgeted to fund the first phase of the Water and Sewer Information Systems Master Plan. $3,000,000 was budgeted to continue funding the sanitary sewer inventory begun in 1999 budget. $8,200,000 was budgeted for debt service on an anticipated $214,525,000 bond issue during 2000.

In FY 2001 funds in the amount of $25,568 were appropriated to add one Microsystems Coordinator position as part of the Water and Sewer Information Systems Master Plan. $7,500,000 was budgeted to fund the second phase of the Water and Sewer Systems Master Plan. $3,050,000 was budgeted to continue funding the sanitary sewer inventory begun in the 1999 budget. $11,917,099 was budgeted for debt service on the $214,525,000 Series Bond Issue. $100,000 was appropriated to fund computer hardware replacements. In addition, $52,322 was budgeted to fund three new Crew Supervisors positions and related equipment for the expansion of locating underground water and sewer mains. $228,050 was appropriated to fund computer hardware replacement and 2002 Information Technology Projects. $13,000 was appropriated to purchase a 20-ton Trailor and $23,046 was budgeted for the addition of one Chevy Blazer and one Mobile Test Van to the GE Master Lease Agreement.

In FY 2002, $11,918,373 was budgeted for principal and interest on the $214,525,000 Series 2000 Bond Issue. The Board of Commissioners authorized a rate increase effective November 2003 in anticipation of future system expansion. The contract, in the amount of $152,532,150, was signed and construction was started on the Scott Candler Water Filter Plant. In 2003, three positions were added to the organization, two FOG inspectors and one Administrative Assistant.

2004

Nineteen positions will be 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 has been formed for Compliance Inspections and rehabilitations of sewers.

Future

In 2005, it is anticipated that another bond issue will take place to fund capital projects.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Director's Office	$2,324,712	$2,019,371	$3,175,708	$3,175,708
Administration	6,170,823	3,585,446	8,148,547	8,148,547
GPS/GIS/Data Management	1,847,732	1,933,730	3,103,664	3,103,664
Filtration and Treatment	28,869,628	30,266,136	31,900,869	31,900,869
Construction and Maintenance	26,935,254	28,357,742	31,118,574	31,118,574
Capitalization	(5,331,787)	(5,237,270)	(5,163,000)	(5,163,000)
Revenue Collections *	4,480,879	4,780,211	5,151,909	5,151,909
Transfers and Reserve	43,460,104	48,201,738	46,911,778	46,911,778
TOTAL	$108,757,345	$113,907,104	$124,348,049	$124,348,049

*Funding for Revenue Collections Division is provided by the Water and Sewer Revenue Fund but management is provided by the Finance Department. The positions for Revenue Collections are included in the Finance Department section of this Budget Book.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$31,672,650	$32,510,099	$39,023,355	$39,023,355
Supplies	2,690,136	2,642,515	3,563,390	3,563,390
Operating Services and Charges	17,384,599	15,273,941	25,143,848	25,143,848
Maintenance and Repair	7,249,329	7,562,884	7,262,713	7,262,713
Interdepartmental Services	11,375,270	12,953,197	10,979,272	10,979,272
Equipment	7,044	0	0	0
Interfund Credits	(5,331,787)	(5,237,270)	(5,725,713)	(5,725,713)
Interfund Transfers	43,710,104	48,201,738	44,101,184	44,101,184
TOTAL	$108,757,345	$113,907,104	$124,348,049	$124,348,049

FUNDING SOURCES

	2002	2003	2004 Budget
Water and Sewer Revenue Fund	$108,757,345	$113,907,104	$124,348,049

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Director's Office				
Associate Director, Public Works - Water and Sewer	AF	1	1	1
Assistant Director, Water and Sewer	AH	1	1	1
Deputy Director, Water and Sewer - Assets	AI	1	1	1
Deputy Director, Water and Sewer - General Operations	AI	1	1	1
Deputy Director, Water and Sewer - Technical/Prod. Services	AI	1	1	1
Deputy Director, Water and Sewer - Construction and Maintenance	AI	0	0	1
Compliance Mgr., Sewer Collection	31	1	1	
Water and Sewer Project Funds Mgr.	30	1	1	1
Senior Accountant	26	1	1	1
Environmental Project Coordinator	24	1	1	0
Water and Sewer Project Analyst	25	1	1	1
Administrative Coordinator	25	2	2	2
Accounting Technician	18	0	0	1
Data Entry Operator, Senior	18	1	1	0
Sub-total		13	13	12

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Administrative and Fiscal Control				
Manager, Administrative Services - Water and Sewer	33	1	1	1
Admin Operations Manager	28	0	0	1
Department Safety Coordinator	26	1	1	0
Department Training Officer	25	1	1	1
Crew Supervisor, Senior	25	1	1	0
Administrative Supervisor	25	1	1	0
Water Conservation Prog. Specialist	25	1	1	1
Assistant Departmental Safety General Foreman	25	0	0	1
Crew Supervisor	24	3	3	3
Asst. Departmental Safety Coord	24	0	0	1
Coordinator	24	1	1	0
Contract Technician, Water & Sewer	23	1	1	1
Purchasing Supervisor	23	1	1	1
Heavy Equipment/Truck Mechanic	23	1	1	1
Water Quality Control Electronic Specialist	23	1	1	1
Public Education Specialist	23	0	0	1
Purchasing Coordinator	22	0	0	1
Carpenter, Senior	21	1	1	1
Painter, Senior	21	1	1	1
Purchasing Technician	21	1	1	2
Secretary, Principal	21	2	2	2
Office Assistant, Senior	19	4	4	0
Payroll Technician, Senior	19	1	1	3
Crew Worker, Senior	18	9	9	11
Crew Worker	16	7	7	4
Sub-total		40	40	39
Administration-Warehouse				
Inventory/Warehouse Supervisor	25	1	1	1
Supply Specialist, Senior	24	1	1	1
Office Assistant, Senior	19	1	1	1
Stock Worker	18	5	5	5
Sub-total		8	8	8
Administration-Filter Plant Warehouse				
Supply Specialist, Senior	24	1	1	0
Sub-total		1	1	0

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
GPS/GIS/Data Management				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	2
Engineer	28	3	3	2
Engineering Technician, Senior	24	16	16	21
GIS Specialist	24	1	1	1
GIS CAD Operator	23	1	1	1
Crew Supervisor	23	1	1	1
Equipment Operator, Principal	21	1	1	0
Office Assistant, Senior	19	1	1	1
Crew Worker, Senior	18	1	2	1
Sub-total		27	28	31
Asset Management IT SUPPORT				
Database Manager	30	0	0	1
Microsystems Specialist, Senior	29	1	1	1
P.W. Microsystems Specialist	28	4	4	4
Administrative Assistant	23	0	0	1
Sub-total		5	5	7
Filtration and Treatment Division Administration and Supervision				
Water Quality Control, Manager	33	1	1	1
Administrative Supervisor	25	1	1	1
Sub-total		2	2	2
Water Production and Maintenance - Administration and Supervision				
Water Production/Pollution Control Branch Superintendent	31	1	1	1
Assistant Water Production/Pollution Control Branch Superintendent	30	1	1	1
Engineer, Senior	29	1	1	1
Administrative Clerk	21	1	1	1
Sub-total		4	4	4
Water Production Operation				
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
WQC Operator, Principal	23	2	2	2
WQC Operator, Senior	21	9	9	15
WQC Operator	18	9	9	3
General Maintenance Worker	18	4	4	3
Sub-total		30	30	29

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Water Maintenance				
Instrumentation & Controls Specialist	28	1	1	1
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Construction Supervisor	24	1	1	1
Supply Specialist, Senior	24	0	0	1
Water Maintenance Mechanic, Senior	23	2	2	2
Electronic Technician, Senior	23	1	1	3
WQC Maintenance Coordinator	23	2	2	2
Crew Supervisor	23	1	1	1
Water Quality Control Electronic Specialist	23	2	2	2
Water Maintenance Mechanic	21	7	7	8
Electronic Technician	21	2	2	
Equipment Operator, Principal	21	2	2	2
Contractual Services Inspector	21	1	1	1
Water Maintenance Mechanic, Asst.	18	3	3	2
Crew Worker, Senior	18	1	1	2
Crew Worker	14	2	2	
Sub-total		30	30	30
Water Laboratory				
Chemist, Senior	26	1	1	1
Chemist	24	1	1	1
Microbiologist	24	1	1	1
Cross Connection Control Specialist	24	1	1	1
Cross Connection Control Specialist Assistant	23	2	2	2
Water/Wastewater Laboratory Technician, Senior	23	4	4	4
Water/Wastewater Laboratory Technician	19	1	1	1
Sub-total		11	11	11
Sewer Lab, Administration and Supervision				
Laboratory Monitoring Supervisor	30	1	1	1
Laboratory Monitoring Supervisor Assistant	28	1	1	1
Administrative Clerk	21	1	1	1
Sub-total		3	3	3

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Sewer Laboratory				
Biologist	24	1	1	1
Chemist	24	3	3	2
Water/Wastewater Laboratory Technician, Senior	23	6	6	8
Water/Wastewater Laboratory Technician	19	5	5	1
Environmental Technician	19	0	0	0
Sub-total		15	15	12
Sewer Monitoring				
Environmentalist, Senior	25	1	1	1
Environmentalist	24	1	1	1
Environmental Technician, Senior	23	4	4	4
Environmental Technician	19	2	2	2
Sub-total		8	8	8
WPC Snapfinger Plant				
Water Production/Pollution Control Branch Superintendent	31	1	1	1
Assistant Water Production/Pollution Control Branch Superintendent	30	1	1	1
Engineer, Senior	28	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	6	6	5
WQC Operator, Principal	23	2	2	2
Water/Wastewater Laboratory Technician, Senior	23	1	1	1
Crew Supervisor	23	1	1	1
Equipment Operator, Principal	21	2	2	2
WQC Operator, Senior	21	7	7	7
Administrative Clerk	21	1	1	1
WQC Operator	18	3	3	3
Crew Worker, Senior	18	1	1	3
General Maintenance Worker	14	1	1	1
Crew Worker	14	2	2	
Sub-total		32	32	31
WPC Pole Bridge Creek Plant				
Water Production/Pollution Control Branch Superintendent	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	5
Administrative Clerk	21	1	1	1
WQC Operator, Senior	21	4	4	3
WQC Operator	19	0	0	1
Sub-total		12	12	13

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
WPC Pole Bridge Maintenance				
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Water Maintenance Mechanic, Senior	23	1	1	1
Electronic Technician, Senior	21	1	1	1
Water Maintenance Mechanic	18	1	1	1
Crew Worker	14	2	2	2
Sub-total		7	7	7
WPC Facilities Maintenance				
Instrumentation & Controls Specialist	28	1	1	1
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Water Maintenance Mechanic, Senior	23	3	3	3
Electronic Technician, Senior	23	1	1	1
WQC Maintenance Coordinator	23	1	1	1
Water Quality Control Electronic Specialist	23	1	1	1
Electronic Technician	21	1	1	1
Water Maintenance Mechanic	21	7	7	7
Electronic Technician	21	0	0	0
Office Assistant, Senior	19	1	1	1
Water Maintenance Mechanic, Asst.	18	3	3	3
Painter	18	0	0	0
Sub-total		21	21	21
Division Management and Administration				
Construction Maintenance Manager Water & Sewer	33	1	1	1
Production Control Manager	28	0	0	1
Customer Service Manager	28	1	1	1
Administrative Supervisor	25	1	1	1
Env Proj Coordinator	24	0	0	1
Crew Supervisor	23	1	1	1
Administrative Clerk	21	0	0	2
Environmental Tech	19	1	1	1
Sub-total		5	5	9
Technical Services				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	3	3	2
Engineer	28	2	2	1
Production Control Manager	28	2	2	1
Production Control Supervisor	26	1	1	1
Crew Supervisor, Senior	25	2	2	0
FOG Inspectors	25	0	2	0

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Technical Services (Con't)				
Construction Inspector	25	13	13	10
Engineering Technician Supervisor	25	1	1	0
Geographic Information System Spec	24	1	1	0
Engineering Technician, Senior	24	3	3	1
GIS CAD Operator	23	7	7	7
Crew Supervisor	23	16	16	10
Administrative Assistant	23	1	1	0
Office Assistant, Senior	19	2	2	1
Secretary, Principal	19	1	1	1
Crew Worker, Senior	18	9	9	2
Office Assistant	18	1	1	2
Crew Worker	14	2	2	0
Sub-total		68	70	40
District 1-Maintenance				
Construction/Maintenance Superintendent	30	1	1	1
Crew Supervisor, Senior	25	4	4	4
Construction Inspector	25	1	1	1
Construction Supervisor	24	1	1	1
Supply Specialist, Senior	24	1	1	1
Crew Supervisor	23	14	14	14
Equipment Operator, Principal	21	6	6	6
Office Assistant, Senior	19	1	1	1
Equipment Operator, Senior	19	1	1	1
Crew Worker, Senior	18	26	26	26
Crew Worker	14	19	19	19
Sub-total		75	75	75
Water and Sewer Construction				
Construction/Maintenance Superintendent	30	1	1	1
Construction Inspector	25	1	1	2
Crew Supervisor, Senior	25	4	4	4
Construction Supervisor	24	2	2	2
Construction Supervisor, W&S	24	1	1	1
Crew Supervisor	23	20	20	20
Electronic Technician	21	1	1	1
Equipment Operator, Principal	21	4	4	4
Equipment Operator, Senior	19	5	5	5
Field Service Representative	19	2	2	2
Meter Mechanic	18	4	4	4
Crew Worker, Senior	18	30	30	30
Crew Worker	14	23	23	23
Sub-total		98	98	99

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
District 2-Maintenance				
Construction/Maintenance Superintendent	30	1	1	1
Compliance Inspector	25	0	0	2
Crew Supervisor, Senior	25	5	5	5
Construction Supervisor	24	0	0	1
Crew Supervisor	24	16	16	17
Public Works Dispatch Supervisor	23	1	1	1
Equipment Operator, Principal	21	8	8	10
Data Entry Supervisor	21	1	1	0
Equipment Operator, Senior	19	2	2	2
Public Works Dispatcher	19	7	7	7
Office Assistant Sr.	19	0	0	1
Maintenance Mechanic	18	1	1	1
Crew Worker, Senior	18	26	26	31
Crew Worker	14	21	21	18
Sub-total		89	89	97
District 3-Maintenance				
Construction/Maintenance Superintendent	30	1	1	1
Crew Supervisor, Senior	25	5	5	5
Crew Supervisor	24	0	0	14
Construction Inspector	25	1	1	1
Construction Supervisor	24	1	1	1
Heavy Equipment/Truck Mechanic	23	3	3	3
Crew Supervisor	23	15	15	0
Equipment Operator, Principal	21	9	9	8
Data Entry Supervisor	21	0	0	1
Senior Welder	21	0	0	1
Welder	19	2	2	1
Equipment Operator, Senior	19	3	3	4
Office Assistant	18	1	1	0
Security Guard	18	1	1	1
Crew Worker, Senior	18	15	15	18
Crew Worker	14	25	25	21
Sub-total		82	82	80

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Compliance				
Compliance Mgr Sewer Collection	31	0	0	1
Compliance Mgr Assistant	30	0	0	1
Engineer,Prin	30	0	0	1
Senior Engineer	29	0	0	1
Engineering Technician, Sr	25	0	0	1
Engineering Technician, Prin	25	0	0	1
Construction Inspector III	25	0	0	6
GIS Specialist	24	0	0	1
Compliance Inspectors	24	0	0	5
Compliance Inspector III	23	0	0	4
Crew Supervisor	23	0	0	6
Data Entry Supervisor	21	0	0	1
Office Assistant Senior	19	0	0	1
Data Entry, Senior	18	0	0	1
Crew Worker, Sr	18	0	0	9
General Maint Worker, Sr	18	0	0	1
Crew Worker	16	0	0	1
Crew Worker Senior	14	0	0	3
Subtotal		0	0	45
Public Works - Water & Sewer Total		685	688	713

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections Cost Center. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 51 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 it's 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 will allow an expansion of the Scott Candler Filter Plant. In 2002, the contract was signed and the construction has begun on the Scott Candler Water Filter Plant. In 2003, Design and regulatory permit applications continued for the new Chattahoochee River water water supply intake, 200 MGD pump station and 96" transmission line to reservoirs.

2004

There are no other major program modifications being added at this time.

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Capital Projects	$393,275,229	$366,208,204	$27,067,025
Interfund Transfers	6,264,171	1,267,762	4,996,409
TOTAL	$399,539,400	$367,475,966	$32,063,434

FUNDING SOURCES

	Anticipations Beginning 1998
Construction Fund	$399,539,400

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.

MAJOR BUDGETARY IMPACTS

Previous

The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget. 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 Revenue 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 Revenue Fund. In 2003, $1,570,767 was budgeted for computers, and $11,508,764 was transferred from the Revenue Fund.

2004

All equipment for Water and Sewer except desktop computers is funded from the Renewal and Extension Fund. In 2004, $2,173,439 has been budgeted for this purpose. The funding transfer from the Revenue Fund is budgeted at $11,237,295 for 2004.

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Equipment	$26,196,635	$21,854,320	$4,342,315
Capital Projects	202,803,188	172,539,462	30,263,726
Interfund Transfers	125,943	125,943	0
TOTAL	$229,125,766	$194,519,725	$34,606,041

FUNDING SOURCES

	Anticipations Beginning 1998
Renewal and Extension Fund	$229,125,766

WATER AND SEWER RENEWAL AND EXTENSION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Policy Projects	$5,073,619	$4,026,773	$1,046,846
Reimbursable Projects	608,815	608,815	0
Miscellaneous Projects	197,246,697	168,029,817	29,216,880
Non-Project Expenditures	26,196,635	21,854,320	4,342,315
TOTAL	$229,125,766	$194,519,725	$34,606,041

WATER & SEWERAGE 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 & Poors
Water & Sewerage System Revenue	Aa2	AA

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 Series 1993 Revenue Bonds maturing 2005 through 2023.

Future

The County currently expects to issue additional bonds in future for various Water & Sewer projects.

ACTIVITY MEASURES

	1/1/01	1/1/02	1/1/03	1/1/04
Principal Balance (000's)	$459,925	$452,970	$446,580	$619,700

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2002 Actual	2003 Actual	CEO's Recommended Budget	Approved Budget 2004
Operating Services & Charges	$29,998,098	$31,482,586	$39,557,127	$39,557,127
Total	$29,998,098	$31,482,586	$39,557,127	$39,557,127

FUNDING SOURCES

	2002	2003	Approved 2004 Budget
Water & Sewerage Sinking Fund	$29,998,098	$31,482,586	$39,557,127

2004 BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 1993	$1,005,000	$46,230	$1,051,230
Series 1997 (Ref.)	5,275,000	1,045,282	6,320,282
Series 1999	0	4,774,733	4,774,733
Series 2000	840,000	11,080,263	11,920,263
Series 2003	430,000	7,003,026	7,433,026
Total	$7,550,000	$23,949,534	$31,499,534

WATER & SEWERAGE SINKING FUND

TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
Series 1993	$1,005,000	$46,230	$1,051,230
Series 1997 (Ref.)	16,540,000	2,438,756	18,978,756
Series 1999	96,345,000	97,434,740	193,779,740
Series 2000	211,280,000	241,634,068	452,914,068
Series 2003	179,865,000	170,869,876	350,734,876
Total	$505,035,000	$512,423,670	$1,017,458,670

WATER & SEWERAGE SINKING FUND
TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS, ALL SERIES
AS OF 1/1/2004

	Principal	Interest	Total P & I
2004	7,550,000	23,949,534	31,499,534
2005	6,915,000	25,169,562	32,084,562
2006	7,315,000	24,797,197	32,112,197
2007	5,550,000	24,374,808	29,924,808
2008	8,910,000	24,160,039	33,070,039
2009	9,445,000	23,802,476	33,247,476
2010	9,895,000	23,774,113	33,669,113
2011	10,245,000	22,999,787	33,244,787
2012	9,740,000	22,506,756	32,246,756
2013	10,265,000	21,979,769	32,244,769
2014	11,840,000	21,401,294	33,241,294
2015	11,440,000	20,809,393	32,249,393
2016	13,085,000	20,164,844	33,249,844
2017	13,660,000	19,486,818	33,146,818
2018	13,675,000	18,767,444	32,442,444
2019	14,225,000	18,023,819	32,248,819
2020	16,005,000	17,241,625	33,246,625
2021	15,820,000	16,419,306	32,239,306
2022	17,695,000	15,547,306	33,242,306
2023	17,600,000	14,646,206	32,246,206
2024	19,765,000	13,698,994	33,463,994
2025	20,750,000	12,692,618	33,442,618
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	26,905,000	8,161,119	35,066,119
2030	20,355,000	7,178,812	27,533,812
2031	21,385,000	6,146,806	27,531,806
2032	21,470,000	5,062,575	26,532,575
2033	23,640,000	3,891,825	27,531,825
2034	24,875,000	2,660,025	27,535,025
2035	26,170,000	1,363,794	27,533,794
Total	$505,035,000	$512,423,670	$1,017,458,670

STORMWATER FUND

PROGRAM DESCRIPTION

The Stormwater 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 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

The fee assessment was postponed in 2003 to allow for the legal ramifications of fund implementation to be explored.

2004

Eighteen positions have been established in the Roads and Drainage Department and are being reimbursed by the Fund. These positions will allow for work to begin on stormwater projects.

Future

To be proactive to all stormwater issues including drainage, citizens complaints, stream pollution, and flooding.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services & Charges	$0	$597,755	$5,645,628	$5,645,628
Interdepartmental Services			$3,586,810	$3,586,810
Interfund Transfers	0	0	847,755	847,755
TOTAL	$0	$597,755	$10,080,193	$10,080,193

FUNDING SOURCES

	2002	2003	2004 Budget
Stormwater Fund	$0	$597,755	$10,080,193

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 Fleet Maintenance (including Fleet Maintenance Purchasing, an activity of the Purchasing Department which supports the Fleet Maintenance Department), the Vehicle Fund, and the Risk Management Fund.

Revenue to support the Fleet 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 Fund is maintained as a separate group of accounts to insure 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 insure 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.

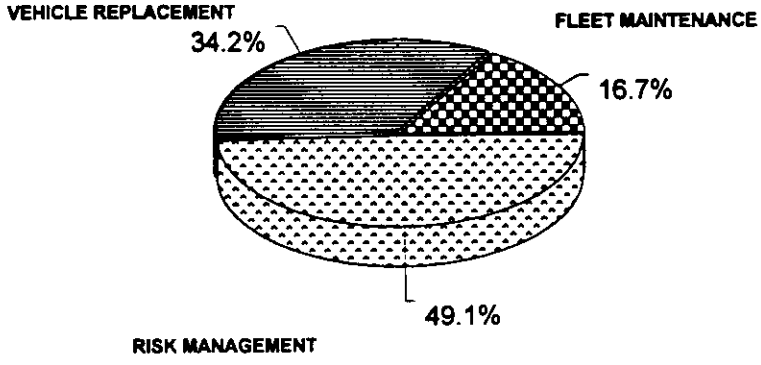
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
PERSONAL SERVICES	$7,505,479	$7,451,506	$8,078,674	$8,078,674
SUPPLIES	3,106,414	3,897,739	5,837,885	5,837,885
OPERATING SERVICES & CHARGES	48,066,666	56,481,823	94,195,784	94,195,784
MAINTENANCE & REPAIR	7,700,629	7,472,113	8,123,458	8,123,458
INTERDEPARTMENTAL SERVICES	425,995	406,477	644,651	644,651
EQUIPMENT	14,855,933	13,205,753	15,995,447	15,995,447
INTERFUND TRANSFERS	0	0	70,000	70,000
ERROR HOLDING ACCOUNT	0	0	0	0
TOTAL EXPENDITURES	$81,661,116	$88,915,412	$132,945,899	$132,945,899
PROJECTED FUND BALANCE			10,413,921	10,413,921
TOTAL BUDGET			$143,359,820	$143,359,820

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
FLEET MAINTENANCE	$19,400,608	$19,998,105	$23,889,102	$23,728,717
VEHICLE FUND	16,503,668	15,130,586	49,010,623	49,010,623
RISK MANAGEMENT FUND	45,756,840	53,786,720	70,460,095	70,460,095
TOTAL EXPENDITURES	$81,661,116	$88,915,412	$143,359,820	$143,199,435
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			10,413,921	10,413,921

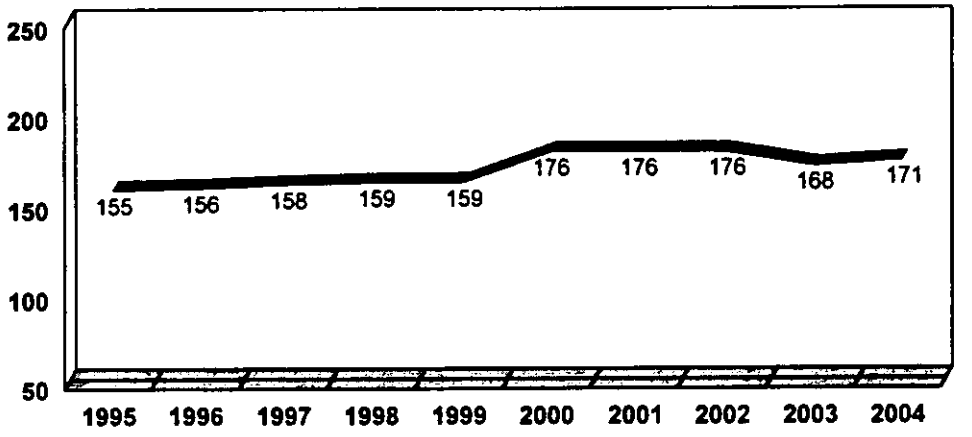
INTERNAL SERVICE FUNDS OPERATING BUDGET DOLLAR 2004



SUMMARY OF REVENUE BY FUND

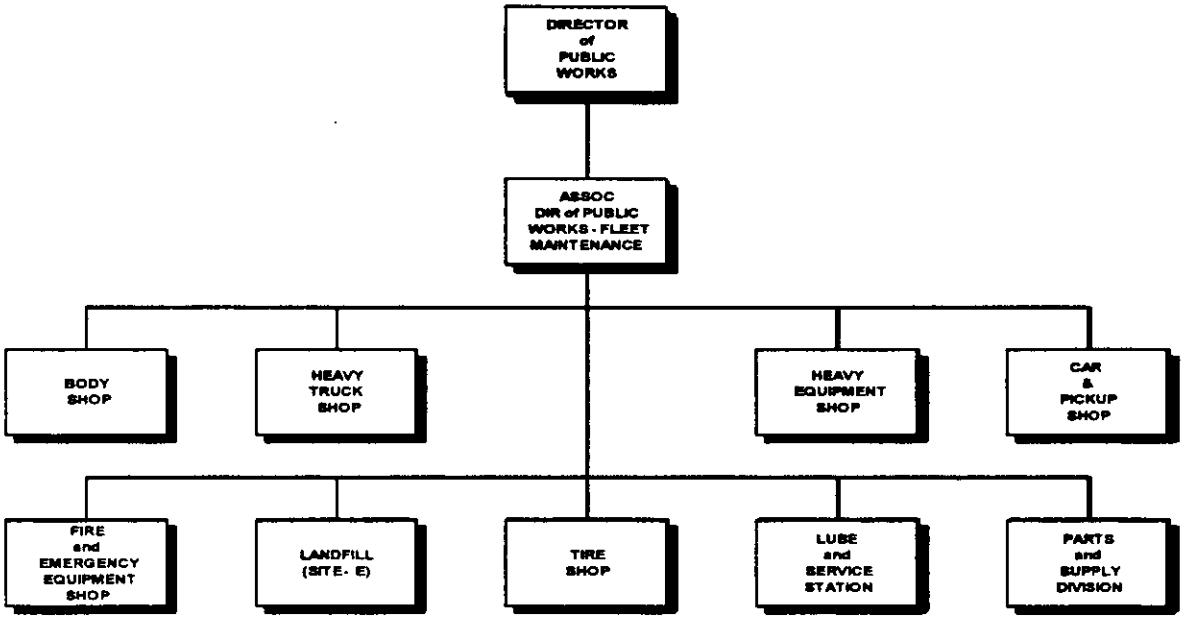
	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
FLEET MAINTENANCE				
Intergovernmental Revenue	$64,081	$84,391	$40,000	$40,000
Miscellaneous Revenue	369,474	259,945	100,000	100,000
Interdepartmental Charges	18,981,536	20,230,203	22,919,613	22,919,613
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	238,571	253,054	829,489	829,489
TOTAL	$19,653,662	$20,827,594	$23,889,102	$23,889,102
VEHICLE FUND				
Use of Money and Property	$472,901	$348,085	$300,000	$300,000
Miscellaneous Revenue	1,035,922	1,471,066	650,000	650,000
Interdepartmental Charges	17,033,845	20,375,098	19,662,185	19,662,185
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	19,295,775	21,334,775	28,398,438	28,398,438
TOTAL	$37,838,444	$43,529,024	$49,010,623	$49,010,623
RISK MANAGEMENT FUND				
Miscellaneous Revenue	$1,416,721	$1,030,844	$0	$0
Interdepartmental Charges	$33,938,806	$39,751,916	$45,096,070	$45,096,070
Employee & Retiree Contributions	13,636,707	16,306,947	17,512,885	17,512,885
Fund Balance Carried Forward	1,312,760	4,548,154	7,851,140	7,851,140
TOTAL	$50,304,994	$61,637,861	$70,460,095	$70,460,095
GRAND TOTAL	$107,797,100	$125,994,478	$143,359,820	$143,359,820

AUTHORIZED POSITIONS
INTERNAL SERVICE FUNDS



The only positions in the Internal Service Funds are in Fleet Maintenance. The reduction in 1995 resulted from an across the board cut. The increases in subsequent years 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.

PUBLIC WORKS - FLEET MAINTENANCE



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

A. To provide using departments with efficient and economical vehicles and equipment and replace the fleet according to the County's guidelines.
B. To maintain, repair, and service vehicles and equipment as efficiently and economically as possible.
C. To manage the fleet and implement policies that support air quality, energy, and environmental legislation/regulations.
D. To provide fossil fuel and alternative sources that are efficient and economical.

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, tire repair, 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 department is organized into seven "direct labor" shops and four support activities. The direct labor shops are those for which work efforts can be directly allocated to specific vehicles. The support activities consist of the Associate Director's office, which is responsible for directing all the activities of the department; the Parts and Supply section, which handles parts and maintains the inventory; the Service section, which handles fueling and washing facilities; and the Cost Accounting section which is responsible for maintaining cost accounting information, personnel records, etc.

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.

PUBLIC WORKS - FLEET MAINTENANCE

PERFORMANCE INDICATORS	TARGET	2002	2003
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	76.38%	99.10%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE (av diff, all types)	Contract price lower than retail	$0.65	$0.81
TOTAL UNITS PER MECHANIC RATIO	30 Units	38	38
FLEET MAINTENANCE LABOR RATE vs METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	($28.74)	($30.17)

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Body Shop				
Number of Employees	6	6	6	6
Number of Repair Orders	520	582	634	650
Hours	8,782	9,733	8,142	8,500
Car and Pick-up Shop				
Number of Employees	19	19	19	19
Number of Repair Orders	7,318	6,635	6,535	6,600
Hours	34,883	25,785	23,037	24,000
Heavy Equipment Shop				
Number of Employees	18	18	18	19
Number of Repair Orders	2,422	2,890	2,630	2,700
Hours	25,301	25,704	25,305	2,600
Heavy Truck Shop				
Number of Employees	45	45	45	46
Number of Repair Orders	10,783	9,213	8,091	8,500
Hours	76,065	67,182	58,169	60,000
Fire Equipment Shop				
Number of Employees	12	12	16	17
Number of Repair Orders	1,458	1,808	2,095	2,500
Hours	12,941	16,199	15,304	20,000
Tire Shop				
Number of Employees	10	10	10	10
Number of Repair Orders	6,086	6,489	6,740	6,800
Hours	11,086	17,505	20,900	21,000

MAJOR ACCOMPLISHMENTS IN 2003

Replaced existing HVAC and phone systems in the administrative offices.
Implemented the new Performance Appraisal Plans for all employees.
Implemented the new Kronos Timekeeping System to the Peoplesoft payroll/personnel system.
Partnered with the Warren Technical School to teach and instruct students in various automotive techniques.

MAJOR GOALS FOR 2004 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Renovate the Car Wash Facility with new equipment to improve efficiency and availability.
Establish a 5% out-of-service standard for all County vehicles.
Ensure that 90% of all Preventative Maintenance work orders are completed on time.
Continue the purchase of alternative fuel vehicles in compliance EPA Clean Air Mandates and Energy Conservation Act.
Utilize the training facility for shop specific training for mechanics to improve product knowledge and efficiency.
Ensure that vehicles identified for replacement meet the specifications of the using department and are ordered in a timely manner.
Complete installation of a heavy mobile vheicle lift system in the heavy truck division.
Transition and develop interfaces between the Oracle and Faster systems to update the General Ledger.

MAJOR BUDGETARY IMPACTS

Previous

Budget reductions in 1995 eliminated 8 vacant positions. In the 1996 and 1997 budgets, a service position, a parts position, and a heavy truck mechanic position were restored to the Department from cuts made in the 1995 budget. In 1998 a Heavy Truck and Equipment Mechanic and a lubrication truck were added to address preventive maintenance workload for off road equipment. In 1999, staff including 2 supervisory positions, 7 mechanic positions, and 5 support positions were approved to staff and equip a North Service Center funded through the CIP. Also funded in 1999 were a service position to address Tire Shop workload, a mechanic at the Site E shop, and a mechanic to address emergency vehicle workload. In late 1999 the Department entered into a lease agreement for a facility to be used as a Tire Shop. The 2000 budget added one new tire service truck under the Master Lease Program to expand off premises tire service, with staff coming from personnel previously approved for the North Service Center. In 2001, $70,000 was budgeted for the full year rental and real estate tax charges on the new Tire Shop facility. 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.

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.
Salary savings of $231,153 were deducted from this department for eight vacant positions.

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 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2003
Vehicle Maintenance	$18,952,636	$19,531,881	$23,485,934	$23,485,934
Purchasing *	447,972	466,224	403,168	403,168
FUND TOTAL	$19,400,608	$19,998,105	$23,889,102	$23,889,102

*Funding for this cost center comes from the Fleet Maintenance Fund while operational control resides with the Purchasing Department. The list of positions and other information pertaining to it can be found in the write-up for the Purchasing Department.

PUBLIC WORKS - FLEET MAINTENANCE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Personal Services	$7,505,479	$7,451,506	$8,078,674	$8,078,674
Supplies	3,106,414	3,897,739	5,837,885	5,837,885
Operating Services and Charges	666,272	749,285	1,130,234	1,130,234
Maintenance and Repair	7,700,629	7,472,113	8,123,458	8,123,458
Interdepartmental Services	376,795	396,352	593,251	593,251
Equipment	45,019	31,110	55,600	55,600
Interfund Transfers	0	0	70,000	70,000
FUND TOTAL	$19,400,608	$19,998,105	$23,889,102	$23,889,102

FUNDING SOURCES

	2002	2003	2004 Budget
Fleet Maintenance Fund	$19,400,608	$19,998,105	$23,889,102

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Public Works-Fleet Maintenance				
Associate Director Public Works, Fleet Maintenance	AG	1	1	1
Asst. Director, Fleet Maintenance	AJ	1	1	1
Fleet Specification Specialist	29	1	1	1
Automotive Shop Superintendent	28	5	5	5
Administrative Operations Manager	28	1	1	1
Network Coordinator	26	1	1	1
Automotive Body Repair Supervisor	24	14	14	14
Automotive Mechanic Supervisor	24	0	1	1
Fleet Parts Supervisor	24	1	1	1
Accounting Supervisor	24	1	1	1
Heavy Equipment/Truck Mechanic	23	66	66	69
Automotive Service Supervisor	23	3	3	3
Automotive Body Repair Worker, Sr.	23	1	1	1
Executive Secretary	23	1	1	1
Assistant Fleet Parts Supervisor	21	2	2	2
Automotive Mechanic, Senior	21	17	17	17
Automotive Body Repair Worker	21	4	4	4
Equipment Operator, Principal	21	3	3	3

PUBLIC WORKS - FLEET MAINTENANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2003	2004
Public Works-Fleet Maintenance (cont'd)				
Office Assistant, Senior	19	3	3	3
Accounting Technician, Senior	19	5	5	5
Automotive Mechanic	19	4	4	4
Fleet Parts Technician	19	8	8	8
Accounting Technician	18	1	1	1
Office Assistant	18	2	2	2
Automotive Service Worker, Principal	18	2	2	2
Automotive Service Worker, Senior	14	14	14	14
Automotive Service Worker	12	5	5	5
TOTAL POSITIONS		167	168	171

RISK MANAGEMENT FUND

FUND DESCRIPTION

The Risk Management Fund includes the following coverages: workers' compensation insurance; 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.

MAJOR BUDGETARY IMPACTS

Previous

The Fund's 2001 Budget of $49,798,306 represented an increase of 2% as compared to the 2000 appropriation of $48,640,111. The largest category, Group Life and Health, increased by $804,382 to $39,299,031 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 ($703,264) and ($671,873) respectively.
In 2001 due to good loss experience, the Funds' Group Life Insurance Company declared a dividend for the group policy. The one time rebate totaled $983,559. As a result 2001 expenses for both employee and employer contributions for group life insurance were adjusted.

The Fund's 2002 Budget of $52,146,345 represented an increase of 7% as compared to the 2001 appropriation of $49,798,306. The largest category, Group Life and Health, increased by $2,460,358 to $41,759,390 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 ($913,759) and ($986,118) respectively.
In 2002 due to good loss experience, the Funds' Group Life Insurance Company declared a dividend for the group policy. The one time rebate totaled $1,416,000. As a result 2003 expenses for both employee and employer contributions for group life insurance were adjusted.
Also in 2002, several changes were made relative to the Funds' Group Life and Health Insurance Carriers. Cigna was dropped and Blue Choice and United Health Care were added as HMO and PPO providers.

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.

2004

The Fund's 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Workers' Compensation	$2,411,029	$3,224,093	$6,339,714	$6,339,714
Unemployment Compensation	275,462	210,167	289,833	289,833
Group Health and Life Insurance	40,387,423	47,302,412	59,817,236	59,817,236
Building and Contents	399,895	572,474	843,841	843,841
Boiler and Machinery	52,730	46,935	51,065	51,065
Non-Immunity Expenses	317,412	284,374	915,626	915,626
Vehicle Insurance	1,695,825	1,843,980	1,905,509	1,905,509
Airport Liability	11,360	1,728	24,632	24,632
Police Helicopter	190,212	165,162	141,838	141,838
Monies, Securities and Blanket Bond	455	62,828	32,717	32,717
Loss Control	15,037	72,568	98,084	98,084
TOTAL	$45,756,840	$53,786,721	$70,460,095	$70,460,095

FUNDING SOURCES

	2002	2003	2004 Budget
Risk Management Fund	$45,756,840	$53,786,721	$70,460,095

VEHICLE FUND

PROGRAM DESCRIPTION

The Vehicle Fund is maintained as a separate group of accounts within the Internal Services Fund. It was established to insure 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.

MAJOR BUDGETARY IMPACTS

Previous

In 1993 $5,000,000 was transferred from the Vehicle Fund Reserve for Appropriation to the tax funds; $2,500,000 is still owed the Vehicle Fund by the tax funds. Subsequent to this action, the Reserve for Appropriation in this fund has been replaced with a Future Replacement-Tax account, and a Future Replacement-Non Tax account.
In 1996 the philosophy of replacement charges was changed from "recovery of vehicle cost" to "accumulation for replacement vehicle cost". The increased cost for replacement charges under the new philosophy has been phased in over a period of years to minimize the financial impact on departmental operating budgets.
In 1997 the County entered into a Master Lease Purchase agreement for vehicles in order to provide an alternative source of funding for vehicle purchases. Also in 1997, maintenance charges for vehicles disposed by auction were charged against auction proceeds in the Vehicle Fund.
In FY2000 the Board amended the budget to transfer $1,443,841 from the Future Replacement -Tax account. This increased the amount owed this fund by the tax funds to $3,943,841. Funds totaling $12,440,800 were appropriated for the replacement of 298 vehicles. The addition of 92 vehicles was approved, 91 under terms of the Master Lease, and 1 purchased at a budgeted cost of $90,000. The appropriation included reserves for future replacement of $15,182,999.
In FY2001 funds totaling $12,247,400 were appropriated for the replacement of 314 vehicles. The addition of 16 new and 7 replacement vehicles were approved under terms of the Master Lease agreement. The appropriation included reserves for future replacement of $18,915,694.
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 vehicle 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.

2004

Funds totaling $13,780,242 are appropriated for the replacement of 221 vehicles and 1 police helicopter. The addition of 54 new and 8 replacement vehicles are approved under terms of the Master Lease agreement. In addition 39 new vehicles are appropriated for purchase with funding of $2,159,605. The appropriation includes reserves for future replacement of $30,381,016.

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 FUND

ACTIVITY MEASURES	Actual 2001	Actual 2002	Actual 2003	Estimated 2004
Vehicle Replacement				
Units Scheduled	314	296	292	222
Units Replaced	308	295	290	222
Vehicle Addition				
Units Added - Purchase	0	0	22	39
Units Added - Lease Purchase	23	23	40	54
Vehicles in Fleet	2,646	2,669	2,731	2,824

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Vehicle Replacement	$14,465,846	$10,738,936	$44,212,658	$44,212,658
Vehicle Addition	2,037,822	4,391,650	4,797,965	4,797,965
TOTAL	$16,503,668	$15,130,586	$49,010,623	$49,010,623

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2002	Actual 2003	CEO's Recommended Budget	Approved Budget 2004
Operating Services and Charges	$1,643,554	$1,945,817	$33,019,376	$33,019,376
Interdepartmental Services	49,200	10,125	51,400	51,400
Equipment	14,810,914	13,174,644	15,939,847	15,939,847
Error Holding Account	0	0	0	0
TOTAL	$16,503,668	$15,130,586	$49,010,623	$49,010,623

FUNDING SOURCES

	2002	2003	2004 Budget
VEHICLE FUND	$16,503,668	$15,130,586	$49,010,623

SALARY SCHEDULE

SALARY RANGE	ANNUAL SALARY Minimum	ANNUAL SALARY Maximum	SALARY RANGE	ANNUAL SALARY Minimum	ANNUAL SALARY Maximum
10	$13,680	$21,228	28	$39,048	$60,576
11	$14,496	$22,500	29	$41,388	$64,212
12	$15,372	$23,844	30	$43,872	$68,064
13	$16,296	$25,272	31	$46,512	$72,144
14	$17,268	$26,796	32	$49,764	$77,196
15	$18,312	$28,404	33/ AJ/ AJF	$53,244	$82,596
16	$19,404	$30,108	34 / AI	$56,976	$88,380
17	$20,568	$31,908	35/ AH	$60,960	$94,572
18	$21,804	$33,828	36/ AG	$65,232	$101,184
19	$23,112	$35,856	37/ AF	$69,792	$108,276
20	$24,504	$38,004	38/ AE	$74,676	$115,848
21	$25,968	$40,284	39/ AD	$79,908	$123,960
22	$27,528	$42,708	40/ AC	$85,500	$132,636
23	$29,184	$45,264	41	$91,488	$141,924
24	$30,924	$47,976	42	$97,884	$151,860
25	$32,784	$50,856	AB	$1	$108,276
26	$34,752	$53,916	AA	$112,586	$174,640
27	$36,840	$57,720			

REV. 10/02

DEKALB COUNTY

BOARD OF COMMISSIONERS

BUSINESS AGENDA / MINUTES

MEETING DATE: January 27, 2004

ITEM NO. **H1**

HEARING TYPE
Public Hearing

ACTION TYPE
Resolution

SUBJECT: 2004 Budget

DEPARTMENT: CEO

PUBLIC HEARING: ☒ YES ☐ NO

ATTACHMENT: ☒ YES ☐ No

PAGES: 2

INFORMATION CONTACT: Vernon Jones, CEO

PHONE NUMBER: 404-371-2112

Deferred from the 1/13/04 BOC meeting.

PURPOSE:

(1) To consider adoption of the 2004 Budget, and
(2) To consider approval of the adjustments to the authorized County position listing.

NEED/IMPACT:

A Public Hearing on the 2004 Recommended Budget must be held to comply with State Law and the DeKalb County Code.

The County Attorney has reviewed the document and approved it as to form.

RECOMMENDATION(S):

(1) Adopt the 2004Budget (Attachment A); and,
(2) Approve the adjustments to the authorized County position listing (Attachment B).

Attachments will be provided prior to the Board of Commissioners Meeting.

BUDGET RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2004 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 2004 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 2004, 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 appropriations authorized by this budget or amendments thereto provided; however, that expenditures for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this 27th day of January, 2004.

Burrell Ellis
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

Approved by the Chief Executive Officer of DeKalb County, this 27th day of January, 2004.

Vernon Jones
Chief Executive Officer
DeKalb County, Georgia

ATTEST:

Michael Bell, Clerk
Board of Commissioners
DeKalb County, Georgia

APPROVED AS TO FORM:

Charles G. Hicks
County Attorney

BUDGET RESOLUTION

TAX FUNDS

GENERAL FUND	2004 BUDGET
ANTICIPATED REVENUES:	
Property Taxes	$132,340,240
Excise Taxes	40,000,000
Use of Money & Property	67,800
Intergovernmental Revenue	13,928,029
Fines & Forfeitures	13,541,347
Charges for Services	6,490,000
Miscellaneous Revenue	3,320,500
Interfunds	23,146,575
Fund Balance Carried Forward	16,605,610
TOTAL - GENERAL FUND	$249,440,101
PROPOSED EXPENDITURES:	
Chief Executive Officer	$1,767,833
Board of Commissioners	1,045,576
Ethics Board	2,000
Law Department	2,873,903
Geographic Info Systems	1,758,567
Facilities Management	11,636,363
Purchasing	3,222,300
Human Resources & Merit System	3,153,529
Information Systems	10,586,761
Finance	5,871,797
Property Appraisal	4,635,696
Tax Commissioner	6,116,684
Registrar	3,586,148
Sheriff	61,656,018
Juvenile Court	5,687,935
Superior Court	7,668,087
Clerk of Superior Court	4,333,168
State Court	10,721,599
Solicitor - General	3,876,160
District Attorney	8,490,974
Child Advocate's Office	676,756
Probate Court	1,495,940
Medical Examiner	1,938,507
Public Defender	5,996,754
Police	8,175,440
Magistrate Court	1,495,639
Fire & Rescue Services	14,825,969
Planning	1,103,257
Public Works - Director	313,702
Economic Development	809,137
Library	11,468,430
Cooperative Extension	1,115,438
Public Health	5,384,134
Community Service Board	2,238,627
D F A C S	2,073,500
Human & Community Development	796,950
Contributions to Capital Projects	4,599,021
Non - Departmental	26,241,802
TOTAL - GENERAL FUND	$249,440,101

	2004 BUDGET
FIRE FUND	
ANTICIPATED REVENUES:	
Property Taxes	$32,291,234
Excise Taxes	14,500,000
Use of Money & Property	1,000
Intergovernmental Revenue	2,374,180
Miscellaneous Revenue	65,000
Interfund Transfers	75,000
Fund Balance Carried Forward	463,957
TOTAL - FIRE FUND	$49,770,371
PROPOSED EXPENDITURES:	
Fire & Rescue Services	$47,716,829
Contributions to Capital Projects	0
Non - Departmental	2,053,542
TOTAL - FIRE FUND	$49,770,371
HOSPITAL FUND	
ANTICIPATED REVENUES:	
Property Taxes	$14,932,268
Excise Taxes	5,500,000
Use of Money & Property	0
Intergovernmental Revenue	1,173,741
Fund Balance Carried Forward	36,849
TOTAL - HOSPITAL FUND	$21,642,858
PROPOSED EXPENDITURES:	$21,642,858
DEBT SERVICE FUND	
ANTICIPATED REVENUES:	
Property Taxes	$15,392,974
Use of Money & Property	25,000
Fund Balance Carried Forward	24,944
TOTAL - DEBT SERVICE FUND	$15,442,918
PROPOSED EXPENDITURES:	$15,442,918
SPECIAL TAX DISTRICT - DEBT SERVICE FUND	
ANTICIPATED REVENUES:	
Property Taxes	$13,568,414
Use of Money & Property	$55,000
Fund Balance Carried Forward	$604,980
TOTAL - STD - DEBT SERVICE FUND	$14,228,394
PROPOSED EXPENDITURES:	$14,228,394
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	
ANTICIPATED REVENUES:	
Property Taxes	$39,584,530
Excise Taxes	$1,700,000
Licenses & Permits	$500,000
Use of Money & Property	$93,500
Intergovernmental Revenue	$3,248,746
Charges for Services	$2,388,500
Miscellaneous Revenue	$346,000
Interfunds	$76,299,283
Fund Balance Carried Forward	$6,782,449
TOTAL - S T D - DESIGNATED SERVICES FUND	$130,943,008

	2004 BUDGET
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	
PROPOSED EXPENDITURES:	
Police	$79,586,334
Public Works - Transportation	$9,759,414
Public Works - Roads & Drainage	$19,593,474
Parks & Recreation	$17,701,288
Arts, Culture, and Entertainment	$790,325
Contributions to Capital Projects	$0
Non - Departmental	$3,512,173
TOTAL - S T D - DESIGNATED SERVICES FUND	$130,943,008
SPECIAL TAX DISTRICT - UNINCORPORATED	
ANTICIPATED REVENUES:	
Property Taxes	$500,000
Excise Taxes	$50,025,000
Licenses & Permits	$18,406,000
Use of Money & Property	$15,000
Fines & Forfeitures	$13,453,653
Charges For Services	$215,000
Interfunds	($75,599,283)
Fund Balance Carried Forward	$508,406
TOTAL - S T D - UNINCORPORATED FUND	$7,523,776
PROPOSED EXPENDITURES:	
C E O Office - Cable TV Support	$106,686
Finance - Business License	1,126,099
Recorder's Court	3,317,390
Planning - Zoning Analysis	736,764
Police - Code Enforcement	1,325,315
Non - Departmental	911,522
TOTAL - S T D - UNINCORPORATED FUND	$7,523,776
SPECIAL REVENUE FUNDS	
DEVELOPMENT FUND	
ANTICIPATED REVENUES:	
Licenses & Permits	$10,235,053
Use of Money & Property	42,500
Miscellaneous Revenue	12,350
Fund Balance Carried Forward	1,509,485
TOTAL - DEVELOPMENT FUND	$11,799,388
PROPOSED EXPENDITURES:	
Planning - Development Support	$268,811
Development	11,530,577
TOTAL - DEVELOPMENT FUND	$11,799,388
PUBLIC EDUCATION & GOVERNMENT ACCESS FUND	
ANTICIPATED REVENUES:	
Miscellaneous Revenue	$135,000
Fund Balance Carried Forward	1,627,111
TOTAL - P E G FUND	$1,762,111
PROPOSED EXPENDITURES:	$1,762,111

	2004 BUDGET
COUNTY JAIL FUND	
ANTICIPATED REVENUES:	
Fines & Forfeitures	$1,780,000
Fund Balance Carried Forward	6,513
TOTAL - COUNTY JAIL FUND	$1,786,513
PROPOSED EXPENDITURES:	$1,786,513
HOTEL / MOTEL TAX FUND	
ANTICIPATED REVENUES:	
Excise Taxes	$1,950,000
Fund Balance Carried Forward	198,506
TOTAL - HOTEL / MOTEL TAX FUND	$2,148,506
PROPOSED EXPENDITURES:	$2,148,506
VICTIM ASSISTANCE FUND	
ANTICIPATED REVENUES:	
Other Local Governments/Agencies	$150,000
Fines & Forfeitures	800,000
Fund Balance Carried Forward	503,199
TOTAL - VICTIM ASSISTANCE FUND	$1,453,199
PROPOSED EXPENDITURES:	$1,453,199
RECREATION FUND	
ANTICIPATED REVENUES:	
Charges for Services	$1,334,449
Fund Balance Carried Forward	305,685
TOTAL - RECREATION FUND	$1,640,134
PROPOSED EXPENDITURES:	$1,640,134
LAW ENFORCEMENT CONFISCATED MONIES FUND	
ANTICIPATED REVENUES:	
Intergovernmental Revenue	$0
Fund Balance Carried Forward	1,150,126
TOTAL - L.E.C.M. FUND	$1,150,126
PROPOSED EXPENDITURES:	
Sheriff	$116,746
District Attorney	221,814
Public Safety - Police	811,566
TOTAL - L.E.C.M. FUND	$1,150,126
GRANT - IN - AID FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	($6,660)
Federal Government	37,414,887
State Sources	4,387,288
Other Agencies	2,650,701
Miscellaneous Revenue	(589)
Interfund Transfers	2,071,032
Various Pending grants	1,983,768
Fund Balance Carried Forward	543,339
TOTAL - GRANT - IN - AID FUND	$49,043,766

	2004 BUDGET
GRANT - IN - AID FUND	
PROPOSED EXPENDITURES:	
Community Development	$26,283,339
DeKalb Workforce Development	3,246,125
Commission Office	0
Finance	176
Sheriff	476,317
Juvenile Court	686,223
Superior Court	867,930
State Court	661
Solicitor - General	270,675
District Attorney	173,887
Public Defender	0
Police	9,666,810
Fire & Rescue Services	1,033,612
Magistrate Court	116,605
Public Works Grants	10,000
Economic Development	579
Parks & Recreation	551,383
Cooperative Extension	309,980
Public Health	46,665
D F A C S	1,819,685
Human & Community Development	33,949
Public Works - Water & Sewer	0
Public Works - Sanitation	95,027
Public Works-Fleet Maintenance	206,207
Non - Departmental	995,928
Pass - Thru Grants	445,193
Pending Grants	1,706,795
Other	15
TOTAL - GRANT - IN - AID FUND	$49,043,766
CHILD SUPPORT INCENTIVE FUND	
ANTICIPATED REVENUES:	
Fund Balance Carried Forward	$5,112
TOTAL - CHILD SUPPORT INCENTIVE FUND	$5,112
PROPOSED EXPENDITURES:	$5,112
JUVENILE SERVICES FUND	
ANTICIPATED REVENUES:	
Charges for County Services	$60,000
Fund Balance Carried Forward	35,849
TOTAL - JUVENILE SERVICES FUND	$95,849
PROPOSED EXPENDITURES:	$95,849
DRUG ABUSE TREATMENT & EDUCATION FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$1,000
Fines & Forfeitures	62,000
Fund Balance Carried Forward	20,122
TOTAL - D.A.T.E. FUND	$83,122
PROPOSED EXPENDITURES:	$83,122

	2004 BUDGET
STREET LIGHT FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$1,000
Miscellaneous Revenue	3,120,000
Fund Balance Carried Forward	112,814
TOTAL - STREET LIGHT FUND	$3,233,814
PROPOSED EXPENDITURES:	$3,233,814
EMERGENCY TELEPHONE SYSTEM FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$60,000
Charges for Services	11,036,461
Fund Balance Carried Forward	6,653,035
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND	$17,749,496
PROPOSED EXPENDITURES:	$17,749,496
SPEED HUMPS MAINTENANCE FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$1,265
Assessments	150,000
Fund Balance Carried Forward	225,590
TOTAL - SPEED HUMPS MAINTENANCE FUND	$376,855
PROPOSED EXPENDITURES:	
Maintenance and Repair	$132,076
Reserve	244,779
TOTAL - DEKALB - PEACHTREE AIRPORT	$376,855
ENTERPRISE FUNDS	
WATER & SEWERAGE OPERATING FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$165,000
Intergovernmental Revenue	2,413,048
Charges for Services	117,914,072
Miscellaneous Revenue	420,000
Fund Balance Carried Forward	3,435,929
TOTAL - WATER & SEWERAGE OPERATING FUND	$124,348,049
PROPOSED EXPENDITURES:	
Public Works - Water & Sewer	$119,196,140
Finance - Revenue Collections	5,151,909
TOTAL - WATER & SEWERAGE OPERATING FUND	$124,348,049
WATER & SEWERAGE SINKING FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$85,000
Interfund Transfers	32,477,959
Fund Balance Carried Forward	6,994,168
TOTAL - WATER & SEWERAGE SINKING FUND	$39,557,127
PROPOSED EXPENDITURES:	$39,557,127

	2004 BUDGET
SANITATION FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$250,000
Charges for Services	53,211,715
Miscellaneous Revenue	3,610,000
Fund Balance Carried Forward	14,224,949
TOTAL - SANITATION FUND	$71,296,664
PROPOSED EXPENDITURES:	
Public Works - Sanitation	$71,066,772
Finance - Revenue Collections	229,892
TOTAL - SANITATION FUND	$71,296,664
DEKALB - PEACHTREE AIRPORT	
ANTICIPATED REVENUES:	
Use of Money & Property	$2,942,600
Miscellaneous Revenue	2,500
Fund Balance Carried Forward	544,950
TOTAL - DEKALB - PEACHTREE AIRPORT	$3,490,050
PROPOSED EXPENDITURES:	
Airport Operations	$2,890,050
Transfer to Capital Projects	600,000
TOTAL - DEKALB - PEACHTREE AIRPORT	$3,490,050
STORMWATER UTILITY OPERATING FUND	
ANTICIPATED REVENUES:	
Charges for Services	$10,000,000
Fund Balance Carried Forward	80,193
TOTAL - STORMWATER UTILITY FUND	$10,080,193
PROPOSED EXPENDITURES:	
Stormwater Operations	$4,312,465
Transfer to Capital Projects	0
Reserve for Appropriations	5,767,728
TOTAL - STORMWATER UTILITY FUND	$10,080,193
INTERNAL SERVICE FUNDS	
FLEET MAINTENANCE	
ANTICIPATED REVENUES:	
Other Local Governments	$40,000
Miscellaneous Revenue	100,000
Charges to User Departments	22,919,613
Fund Balance Carried Forward	829,489
TOTAL - FLEET MAINTENANCE	$23,889,102
PROPOSED EXPENDITURES:	
Public Works - Fleet Maintenance	$23,485,934
Purchasing - Fleet Maintenance	403,168
TOTAL - FLEET MAINTENANCE	$23,889,102

	2004 BUDGET
VEHICLE FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	$300,000
Miscellaneous Revenue	650,000
ANTICIPATED REVENUES: (Continued)	
Interdepartmental Charges	19,662,185
Fund Balance Carried Forward	28,398,438
TOTAL - VEHICLE FUND	$49,010,623
PROPOSED EXPENDITURES:	
Vehicle Acquisitions	$15,939,847
Interdepartmental Services	51,400
Reserves and Other Miscellaneous	33,019,376
TOTAL - VEHICLE FUND	$49,010,623
RISK MANAGEMENT	
ANTICIPATED REVENUES:	
Employee Contributions	$17,512,885
Charges to Departments	45,096,070
Fund Balance Carried Forward	7,851,140
TOTAL - RISK MANAGEMENT	$70,460,095
PROPOSED EXPENDITURES:	
Workers Compensation	$6,339,714
Unemployment Compensation	289,833
Group Health & Life	59,817,236
Buildings & Contents	843,840
Boiler & Machinery	51,065
Non- Immunity Expenses	915,627
Vehicle	1,905,509
Airport Liability	24,632
Helicopter	141,838
Money & Securities	32,717
Loss Control	98,084
TOTAL - RISK MANAGEMENT	$70,460,095
REVENUE BONDS LEASE PAYMENT FUND	
BUILDING AUTHORITY LEASE PAYMENTS	
ANTICIPATED REVENUES:	
Rental Income	$410,619
Fund Balance Carried Forward	685,919
TOTAL - BUILDING AUTHORITY	$1,096,538
PROPOSED EXPENDITURES:	$1,096,538

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2004 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions Additions	Deletions
Chief Executive Officer	Manager, Government Television	1	
Law Department	County Attorney Senior (Transfer from Police Services STD)	1	
	County Attorney I (Transfer from Purchasing)	1	
Facilities Management	Maintenance Coordinators		4
	Parks Maintenance Supervisors		3
	Graphic Design Technician		1
	Crew Worker		1
	Painter		1
	Painter, Senior		6
	Parks Manager		1
	Engineering Technician, Senior		1
	Construction/Renovation Superintendent		1
	Contract Service Inspector		1
	Custodian, Senior		2
	Carpenter, Senior		3
	Equipment Operator, Senior		1
	Painting Supervisor	1	
	Electrical Supervisor	1	
	Swimming Pool Maintenance Mechanic	1	
	Project Manager	2	
Purchasing	County Attorney I (Transfer to Law Department)		1
Information Systems	Technical Support Analyst	1	
Finance	Revenue Collections Manager		3
	Administrative Operations Manager		2
	Accountant		1
	Revenue Collections Supervisor, Sr.		3
	Accounting Technician, Senior		11
	Customer Service Representative, Sr.		6
	Office Assistant, Senior		1
	Principal Secretary		1
	Accounting Technician		1
	Field Service Representative		1
	Customer Service Representative		24
	Customer Service Representative (PT)		1
	Parking Attendant, Lead		1
	Office Assistant		1

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2004 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions Additions	Deletions
Finance (continued)	Courier		1
	Parking Lot Attendant		1
	(All Transfer to Water & Sewer Fund)		
	Auditor	1	
Juvenile Court	Probation Supervisor	1	
	(Transfer from Grant Fund)		
	Probation Supervisor		1
	(Transfer to General Fund)		
State Court	Interpreter (Full Time)	2	
	Interpreter (Part Time)		2
	Record Technician Senior State Court	3	
	Warrant Program Officer	4	
District Attorney	Hispanic Outreach Investigator	1	
Medical Examiner	Forensic Investigator	1	
Police - Support	Principal Secretary	1	
	Microsystems Specialist	3	
	Microsystems Specialist Manager	1	
	Chief Administrative Services	1	
	Administrative Asst	1	
	Assist Director Program Operations	1	
	Office Assistant	1	
	Firearms Instructor	1	
	Evidence Property Technician	2	
	(All Transfer from Police - Operations)		
	Grants Coordinator		1
	Administrative Asst		1
	(Transfer to Police - Operations)		
	Communications Operator	30	
Police - Operations	County Attorney Senior		1
	(Transfer to Purchasing)		
	Principal Secretary		1
	Microsystems Specialist		4
	Microsystems Specialist Manager		1
	Chief Administrative Services		1
	Administrative Asst		1
	Assist Director Program Operations		1
	Office Assistant		1
	Firearms Instructor		1
	(All Transfer to Police - Support)		
	Grants Coordinator	1	

E9

2004 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions Additions	Deletions
Police - Operations (continued)	Administrative Asst (Transfer from Police - Support)	1	
	Office Assistant	2	
	Police Officer	50	
	Police Officer - Grant Funded		50
Planning-General	Admin. Operations Supervisor	1	
Human and Community Development	Administrative Assistant	1	
	Information and Referral Specialist	1	
	Receptionist	1	
Fire & Rescue - Fire	Evidence Property Technician (Transfer to Police - Support)		2
	Microsystems Specialist (Transfer from Police - Operations)	1	
Public Works - Transportation	Construction Inspector III (Transfer to PW-Water & Sewer)		6
PW-Roads & Drainage	Financial Management Analyst	1	
	GIS Specialist	1	
	Accountant	1	
	Administrative Assistant	1	
	General Foreman	1	
	Construction Inspector	3	
	Crew Supervisor	1	
	Equipment Operator, Principal	8	
	Stockworker	1	
Parks and Recreation	Director, Arts, Culture & Entertainment		1
	Administrative Assistant		1
	Program Manager		1
	Special Events Coordinator (All Transfer to A. C. E.)		1
	Dep. Dir.-Strategic Mgt. & Development		1
	Crew Worker (Temporary)	17	
Arts, Culture & Entertainment	Director, Arts, Culture & Entertainment	1	
	Administrative Assistant	1	
	Program Manager	1	
	Special Events Coordinator (All Transfer from Parks & Recreation)	1	
Finance - Water & Sewer	Revenue Collections Manager	3	
	Administrative Operations Manager	2	

E9

2004 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions Additions	Deletions
Finance - Water & Sewer (continued)	Accountant	1	
	Revenue Collections Supervisor, Sr.	3	
	Accounting Technician, Senior	11	
	Customer Service Representative, Sr.	6	
	Office Assistant, Senior	1	
	Principal Secretary	1	
	Accounting Technician	1	
	Field Service Representative	1	
	Customer Service Representative	24	
	Customer Service Representative (PT)	1	
	Parking Attendant, Lead	1	
	Office Assistant	1	
	Courier	1	
	Parking Lot Attendant	1	
	(All Transfer from Finance General Fund)		
Public Works - Water & Sewer	Construction Inspector III	6	
	(Transfer from PW-Transportation)		
	Deputy Director Technical Services	1	
	Data Base Administrator	1	
	Engineering Technician Senior	4	
	Engineer Principal	1	
	Crew Worker Senior	3	
	Crew Worker	2	
	Compliance Inspectors	5	
	Data Entry Operator Senior	1	
	Data Entry Supervisor	1	
Public Works - Sanitation	Administrative Clerk	1	
	Roll Off Operator	2	
	Sanitation Driver Foreman	2	
	Refuse Collector	4	
	Risk Control Officer	2	
	Deputy Director, Sanitation	2	
Public Works - Fleet Maintenance	Heavy Equipment & Truck Mechanic	3	
Planning-Development	Engineering Review Officer		1
	Full Time	245	167
	Temporary	17	
	TOTAL	262	167

Board of Commissioners Adopted 2004 Budget Adjustments

Item #	Department / Item	Anticipations	Appropriations
	C E O's Recommended Tax Funds Budgets	$488,991,426	$488,991,426
	Revenues:		
1.	Property Taxes	13,745,000	
	Appropriations:		
	Contributions to CIP		
2.	HOST Capital Outlays - District 3		2,050,000
3.	HOST Capital Outlays - District 4		1,695,000
4.	HOST Capital Outlays - District 5		7,000,000
5.	HOST Capital Outlays - Countywide		3,000,000
	Amended Tax Funds Budgets	$502,736,426	$502,736,426

2004 Recommended HOST Projects (District 3)

Traffic Improvements, Safety and Management

			Estimate	Districts
Rainbow Drive at Kelly Chapel Road (CST) Additional turn lanes on Rainbow and signal improvements			$ 150,000	3,7
		Sub-Total	**$ 150,000**	

Sidewalk Improvements

	From	To		
Rainbow Drive (School)	Columbia Drive	Cocklebur Road	$ 245,000	3,7
Flat Shoals Road	Whites Mill Road	I-285	$ 350,000	3,6
Toney Elementary/Kelley Lake Elementary Area Sidewalks			$ 135,000	3,7
Wesley Chapel Road (School)	Wesley Hall Drive	Kroger Shopping Center	$ 100,000	3,7
West Austin Road	Larkspur Terrace	Austin Drive	$ 20,000	3,7
Flat Shoals Elementary Pedestrian Safety Upgrades			$ 100,000	3,6
Boring Road (School)	Flat Shoals Pkwy	Idle Creek Drive	$ 150,000	3,7
Snapfinger Woods Drive/ Snapfinger Road	Austin Drive	Wesley Chapel Road	$ 350,000	3,7
			$ 1,450,000	

Local Match for Federal/State Funding

Concept Design Candler Road Streetscape, Phase 2 (CDBG Reimbursement, PE)	$ 300,000	3
Memorial Drive Streetscape Project, Phase2 (CDBG Reimbursement, PE) (50% of required match)	$ 150,000	3,4
Sub-Total	**$ 450,000**	

Grand Total: **$ 2,050,000**

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2004 Recommended HOST Projects (District 4)

Traffic Improvements, Safety and Management

		Estimate	Districts
Rockbridge Road at Martin Road (CST) Additional turn lanes and new traffic signal		$ 200,000	4,7
Central Drive at Rays Road (CST) Additional turn lanes and signal upgrade		$ 200,000	4,6
Rockbridge Road at Wynbrooke Parkway (CST) Additional turn lanes and new traffic signal		$ 300,000	4,7
	Sub-Total	$ 700,000	

Sidewalk Improvements

	From	To			
Hambrick Road	Apple Tree Drive	Bramwell Drive	$	190,000	4,7
Village Square Drive	Memorial Drive	Existing Sidewalk	$	55,000	4,7
Rockbridge Road	Memorial Drive	Allgood Road	$	400,000	4,7
Kensington Road (School)	Covington Hwy	Memorial Dirve	$	100,000	4,6
Indian Creek Elementary Pedestrian Safety Upgrades			$	100,000	4,6
		Sub-Total	$	845,000	

Local Match for Federal/State Funding

Memorial Drive Streetscape Project, Phase2 (CDBG Reimbursement, PE) (50% of required match)		$ 150,000	3,4
	Sub-Total	$ 150,000	

Grand Total:	$ 1,695,000

2004 Recommended HOST Projects (District 5)

Traffic Improvements, Safety and Management

	Estimate	Districts
Hayden Quarry Road at Turner Hill Road (CST) First phase of Hayden Quarry Road realignment and upgrade	$ 500,000	5,7
Bouldercrest Road at Panthersville Road (CST) Additional turn lanes, realignment and traffic signal	$ 300,000	5,6
Hillandale Drive at Fairington Road(CST) Realignment of Fairington with DeKalb Medical Pkwy, with upgraded signalization	$ 400,000	5,7
Browns Mill Road at Klondike Road (PE) Additional turn lanes and new traffic signal	$ 100,000	5,7
Panola Road at I-20 Interim Interchange Improvements (PE) Additional left turn lane on the bridge and ramp extensions	$ 150,000	5,7
PATH Arabia Mountain Trail, Phase 3 (CST) Continuation of Trail through Arabia Mountain Park to Browns Mill Road	$ 350,000	5,7
Marbut Road at Wellborn Road (PE,CST) Additional turn lanes and signal upgrade	$ 200,000	5,7
Evans Mill Road Relocation at I-20 (PE,ROW,CST, state aid match) Realignment of Evans Mill Road access to I-20	$ 2,500,000	5,7
Lithonia Industrial Blvd, Phase 3 (PE, ROW) Extension of Lithonia Industrial Boulevard south of I-20	$ 200,000	5,7
Young Road at Meadowbrooke Chase/ Biffle Drive (CST) Additional turn lanes and new traffic signal	$ 200,000	5,7
Flakes Mill Bridge over Snapfinger Creek (Match for DOT replacement) Bridge replacement and pedestrian facility	$ 250,000	5,6
Sub-Total	**$ 5,150,000**	

Sidewalk Improvements

	From	To		
Phillips Road (School)	Existing Sidewalk	Covington Hwy	$ 100,000	5,7
Panola Road (School)	Thompson Mill Road	Miller Grove Road	$ 300,000	5,7
Salem Road at Salem Middle School	Panola Road	Crossvale Road	$ 450,000	5,7
			$ 850,000	

Local Match for Federal/State Funding

New Arterial- Panola Road to DeKalb Medical Pkwy (PE, R/W, State Aid Match)	$ 1,000,000	5,7
Sub-Total	**$ 1,000,000**	
Grand Total:	**$ 7,000,000**	

2004 Recommended HOST Projects (Countywide)

Other Traffic Management and Improvement projects: Countywide

Traffic signalization, interconnection and synchronization	$	800,000	Countywide
ADA safety upgrades/ramp installations	$	100,000	Countywide
Roadway striping	$	200,000	Countywide
Traffic signalization and intersection design	$	500,000	Countywide
Right-of-way acquisition for intersection and sidewalk projects	$	400,000	Countywide
Street light safety program	$	50,000	Countywide
Guardrail Installation	$	100,000	Countywide
School warning lights	$	100,000	Countywide
Sub-Total	**$**	**2,250,000**	

Local Match for Federal/State Funding

Matches for Submitted CMAQ Applications	$	200,000	CountyWide
Mountian Industrial Blvd Traffic Signal System			
Ashford Dunwoody/Perimeter Summit Bicycle amd Pedestrian Project			
Lawrenceville Highway Traffic Signal System			
North Druid Hills Traffic Signal System			
Redan Road Sidewalk Project			
Kensington Road Sidewalk Project			
Matches for Submitted TE Application	$	550,000	Countywide
Dunwoody Trail from Windward Park, Water Plant to County Line			
Mainstreet Tucker Streetscape Project			
Sagamore Trail through Sagamore Hills and Leafmore to Mason Mill Park			
Olmsted Linear Park Phase 3 Deepdene Park Improvements			
Northlake Streetscape Project			
South River Greenway Bike/Ped Trail, Phase 1			
City of Clarkston Streetscape Project on E. Ponce de Leon Ave and Church St.			
Lithonia Streetscape Project			
Mall Parkway Streetscape Project			
Sub-Total	**$**	**750,000**	

Grand Total:	**$**	**3,000,000**

GLOSSARY

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 (OR APPROVED 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.

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.0. 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 (continued)

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.

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 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.

GLOSSARY (continued)

INTANGIBLE TAX - Tax on money, collateral security loans, stocks, bond and debentures of 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.

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 (continued)

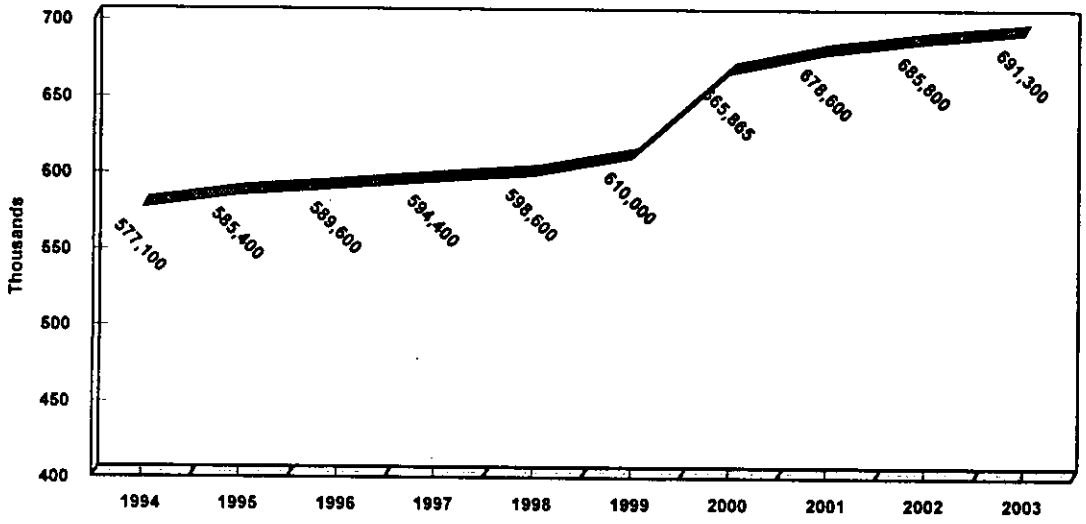
TAX ANTICIPATION NOTE - Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.

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.

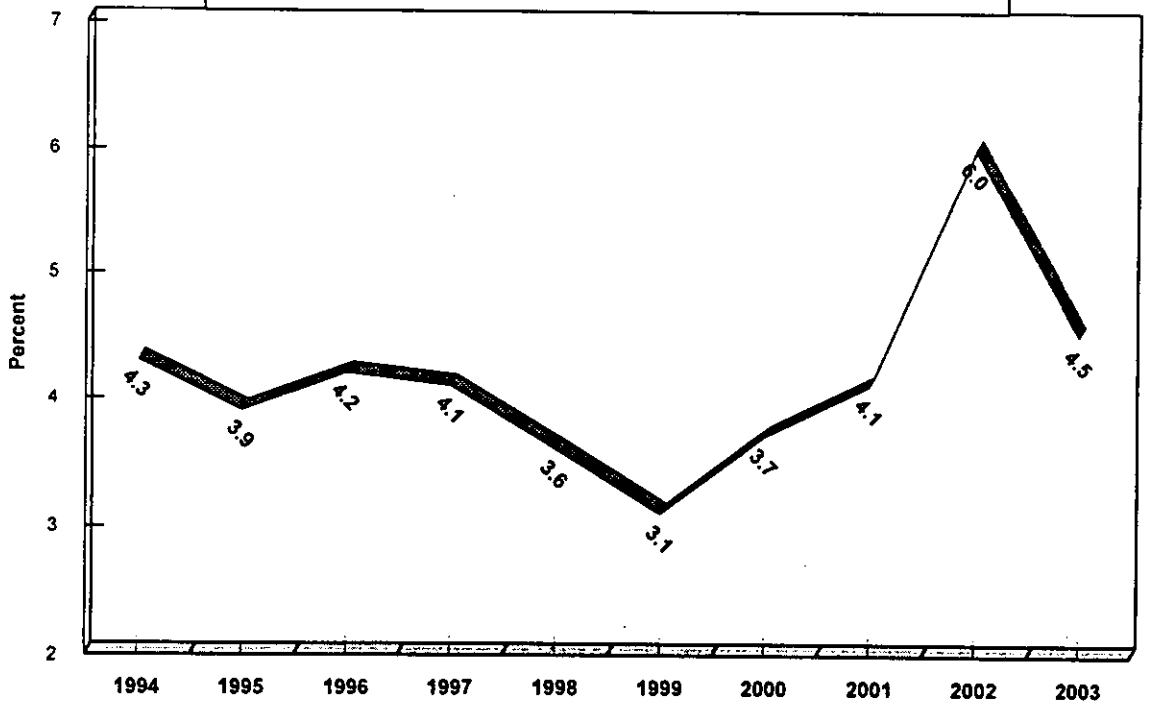
TAX RATE - See "MILLAGE RATE".

DEKALB COUNTY POPULATION
1994- 2003



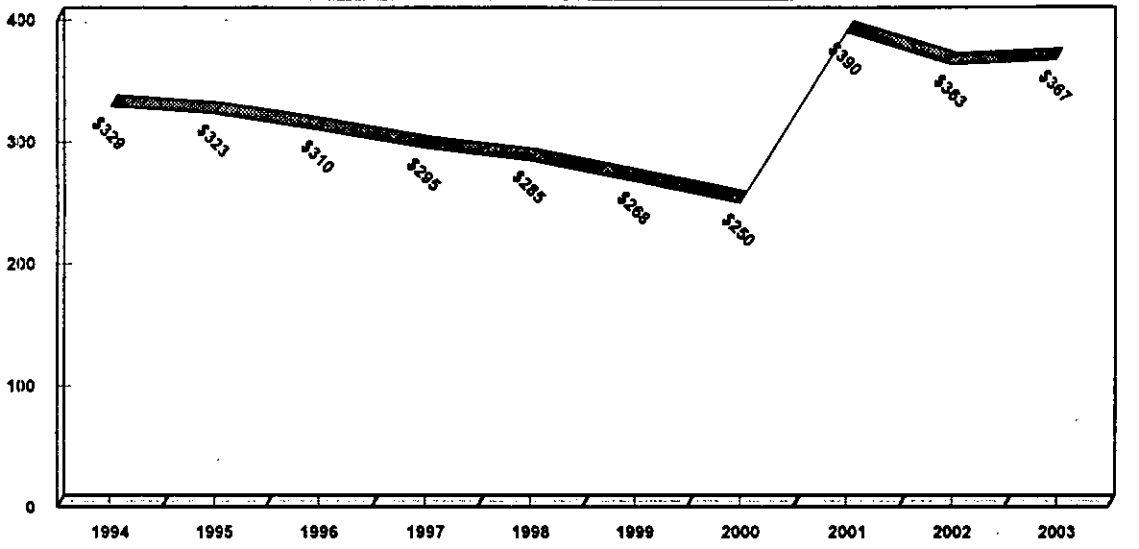
Source: 2000-U.S. Census; Other Years-Atlanta Regional Commission Estimates

DEKALB COUNTY UNEMPLOYMENT RATE
1994 - 2003



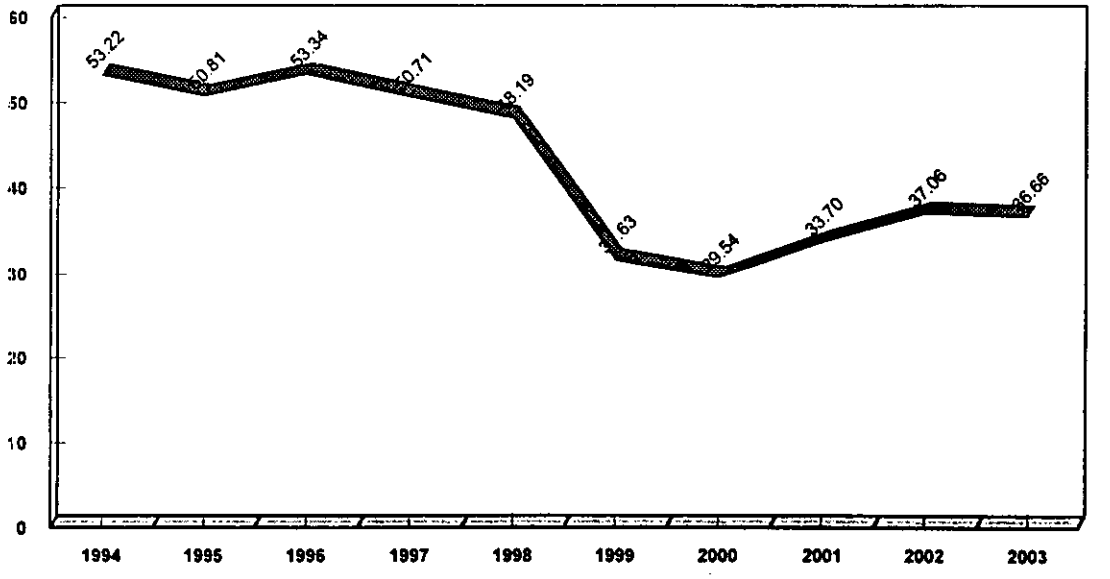
Source: U.S. Department of Labor

NET BONDED DEBT PER CAPITA
1994 - 2003



There were four general obligation bond issues between 1986 and 1993 which caused the increases starting in 1988
A Special Recreation Tax District GO Bond was issued in 2001 to acquire greenspace and improve park facilities.

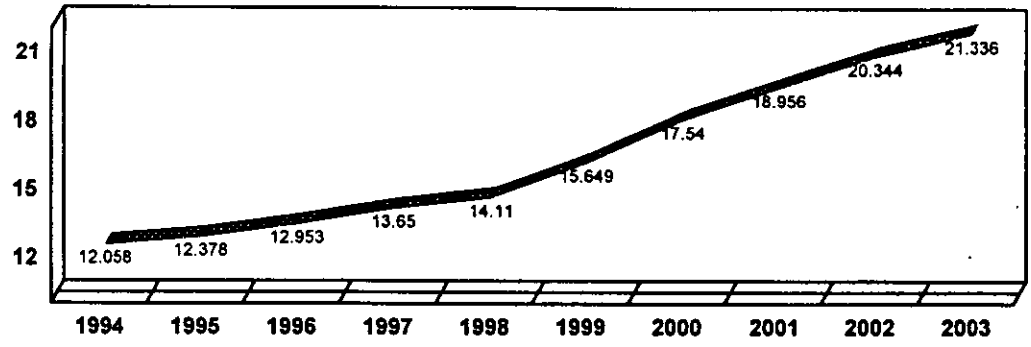
PROPERTY TAX AS PERCENT OF TOTAL REVENUE
1994 - 2003



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 60% of the prior year's tax proceeds; in 1999, 2000, and 2001 the exemption was 100%. This resulted in significantly decreased property tax revenue. The amount rose in 2001 due to the issuance of Special Recreation District General Obligation Bonds. The increase in 2002 was due to a decrease in the exemption to 86.8%, and the increas in 2003 was due to a decrease in the exemption to 60.58%.

ASSESSED VALUE OF TAXABLE PROPERTY

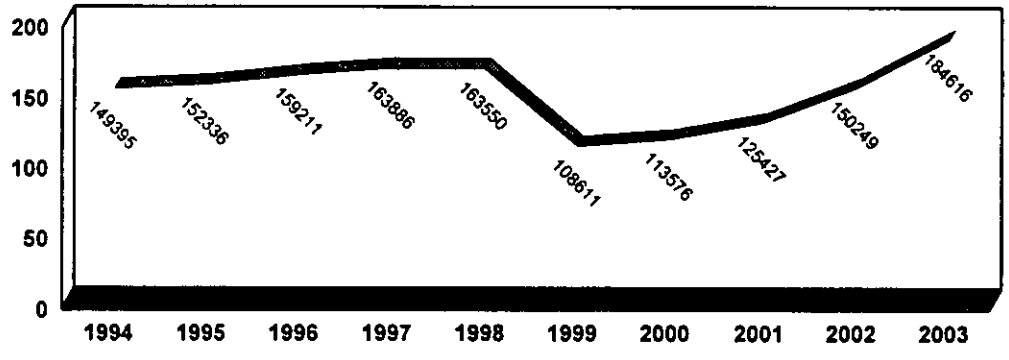


VALUES IN BILLIONS

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: (in thousands)	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
GENERAL PURPOSE	$67,753	$66,270	$79,374	$86,574	$72,239	$43,828	$65,870	$44,444	$74,393	$102,320
SPECIAL TAX DISTRICT	28,056	28,287	24,229	24,660	31,182	25,124	13,943	30,288	25,130	29,291
HOSPITAL SERVICE	20,840	18,099	17,445	12,822	20,017	7,511	9,504	10,226	9,728	10,730
FIRE PROTECTION	20,895	24,785	23,733	25,098	26,620	17,906	9,940	17,961	19,963	21,469
DEBT SERVICE	11,851	14,895	14,430	14,732	13,492	14,242	14,319	22,508	21,035	20,806
TOTAL	$149,395	$152,336	$159,211	$163,886	$163,550	$108,611	$113,576	$125,427	$150,249	$184,616

NOTE: The figures in this chart show 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 the Tax Funds Revenue by Source.

TAX RATES ON REAL AND PERSONAL PROPERTY

TAX IMPOSED FOR:	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
COUNTY GOVERNMENT											
General Purpose	$6.91	$7.51	$7.14	$8.19	$8.44	$6.46	$6.36	$9.01	$5.65	$8.03	$8.73
Special Tax District-											
Designated Services: *											
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	3.16	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76
Chamblee	1.59	1.70	1.30	0.95	0.97	0.96	1.64	1.51	1.74	1.42	1.12
Clarkston	3.16	4.64	3.25	1.98	2.01	2.00	3.40	3.14	3.62	2.94	2.33
Decatur	2.28	2.43	1.81	1.24	1.26	1.26	2.14	1.98	2.28	1.85	1.47
Doraville	2.35	2.51	1.88	1.32	1.34	1.33	2.27	2.09	2.41	1.96	1.56
Lithonia	3.16	4.72	3.32	2.05	2.08	2.07	3.53	3.26	3.75	3.05	2.42
Pine Lake	3.16	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76
Stone Mountain	3.16	3.83	2.74	1.76	1.78	1.78	3.02	2.79	3.21	2.62	2.07
Unincorporated	3.16	3.26	3.27	2.71	2.60	3.05	3.93	1.96	4.20	2.94	2.76
Hospital Fund	2.36	2.31	1.95	1.80	1.25	1.79	1.09	1.30	1.30	1.05	0.92
Fire Protection	2.83	2.38	2.84	2.60	2.60	2.54	2.73	1.44	2.43	2.31	1.99
Fire Tax Refunds**	0.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sp Rev Tax Dist Dbt Svc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.53	0.55
Debt Service	1.37	1.17	1.43	1.33	1.29	1.09	1.07	0.97	0.85	0.72	0.63
TOTAL COUNTY TAX	**$17.55**	**$16.63**	**$16.63**	**$16.63**	**$16.18**	**$14.93**	**$15.18**	**$14.68**	**$15.03**	**$15.58**	**$15.58**
BOARD OF EDUCATION											
Operating	23.53	23.53	23.73	23.73	23.73	22.48	22.48	22.23	21.98	21.98	22.98
Debt Service ***	1.10	1.10	0.90	0.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL SCHOOL TAX	$24.63	$24.63	$24.63	$24.63	$23.73	$22.48	$22.48	$22.23	$21.98	$21.98	$22.98
STATE GOVERNMENT	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
TOTAL UNINCORPORATED COUNTY TAX	**$42.43**	**$41.51**	**$41.51**	**$41.51**	**$40.16**	**$37.66**	**$37.91**	**$37.16**	**$37.26**	**$37.81**	**$38.81**

* 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.

**The Fire Tax Refunds millage results from a court ruling that homestead exemptions must be applied to the Fire Tax digest and requiring that refunds be made for the years 1989, 1990, 1991, and 1992. This special, one-time levy was made to cover the cost of these refunds.

*** In 1998 the School Board began collecting a 1% sales tax for capital purposes. Some of the proceeds of this tax are used to pay debt service.

DEKALB COUNTY, GEORGIA

PRINCIPAL TAXPAYERS FOR 2003

	Type of Business	Assessed Valuation (thousands)	Tax Paid (thousands)
Bell South	Utility	$250,737	$8,731
EOP - Perimeter Center LLC	Investment	$153,107	$5,889
Georgia Power Company	Utility	$108,082	$4,029
Perimeter Mall Inc.	Retail	$107,435	$2,927
General Motors Corporation	Industrial	$83,025	$3,077
Post Properties	Developer	$65,842	$2,394
Hewlett Packard	Retail	$52,614	$2,091
Koger Ravinia LLC	Developer	$47,000	$1,918
Highwoods/Forsyth LTD	Developer	$44,651	$1,572
Stone Mountain Industrial Park	Utility	$44,568	$1,660

MAJOR EMPLOYERS FOR 2003

	Number of Employees
Emory University	10,300
DeKalb County Board of Education	10,000
DeKalb County Government	7,903
General Motors	4,800
Internal Revenue Service	4,500
Cox Enterprises	4,000
Emory University Hospital	2,800
DeKalb Medical Center	2,300
Children's Health Care of Atlanta	2,100
Veteran's Administration Hospital	2,000

Source: DeKalb County Planning Department

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